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MINUTES OF MEETING  
UTAH STATE BOARD OF REGENTS  
SALT LAKE COMMUNITY COLLEGE

January 23, 1998

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Board Members Present

Charles E. Johnson, Chair  
Aileen H. Clyde, Vice Chair  
Kenneth G. Anderton  
Pamela J. Atkinson  
Andrew Croshaw  
Ian M. Cumming  
David J. Grant  
L. Brent Hoggan  
Karen H. Huntsman  
David J. Jordan  
Evelyn B. Lee  
Victor L. Lund  
Dale O Zabriskie

Board Members Excused

Larzette G. Hale  
Paul S. Rogers  
Jay B. Taggart

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Office of the Commissioner

Cecelia H. Foxley, Commissioner  
Fred R. Hunsaker, Associate Commissioner for Finance and Facilities  
Chalmers Gail Norris, Associate Commissioner for Student Financial Aid  
Michael A. Petersen, Associate Commissioner for Academic Affairs  
Phillip V. Bernal, Director of Student Services and Minority Affairs  
Joyce Cottrell CPS, Executive Secretary  
Patricia S. Crane, Assistant Commissioner for Government/Media  
Relations  
Harden R. Eyring, Executive Assistant  
Linda Fife, Academic Affairs Program Officer  
Lou Jean Flint, Academic Affairs Officer  
Jerry H. Fullmer, Director of Information Technology  
Max S. Lowe, Assistant Community for Applied Technology Education  
Norman C. Tarbox, Assistant Commissioner for Finance and Facilities  
Courtney White, Research Analyst

INSTITUTIONAL REPRESENTATIVES

University of Utah

J. Bernard Machen, President  
Jerilyn S. McIntyre, Vice President for Academic Affairs  
Richard Weigel, Interim Vice President for Student Affairs  
Paul T. Brinkman, Director, Planning and Political Studies  
Arnold Combe, Assistant Vice President for Administrative Services  
Raymond A. Haeckel, Executive Director, Government and Community  
Relations  
Randy B. Van Dyke, Assistant to the Vice President/Director of Internal  
Audit

Utah State University

George H. Emert, President  
C. Blythe Ahlstrom, Assistant Provost  
Lee H. Burke, Assistant to the President  
Robert L. Gilliland, Vice President for Extension and Dean of Continuing Education  
Richard W. Jacobs, Budget Office Director  
Lynn E. Janes, Interim Vice President for Administrative Affairs  
John A. Kadlec, Interim Dean, College of Natural Resources  
Patricia S. Terrell, Vice President for Student Services

#### Weber State University

Paul H. Thompson, President  
David Eisler, Provost  
Carol J. Berrey, Executive Director of Government Relations/Assistant to the President  
Craig S. Hall, Associate Vice President for Physical Facilities  
Marie L. Kotter, Vice President of Student Services

#### Southern Utah University

Steven D. Bennion, President  
Terry Alger, Provost  
Sterling R. Church, Vice President for Student Services  
Michael D. Richards, Vice President for University Affairs  
Gregory L. Stauffer, Vice President for Financial Affairs

#### Snow College

Gerald J. Day, President

#### Dixie College

Robert C. Huddleston, President  
Stanley J. Plewe, Vice President, Administrative/Information Technology Services  
Max Rose, Academic Vice President  
Richard VanAusdal, Dean of Business, Technology, Family Consumer Science & Health Occupations

#### College of Eastern Utah

Grace S. Jones, President  
Karen Bliss, Dean of Institutional Advancement  
Gail Glover, Dean of Administrative Services, San Juan Center  
Brent Haddock, Academic Vice President  
Don C. Larson, Dean of Instruction, San Juan Center

#### Utah Valley State College

Kerry D. Romesburg, President  
Gaya Carlton, Associate Professor of Nursing  
Gilbert E. Cook, Vice President for College Relations  
Robert L. Loveridge, Assistant Vice President of Student & Academic Support  
Linda L. Makin, Associate Director of Budgets

Grant Richards, Department Chair/Assistant Professor, Study Skills  
Lucille Stoddard, Vice President for Academic Affairs  
Ryan Thomas, Vice President for Student Services and Campus  
Computing  
Douglas E. Warner, Executive Director, Budgets and Management Studies  
J. Karl Worthington, Associate Vice President for Academic Affairs

### Salt Lake Community College

Frank W. Budd, President  
Marjorie Carson, Vice President of Academic Services  
Frank Cooney, Survey Research Coordinator  
Paul Gundersen, Director of Facilities  
Rand Johnson, Assistant to the President  
Richard M. Rhodes, Vice President of Business Services  
Paul Stark, Division Chair, Health Sciences  
J. Gordon Storrs, Master Planning Coordinator  
Don Summit, Faculty Association  
Dana Van Dyke, Budget Director  
Lori Watson, Assistant to the Academic Vice President

### Others Present

Shannon Bittler, SBE/SBR Joint Liaison Committee  
Marjorie Cortez, *Deseret News*  
Hillary Groutage, *Salt Lake Tribune*  
Carl Empey, Zions Bank  
Rick James, Program Manager, DFCM  
Robert Moore, UAAP  
Kelly Murdock, First Security Bank  
Jerry Nowlin, First Security Bank  
Blake Wade, Ballard Spahr  
Bradley A. Winn, Governor's Office of Planning and Budget

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Chair Johnson called the meeting to order at 10:20 a.m. and welcomed everyone to the meeting. He announced that if the business of the meeting was not concluded, the meeting would reconvene at 4:00 p.m. after the Board concluded its meeting with the Legislative Higher Education Appropriations Subcommittee. Chair Johnson also announced that the Board would be adding a meeting in Salt Lake City on February 18 to its 1998 meeting schedule.

Chair Johnson excused Regents Hale, Rogers and Taggart. He welcomed President George Emert back after a recent fall and extended a special welcome to President Bernie Machen. Patricia Crane, Assistant Commissioner for Government and Media Relations, will be leaving the Commissioner's staff soon to have a baby, and this is her last Board meeting. Chair Johnson congratulated her and wished her well.

Two USHE presidents were recently featured at an NAACP meeting in Salt Lake — President Grace S. Jones was the featured speaker, and President Frank W. Budd received an award for promoting diversity at Salt Lake Community College. President Jones was also chosen one of seven Kansas citizens to receive a Kansas Citizen of Distinction Award.

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## Report of the Chair

Chair Johnson said that in his travels, he is constantly questioned about the Board of Regents and the Utah System of Higher Education. A parent pointed out that it takes five to six years to receive a four-year degree. Students ask about transferability of credits. Legislators ask why they cannot get answers to their questions. In March, Chair Johnson said the Board would have the opportunity to start the planning process to answer these questions. A business plan asks: Where are we today? Where do we want to be? How do we get there? He said the Regents will be picking up the pace in 1998 and 1999 in an effort to be more involved in this planning process. He asked for questions which must be addressed as we plan for the future. The following questions and comments emerged:

1. It is time to create a new **formal master plan**.
2. With projected growth in this state and high demand for additional degrees, how will we provide future programs to **meet local baccalaureate demands**?
3. What is **our public role**, and how does that role compare to private providers, out-of-state institutions, and the expanded role of technology?
4. We must re-evaluate and **re-emphasize our efforts in ATE**. We need an expanded review of ATE.
5. How will we **measure the quality of our educational programs**?
6. We need to explore ways to **keep tuition down** for moderate to low-income families **while maintaining higher education quality**.
7. What is our **credibility with the Legislature**? What can we do to continue to enhance our credibility?
8. Should we change the **funding formula** for higher education?
9. How do we develop a reasonable, forward-looking, **long-range funding plan** so that we can determine what we can afford to do as well as what we want to do, keeping the Legislature in mind?
10. We need to **plan for building efforts vs. paying for liabilities**.
11. We need ways to **better present the reality of what we are doing (and the lifelong benefits of higher education)** and correct misapprehensions.
12. We need funding to **create an information database to relay information consistently** from all of our institutions so that we may answer questions consistently and accurately across the system.
13. We need to address the **needs of retiring presidents**.
14. **Retention** — Why do students drop out/stop out, particularly transfer students?
15. What is the **Regents' role in the Western Governors University**?

16. Should **service regions** be maintained? What impact will technology have on service regions?
17. Are the current **institutional missions and roles** what they should be to lead us into the 21<sup>st</sup> Century, or should they be redefined?

Chair Johnson said he would like to see Board members sit down individually and write additional questions, either institution- or system-oriented. In March we will start with the issue of "Where are we now?" These questions will be accumulated and categorized in St. George, when we will prioritize the concerns and start on a process of solution. He asked the Regents to note the questions they are asked as they deal with Legislators, parents, students, and the general public.

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#### Legislative Request regarding Faculty Workload

In response to a Legislative directive, a task force met last year and developed standards for faculty workload. Chair Johnson and Commissioner Foxley met with Legislative Leadership to clarify their expectations. The outcome of that meeting was summarized in the cover letter to Agenda Tab O. The forms which have been developed to respond specifically to this request were discussed. Chair Johnson pointed out that the table on page 1 does not include all student contact hours; additional information will be gathered in the fall of 1998. Legislative Leadership was agreeable with this information. Two additional documents will be prepared, one on staff support for faculty, and one for administration. Completion of these forms will meet the requirements of this Legislative session. The information will be comprehensive and will include non-state funded faculty positions.

Chair Johnson said he and Commissioner Foxley would be meeting with Legislative Leadership the following Tuesday morning to present the completed forms. There is no need to go further on the faculty workload project until this information is presented to the Legislature. Vice Chair Clyde said we need to explain that a model which counts hours does not provide a complete picture of the work faculty members do. We must provide the kinds of models which accurately and fully show what faculty do. Commissioner Foxley described the information required on the various forms. She said the Legislature also wanted to know how faculty spend their time in research and scholarship, on committees, and in institutional and community service. That information will be provided in the fall. The Commissioner said USHE faculty should compare favorably in the areas we report now with other institutions across the country.

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#### Report of the Commissioner

Commissioner Foxley commended the institutions for their outstanding efforts to collect and report the necessary information. She also thanked her staff who were compiling the information, assuring that the information presented is what is really requested. She pointed out the supplemental material which had been provided to the Regents. The USHE budget request and budget document would be discussed with the Legislative Higher Education Appropriations Subcommittee that afternoon. She asked the presidents to use these two documents in their individual budget presentations. The Commissioner pointed out the 1998 Schedule of Board Meetings which was included in the Regents' folders. The Higher Education Appropriations Subcommittee Meeting Schedule

was also included; that committee meets in room 223 of the State Capitol on Monday, Wednesday and Friday afternoons. Regents are invited and encouraged to attend as their schedules allow.

The Commissioner said at the 2:00 p.m. meeting we would learn the difference between the Regents' budget request, the Governor's budget recommendation, and the allocations recommended by the Legislative Fiscal Analyst to the Higher Education Appropriations Subcommittee. Our challenge will be to demonstrate that we merit some of the set-aside money for high needs. The Regents have recommended \$29 million of ongoing funding for higher education. Governor Leavitt recommended \$20 million, which was a good match with Regents' priorities. The Legislative Fiscal Analyst is presently recommending \$4.9 of ongoing funding to higher education. We need to demonstrate why future training for our citizens cannot be funded at this rate.

Commissioner Foxley pointed out the handout showing pending legislation of interest to higher education. The summary was followed by a detailed listing which showed which bills will be closely monitored and tracked throughout the session. The Commissioner briefly explained the monitoring process and asked the Regents to call if they had questions regarding any of these bills. Regent Jordan requested additional information in the "Comments" column, specifically whether or not higher education was supportive of each bill. He also requested a weekly update of the status of the legislative bills as they move through the Legislature. Commissioner Foxley said that, if possible, this information would be posted to the Board of Regents' web site (<http://www.utahsbr.edu>) the following Monday.

Regent Cumming asked for clarification of Regents' expected contacts with Legislators. Commissioner Foxley said informal contact between Regents and Legislators is very helpful. The State Board of Education has lobbying bodies such as the UEA and PTA. Higher education needs support from Regents, Trustees, alumni, students, and institutional representatives. If the Fiscal Analyst's recommendation is as small as we have been led to believe, our first message to Legislators will be to say that the future training of its citizens simply cannot be done with such a small allotment of state funds. Regent Cumming said interacting with the Legislature is one of the Regents' most important activities, but the Board needs to be better organized and coordinated. Regent Grant requested assignments of Legislators with whom individual Regents should meet about specific issues.

Chair Johnson asked the Regents to let him or the Commissioner know the names of Legislators with whom they have a favorable relationship. Commissioner Foxley said at this time of year, chairing the Board of Regents is a full-time responsibility. She commended Chair Johnson and thanked him for his willingness to spend so many hours meeting with Legislators.

Periodically the Board asks for an enrollment audit to ensure that our enrollment data is accurate. Such an audit has just been completed and as a result, our budget request will be adjusted by only 29 FTE students. The difference was because some institutions were showing self-supporting programs as state funded. This has been corrected. Commissioner Foxley said this audit has been discussed with Brad Winn of the Governor's Office and Boyd Garriott and Kevin Walthers of the Legislative Fiscal Analyst's Office. She was very pleased that the audit revealed such a small deviation.

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## Amendments to Policy R220

Chair Johnson said the policy shown in Agenda Tab N had been modified in accordance with the Regents' discussion in December. It has been discussed many times; however, it is now time for the Board to approve this policy and move on to other compelling issues which need to be resolved.

After lengthy discussion, on motion presented by Regent Jordan and seconded by Regent Cumming, policy R220 was approved (including the language shown in brackets) with the following modifications:

R220-1. Preamble. The last sentence was changed to read:

*It is the intent of this Policy that the Board of Regents delegate certain responsibilities of an institutional nature to the Boards of Trustees and Presidents and retain all other functions and responsibilities, particularly those which have systemwide implications.*

4.6. Petition the Board. The following was added as the final sentence to this section:

*All functions and responsibilities not specifically delegated herein are reserved to the Board.*

4.6.2.1. Initial Appointment of Presidents of Institutions.

*The Board appoints a President after consulting with the institution's Board of Trustees. The Chair of the Board will appoint the Presidential Search Committee after consultation with the Chair, or other members of the Board of Trustees as is deemed advisable by the Chair of the Board, and other constituencies. To the extent possible, the Search Committee will include an equal number of Regents and Trustees. As provided in section 4.5.6, prior to the final selection of an institutional President, the Board of Trustees may petition the Board to arrange for more extended communications regarding the selection of a President.*

4.6.2.3 Determination on the Retention of Presidents of Institutions.

*Through the Board's annual review team for presidents of institutions, recommendations on the retention of the President will be forwarded to the Board. If the Board determines it is in the best interest of the institution and System of Higher Education not to retain a President of an institution, the Board will consult with the Chair of the institution's Board of Trustees, or other members as is deemed advisable by the Chair of the Board, before final Board action is taken. As provided in section 4.5.6, if the Board of Trustees concludes that additional consultation between the two Boards is needed, the Board of Trustees may petition the Board to arrange for more extended communication to discuss the matter.*

The remainder of the meeting was deferred until the conclusion of the Regents' meeting with the Higher Education Appropriations Subcommittee. The meeting recessed at 12:10 p.m. and reconvened at 3:00 p.m. in the Governor's Board Room.

## Reports of Board Committees

### *Finance and Facilities Committee*

Salt Lake Community College — Campus Master Plan (Agenda Tab G). Chair Hoggan indicated the committee received a master plan presentation at the earlier committee meeting. He moved approval of the Salt Lake Community College campus master plan. The motion was seconded by Regent Grant, and approved unanimously.

Utah Valley State College — Park City Lease (Agenda Tab H). Chair Hoggan indicated the institution has requested this item be deleted from consideration. No consideration or action was taken.

Approval to Seek Revenue Bond Financing — University of Utah Parking Structure, University of Utah/SLOC — Housing Project (Agenda Tab I). Chair Hoggan said the committee considered the request for Regent approval to seek revenue bond financing from the Utah State Legislature for a health science parking structure as a phase of the Huntsman Cancer Research Institute. The amount will not exceed \$17 million. Chair Hoggan moved the Commissioner's recommendation as it pertained to the UofU Health Science Parking Structure. Regent Jordan offered the second and the motion passed unanimously. Committee Chair Hoggan indicated Board Chair Johnson would address the University of Utah/SLOC Housing Project when the minutes of the 12 December 1997 Board meeting were being considered. The agenda items were moved forward without further discussion.

Student Financial Aid — Appointment of Members: UHEAA Board of Directors (Agenda Tab J). Chair Hoggan moved approval of the Commissioner's recommendation to appoint members of the UHEAA Board of Directors as shown in the Commissioner's letter. Following a second, the motion received unanimous approval.

Student Financial Aid — Appointment of Members: Student Finance Subcommittee (Agenda Tab K). Chair Hoggan moved the Commissioner's recommendation to appoint members to the Student Finance Subcommittee as listed. The motion was seconded and approved without dissenting vote.

USHE Audit Review Subcommittee Report (Agenda Tab L). The Chair called the Board's attention to agenda item Tab M, Consent Calendar, item three, "Annual Report on Auxiliary Enterprises..." Table III. He highlighted the University of Utah Auxiliary — University Food Services 1996-97 actual net revenue loss of \$906,364. He said the Regents Audit Review Subcommittee had reviewed the audit report in detail and was bringing it to the attention of the Regents as a matter of information and disclosure. The Audit Review Subcommittee also reviewed but approved for closure the report relating to compliance of the USHE with the Money Management Act. The subcommittee held open the University of Utah audit on University Food Services and University Vending pending a final conclusion on the losses. Several Regents asked what action was necessary on their part. The Chair indicated that University of Utah administrators and trustees had taken appropriate corrective action and no additional action was needed by the Regents. This is an information item to report on the loss and the subcommittee's decision to leave open the audit pending final conclusion. University President Machen said he supported the decision to leave the audit open.



Consent Calendar, Finance and Facilities Committee (Agenda Tab M). Upon motion by Regent Hoggan and second by Regent Cumming, the following items were approved:

- a. UofU and USU Capital Facilities Delegation Reports
- b. OCHE Monthly Investment Reports
- c. Annual Report on Auxiliary Enterprises and Institutional Discretionary Funds

*Program and Planning Committee*

Weber State University — Bachelor of Music Degree with Emphases in Performance, Pedagogy, and Education (Agenda Tab A). The proposed degree would be a restructuring of existing degree programs and would offer more options for music students. The elimination of present programs is detailed in item C-3 of the committee's consent calendar (Tab F). Chair Zabriskie moved approval of the new degree. Following a second by Regent Lee, the motion carried.

Dixie College — Associate Degree Nursing Program (Agenda Tab B). Questions and concerns regarding this proposal were discussed in the December meeting and had been resolved. Chair Zabriskie explained the professional need for this program, which is supported by the other USHE institutions. Chair Zabriskie moved approval of the ADN program. Regent Atkinson seconded the motion, which carried unanimously.

College of Eastern Utah — Truck Driving Program in the Uintah Basin (Agenda Tab C). CEU has been offering this program on the UBATC campus on a pilot basis, and officials at both institutions wish to make this arrangement permanent, with the certificate of completion to be awarded by CEU. It is a much needed and desired program in the Uintah Basin. Chair Zabriskie moved approval, seconded by Regent Lee. The motion carried unanimously.

Utah State University — Master of Natural Resources Degree (Agenda Tab D). Chair Zabriskie moved that this item be changed to an action item. Regent Atkinson seconded the motion, which carried unanimously. It had been explained to the committee that this was a non-research masters degree, which is a growing trend. It is a professional degree to meet market needs. President Emert said that a management-oriented degree is necessary for placement with area agencies. All questions were answered in committee, and the committee recommended approval. Chair Zabriskie moved approval of the program, with a reminder that a two-thirds majority vote was required. Regent Atkinson seconded the motion, saying it was a great example of following the university's mission. The motion carried unanimously.

Utah Valley State College — Institutional Mission and Future Plans for Baccalaureate Degree Offerings (Tab E). Chair Zabriskie said most of the committee discussion had centered on this topic. The committee appreciated the presentation made by the UVSC Board of Trustees. It was a very positive discussion about a controversial issue which will require further discussion. Communication was two-way and very positive. Chair Zabriskie urged all Regents to read the contents of this section of the agenda and strongly recommended that some time be spent discussing this issue in the Committee of

the Whole during the March Board meeting. Regent Lee recommended that this be studied from a system view and the local needs of other areas in the state be studied as well. Regent Cumming suggested that Chair Johnson, or someone he designates, visit with BYU officials about their projected enrollments in the next few years. Regent Jordan recommended that this discussion include President Romesburg as well as other individuals he would like to invite to participate.

Chair Zabriskie said the UVSC Trustees indicated a strong desire to work cooperatively with the Board of Regents. Regent Cumming reviewed for the newer Regents that there had been considerable discussion at the time the four-year status was granted to UVSC about the coordination of programs and how this would work. Regent Atkinson said President Romesburg had offered to provide additional data to the Board, and the UVSC Trustees had indicated their willingness to make their presentation to the entire Board in March.

Chair Zabriskie said the planning document had emphasized that if prospective UVSC students could not take four-year programs locally, they would not be going elsewhere. Regent Croshaw said that a major part of this issue deals with whether or not potential students are being denied access or do not continue their education because additional BS/BA programs are not offered at UVSC.

Regent Lund said the UVSC Trustees had done a wonderful job of demonstrating community support, but he was not certain if this change met the mission and role of the institution. Regent Croshaw said there was much anxiety on the part of the UVSC Trustees that the questions raised might not receive adequate discussion. Chair Zabriskie said UVSC's planning document required adequate discussion with opportunity to receive answers to questions. Commissioner Foxley estimated that this discussion would require approximately 2½-3 hours during the March Board meeting, with adequate preparation and review of materials beforehand.

Regent Lee said her understanding was that UVSC was not necessarily asking for a change in their basic role and mission, but for the opportunity to add more baccalaureate degree programs. She suggested that the Board discussion be tied into the policy issue of meeting the demand of the local communities for baccalaureate degrees. There is broad population growth throughout the state, and this is happening in various other communities. Regent Jordan said if presidents of other institutions feel they have points to make about the needs of their programs, this should be heard before the March Board meeting. The Board also needs to allow for adequate response time from President Romesburg. Perhaps other institutions can meet some of the needs indicated in UVSC's planning documents.

Chair Johnson asked for a status report at the February 18 Board meeting. Commissioner Foxley said the timing of addressing this matter is particularly good, since a new USHE Master Plan will be developed. She also indicated that the Commissioner's office will be in touch with the Governor's Office of Planning and Budget for updated demographics, and she will provide the Regents with all of the background on UVSC requests and Board actions since 1992. All of this will fit together and be available prior to the March meeting. Regent Cumming requested an executive summary of this documentation. Regent Atkinson said the Commissioner's cover letter had already been organized along the lines of UVSC's planning document. She urged that this be used as a guide for discussion.

Consent Calendar, Program and Planning Committee (Agenda Tab F). On

motion by Chair Zabriskie and second by Vice Chair Clyde, the following items were approved:

- A. Utah State University — Establishment of Center for Independent and Distance Learning
- B. Southern Utah University — Creation of College of Performing and Visual Arts
- C. Weber State University
  - 1. Name Change of the following emphases within the Department of Communication:
    - Broadcasting to Electronic Media
    - Oral Communication to Communication Studies
  - 2. Elimination of composite teaching majors in Communication/English, English/Communication, Communication/Theater Arts, and Theater Arts/Communication
  - 3. Elimination of Bachelor of Arts/Science in Music Education (including all emphases) and Bachelor of Science in Music
- D. College of Eastern Utah — Elimination of Fashion Merchandising one-year certificate and Interior Design one-year certificate

### **General Consent Calendar**

Chair Johnson said page 15 of the December 1997 minutes should be clarified with respect to the portion of financing for University of Utah student housing to be received from the Salt Lake Organizing Committee. The net present value of \$22.5 million (equated to a net future value of \$28 million) is scheduled to be received in April 2002. With that clarification, Regent Cumming moved approval of the General Consent Calendar. The motion was seconded by Vice Chair Clyde and carried unanimously.

Regent Anderton moved that the Board move into executive session, seconded by Regent Cumming. The motion carried unanimously. The meeting of the Committee of the Whole was adjourned.

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Joyce Cottrell CPS  
Secretary to the Board of Regents