

**MINUTES OF MEETING
UTAH STATE BOARD OF REGENTS
DIXIE COLLEGE
ST. GEORGE, UTAH**

March 11, 1999

Board Members Present

Charles E. Johnson, Chair
Aileen H. Clyde, Vice Chair
Kenneth G. Anderton
Pamela J. Atkinson
David J. Grant
Larzette G. Hale
L. Brent Hoggan
David J. Jordan
Evelyn B. Lee
E. George Mantes
Robert K. Reynard
Paul S. Rogers
Dale O Zabriskie

Board Members Excused

Karen H. Huntsman
Jay B. Taggart

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
Joyce Cottrell, Executive Secretary
David R. Colvin, Academic Affairs Program Officer
Harden R. Eyring, Executive Assistant to the Commissioner
Linda Fife, Academic Affairs Program Officer
Jerry H. Fullmer, Director of Information Systems
Max S. Lowe, Assistant Commissioner for Applied Technology Education
Whitney J. Pugh, Budget Analyst and Personnel Officer
Norman C. Tarbox, Assistant Commissioner for Finance and Facilities
Bradley A. Winn, Assistant Commissioner for Academic Affairs

INSTITUTIONAL REPRESENTATIVES PRESENT

University of Utah

J. Bernard Machen, President
Lorna Matheson, Member, Board of Trustees
John G. Francis, Associate Vice President for Academic Affairs
Raymond A. Haeckel, Executive Director, Government and Community Relations

Utah State University

George H. Emert, President
Lowell Peterson, Member, Board of Trustees
Lee H. Burke, Assistant to the President for Government Relations

Weber State University

Paul H. Thompson, President

Richard Richards, Chair, Board of Trustees
Carol J. Berrey, Executive Director of Government Relations/Assistant to the President
Carol V. Gaskill, Director of Budget and Institutional Research

Southern Utah University

Steven D. Bennion, President
Larry Lunt, Chair, Board of Trustees
Sterling R. Church, Vice President for Student Activities
Michael D. Richards, Vice President for Planning and Technology

Snow College

Gerald J. Day, President
Mark Stoddard, Chair, Board of Trustees

Dixie College

Robert C. Huddleston, President
Maureen Booth, Chair, Board of Trustees
Max H. Rose, Academic Vice President
William D. Fowler, Vice President for Student Services
Stanley J. Plewe, Vice President for Administration and Information Technology
Thales A. Derrick, Associate Director, Institutional Advancement
Gary J. Koeven, Dean of Computer & Information Technology

College of Eastern Utah

Grace S. Jones, President
Adrien Taylor, Chair, Board of Trustees
Raelene Allred, Vice President of Finance and Administrative Services
Donna Cartwright, Dean, School of Science and Technology
Karen Bliss, Dean of Institutional Advancement
Gail Glover, Dean of Administrative Services, San Juan Campus
Brad King, Dean of Students
Don C. Larson, Dean of Instruction, San Juan Campus

Utah Valley State College

Kerry D. Romesburg, President
Ronald J. Dallin, Member, Board of Trustees
Gilbert E. Cook, Vice President for College Relations and Campus Support
Douglas E. Warner, Executive Director, Budgets/Management Studies

Salt Lake Community College

Frank W. Budd, President
Bonnie Jean Beesley, Chair, Board of Trustees
Richard M. Rhodes, Vice President of Business Services
Rand A. Johnson, Assistant to the President

Representatives of the Media

Dan Egan, *Salt Lake Tribune*
Tracie Sullivan, *Spectrum*

Others Present

Shannon Bittler, Joint Liaison Committee
Gary Carlston, Governor's Deputy of Education
Boyd Garriott, Office of the Legislative Fiscal Analyst
Debra Headden, Office of the Legislative Fiscal Analyst
Paul D. Henderson, American Federation of Teachers
John W. Hickman, Utah House of Representatives

Lorin V. Jones, Utah State Senate
John Massey, Legislative Fiscal Analyst
Kevin Walthers, Office of the Legislative Fiscal Analyst

Chair Johnson called the meeting to order at 9:07 a.m. and welcomed everyone. He offered a special welcome to the institutional trustees, Senator Jones, and Representatives Hickman and King. He excused Regents Huntsman and Taggart and announced that Governor Leavitt would be present for the signing of House Bill 32 at 1:30 p.m.

Chair Johnson announced that March Madness had begun. Dixie College won their regional basketball tournament and would be playing the following week in Huteson, Kansas. The Weber State Wildcats were playing in Seattle, Washington that evening, and the Runnin' Utes would play Friday morning in New Orleans. In addition, the Lady Utes would be competing Thursday evening in the NIT tournament in Des Moines.

President Machen was asked about the University of Utah's new Senior Vice President of Health Sciences. President Machen said A. Lorris Betz, M.D. Ph.D., had been named Senior Vice President for Health Sciences and Dean of the School of Medicine at the University of Utah, effective June 1. Dr. Betz will have responsibility for all health-related organizations on campus, including the University Hospital, the Huntsman Cancer Institute, and the colleges of Health, Nursing and Pharmacy. He will come to Utah from the University of Michigan, where he spent two years as interim dean of the medical school. His background is in pediatrics. Chair Johnson reminded President Machen that the Regents would be expecting a report from Health Sciences as part of their master planning process.

Chair Johnson expressed his appreciation to Dixie officials for their hospitality. He briefly reviewed the agenda for the two-day meeting. He promised that the Regents would be working very hard until November 15 on master planning. He announced that a new task force was being formed, which would be announced later in the meeting.

Review of Legislative Session

Chair Johnson thanked Commissioner Foxley and her staff, the Regents, the institutional presidents, and their legislative representatives who contributed so greatly to the legislative session with their presence during budget hearings and other discussions.

Legislative Promises. Chair Johnson reviewed the promises/assignments which had been made during the 1999 Legislative Session:

- Higher Education Planning -- Due 9/1/99 to the Strategic Planning for Public & Higher Education Committee
- Graduate Tuition Report -- Due 10/99 to Executive Appropriations
- USHE Master Planning -- Due 11/15/99 to the Education Interim Committee and the Higher Education Appropriations Subcommittee
- Performance Indicators and Performance Funding -- Due by 12/1/99 to Executive Appropriations and Higher Education Appropriations
- Planning and Distribution of Funds for Electronic Courses (including UECC) -- Due during Interim to Higher Education Appropriations and the Fiscal Analyst
- Study of Single Risk Pool for Health Insurance -- Due during Interim to Legislative Leadership and the Fiscal Analyst
- Vehicle Coding System -- Due during Interim to the Division of Fleet Operations and the Fiscal Analyst
- Capital Facilities Project Needs Statements and Institutional Prioritization Process

-- Due during Interim to Fiscal Analyst, Governor's Office of Planning and Budget, State Building Board and DFCM

Chair Johnson said all these promises and issues would be discussed throughout the year.

Commissioner Foxley called attention to Replacement Tab A, which was in the Regents' and Presidents' folders and distributed to the trustees. She touched briefly on some of the legislation which would impact the Utah System of Higher Education. S.B.114, Strategic Planning for Educational Excellence Amendments, clarifies that the State Board of Education and State Board of Regents are the two primary boards for planning for education in this state. The USHE master planning effort will ultimately answer the question, "Are we positioned to best offer training and educational opportunities for the entire state, to lead us into the new century?" Associate Commissioner Hunsaker briefly pointed out higher education's success in obtaining funding for building projects. He called attention to replacement pages 3-4 of Attachment 3 to Agenda Tab A and reviewed the 1999-2000 Appropriated Operating Budget Summary. Although the Regents had requested \$20 million for Y2K issues, and the Governor had recommended \$5 million, at the end of the session the Legislature appropriated \$7.5 million for the entire state, with higher education and public education to share \$3.5 million. Chair Johnson, Commissioner Foxley, and Associate Commissioner Hunsaker had met with State CIO David Moon earlier in the week. Mr. Moon assured them that higher education would receive at least \$3.5 million for Y2K, which will be distributed on a need-by-need basis. Jerry Fullmer will be working with David Moon and David Fletcher in assessing need and distributing the funds. The legislature also appropriated \$1 million on the final day of the session for USHE libraries.

Associate Commissioner Hunsaker pointed out the comparison chart on page 4 of the attachment, which showed a slight increase in percentage of funds received by higher education, but that was misleading because it included the transfer of a line item for Snow College South. Appropriations for transportation have cut into funding for every state agency. These pressures will continue until the roads are completed, or until the funding mechanism is changed. Commissioner Foxley noted that UEN funding was also transferred, so the new money appropriated was actually much less than reflected in the chart.

Senator Jones said the Legislature would like to give higher education more money, but there was not enough to go around. Representative Hickman concurred, stating that it was unfortunate that the state is involved in so many large projects which hamper the funding of other worthy causes. Representative King pointed out that the first \$10 million of available funding next year would go to highways, and this will be repeated each year until the end of the project. This commitment takes a lot of available funds off the table at the onset.

Commissioner Foxley thanked John Massey, Legislative Fiscal Analyst, his staff members Boyd Garriott and Debra Headden, and Brad Mortensen of the Governor's Office of Planning and Budget for their support during the session. She offered special appreciation to Chair Johnson for his consistent assistance throughout the session.

Master Planning Session

Chair Johnson called attention to Replacement Attachment 1 to Agenda Tab B in the Regents' folders, which had previously been mailed to the trustees. He asked Regent Clyde, who chairs the USHE Master Planning Task Force on Missions/Roles and System Configuration, to review the work of that group. Vice Chair Clyde said her task force had received good representation from throughout the system. Trustees and

Presidents were invited to look at their respective mission statements and anticipated needs for their institutions. The Trustees were invited to respond briefly to the five questions and/or report other significant results of their planning efforts. Those questions and a summary of institutional responses were provided on Attachment 6 to Agenda Tab B. Regent Clyde said it was important to look at the relationship between the Boards of Trustees and the Board of Regents.

University of Utah . Trustee Matheson said the University of Utah recognized that its students need a competitive education which goes hand-in-hand with research universities. It is critical that the University continues to adapt to the evolving needs of its students. Without adding new facilities, the University could handle 2500 to 3500 new students. However, enrollment and operating funds would be necessary. Also, unlimited access would not be possible in some programs. The Board of Trustees had discussed where additional facilities could be located and determined that there was adequate space on the lower campus with a long-range development plan. If facilities could be built there, the main campus could accommodate a maximum of 35,000 to 37,000 students. They would also want to make sure the impact on surrounding neighborhoods would not be excessive. Trustee Matheson discussed the university's response to question 4 and said the \$3.5 million would be used to upgrade technical requirements and would be incremental for existing facilities only. Another million dollars would be required to complete campus communications, and an additional \$14 million for networking and campus communications. Adequate parking and transportation, salaries, and resources to take advantage of new technologies and finding their appropriate niche with distance education will also require more funds.

Vice Chair Clyde asked, how could we better use the facilities we have? The task force is constantly discussing the issue of access. The system wants students to have access to higher education, if that is their desire. The Regents are ever mindful of quality and convenience.

Regent Lee asked if the university had considered where the possible 3500 new students would be located. Were they considering only the main campus, or were other locations being considered? What about traffic and parking problems? President Machen responded that the planning process had basically focused on the central campus, but the trustees and administration were willing to discuss other locations. They have not been in a position to do this in the past, but as the state continues to have access needs, students may have to be enrolled at other locations. Parking is a problem at many institutions. University officials are taking significant steps to try to moderate this problem in their planning process.

Chair Johnson said the policy issue of the Board of Regents is to try to move undergraduate students to the community colleges, by design. He recommended that this policy be evaluated and asked, how do we move students, and what policies capture that intent? What kind of tuition would move the students to another institution? Regent Atkinson asked the Regents to be mindful of the qualities which undergraduate students and transfer students bring to a campus. She also pointed out the importance of research in the teaching component. Associate Commissioner Petersen said the expectation is that the University of Utah would be predominantly an upper division institution, with a relatively small mix of lower division students. He asked if it was now time to reconsider that mix.

Regent Hale cautioned Regents and institutional officials to be mindful of the costs involved to remodel or expand existing campuses to accommodate additional students.

Utah State University. Trustee Peterson thanked the Regents for inviting the trustees to participate in the master planning effort, and said the Regents' request was timely.

Planning was discussed at some length during the trustees' annual workshop last August. The discussion, led by Provost Gogue, was spirited and enlightening. USU trustees strongly feel that the university is capable of expanding its role to meet the needs of growth and has the ability to grow with the need. Utah State's experience and accomplishments in distance education are beneficial to the citizens of the entire state. There is strong leadership in the university's administration, faculty and staff. The university's best achievement is to provide quality education at all levels of instruction. USU is at near capacity during traditional hours. They could expand the use of county-owned facilities for distance education.

The possibility of offering tuition incentives for students to attend classes between 2:00 p.m. and 10:00 p.m. and on weekends was discussed. Chair Johnson also asked about helping students get second jobs on campus.

Regent Atkinson asked if a study had been done to determine how many students would enroll in classes offered until 12:00 midnight or 1:00 a.m. She also asked what it would cost to hire additional faculty to accommodate students taught during those times. Vice Chair Clyde said the task force would look into that option.

The presidents agreed that tuition incentives generally have been unsuccessful throughout the country because of students' employment. Most of the institutions offer evening and weekend classes with limited to moderate success. With all of the institutions working on online course availability, time frames for afternoon, evening and Saturday classes will be accommodating for students who need this flexibility.

Weber State University. Trustee Chair Richards noted that he serves with the USHE Master Planning Task Force on Missions/Roles and System Configuration. Weber presently has 14,000 students with 10,000 FTE. Facilities are adequate for the present; however, Davis County is expected to grow by 140,000 and Weber County by 110,000 people by 2020. Within ten years, FTE enrollment is expected to jump to 16,000, and head count to 21,000. The big pressure for additional facilities will be in Davis County. Associate Commissioner Petersen said the Davis County situation is significant. One of the issues which needs to be addressed is the development of a campus in Davis County, which includes the character of that institution and its relationship to Weber State University.

Weber has grown from 200 online students in 1997 to 2100 students taking 85 online courses this year. In response to Regent Zabriskie's question, President Thompson said 80% of these students are taking other courses at WSU. Online students typically take two classes on campus and one online. Students take online classes for convenience. They like the flexibility of being able to take classes on their own time. Regent Jordan asked if we were doing the right thing to expand online offerings, or whether we should be doing something to get more classroom space on our campuses. Regent Anderton suggested that each institution insure that adequate counseling is available to the students, and that we keep track of how long it takes students to graduate. President Thompson pointed out that online education raises serious considerations because growth in this area is hard to predict, as is the impact of distance education on regular classes.

Southern Utah University. Trustee Chair Larry Lunt said the SUU Board of Trustees had met with DFCM officials in planning the best use of SUU's physical facilities, and had tried to be as pro-active as possible. The Cedar City community supported a bond issue and acquired land through a donation for the PE Building and the middle school to allow SUU's capacity to increase up to fifty percent. This is viewed as an opportunity for growth. SUU presently has an enrollment of 6000 headcount and 5000 FTE and expects to be serving 12,000 students in 15-20 years. Trustee Lunt noted that close

planning and coordination would be needed between SUU and Dixie in providing four-year programs in St. George. Regent Rogers asked if funds to remodel the middle school were included in the new budget. President Bennion pointed out that the teacher preparation program which was squeezed into Old Main had outgrown that facility. School officials hope to move that program when the remodel of the middle school is complete. A study is being undertaken to determine the extent of code compliance. Trustee Lunt said the middle school had been built for an educational purpose, and it is hopeful that upgrades will be at minimal cost. He noted that the trustees' planning had been done prior to the 1999 Legislative Session and did not address the implications of HB32.

Regent Zabriskie asked if any significant additions of masters degree programs were anticipated for Weber State University or Southern Utah University. Trustee Lunt said SUU was anticipating some additions. President Bennion said they would be very selective programs which would be mission-unique professional degree programs. President Thompson said Weber was looking at limited proposals in the professional area.

Dixie College. Trustee Chair Maureen Booth said Dixie's Board of Trustees had met in the summer of 1997 to informally discuss where they wanted the school to grow. Their unanimous decision at that time was to offer four-year programs at Dixie. The college's mission and role should change. She stated that the only proposed change to Dixie's mission and role was the addition of four-year programs. This desire was driven by the Washington County Economic Development Council's strategic plan, which put community pressure on the Board of Trustees. St. George women, especially, are place bound and cannot travel to get an education. The trustees looked at the needs of the students and the community and the cost savings to use the UVSC model, which represented significant savings over the university center model. The UVSC model has proven that students can receive a four-year education at a community college in a cost-effective manner. Chair Booth expressed her appreciation and admiration for President Romesburg's pioneering efforts.

Regent Jordan said some legislators had asked whether or not it would make sense for Dixie to form an affiliation with the University of Utah or Utah State University. He asked if the Dixie trustees had done any thinking about the possibility of affiliating with one of the research institutions. Chair Booth said this suggestion had come out of legislative discussions. The college's purpose in wanting four-year programs was that the students, facilities, faculty and money are already in place in St. George. President Huddleston said HB32 was not an initiative for Dixie to become a comprehensive four-year institution. They want to remain a community college with a limited number of four-year programs. It is very complicated to be a branch of a major university. Most universities do not understand the nature of a community college's mission. Dixie would contract with state colleges and universities for the programs which their faculty were not capable of providing.

Regent Jordan said the question had also been raised of a potential merger between Dixie and SUU with two campuses. He asked if this possibility had been discussed by the trustees. Chair Booth said the trustees did not want to merge with SUU; that was definitely not an option. The emphasis has not been to become a university, but rather to offer some programs which were currently being offered through the university center. President Huddleston noted that a merger would cost at least \$5 million. This would be cost prohibitive. It would cost Utah taxpayers significantly and would not be worth the investment.

Regent Zabriskie asked how quickly and at what cost Dixie could become accredited as a four-year institution. President Huddleston said an action plan had been proposed to

the Northwest Association of Schools and Colleges. Their accrediting requirement is that the degree of the faculty member teaching the class must be one level beyond the degree program being taught. College officials have been recruiting and interviewing potential faculty members already. Several people have been contacted who are interested in living in the St. George area and who are fully qualified to teach these programs. Chair Johnson cautioned President Huddleston against getting too far ahead of the planning process. The Regents' charge is to look at all alternatives.

Snow College. Trustee Chair Mark Stoddard noted that he was also a member of the Master Planning Task Force on Missions/Roles and System Configuration. The Board of Trustees is proud of the quality of courses offered at Snow College and the success of its transfer students. The trustees anticipate changing Snow's mission and role to some degree, with the addition of Snow College South in Richfield. Snow College is unique because the city of Ephraim is home to 3700 residents and 2600 students. The campus can serve approximately 3000 students without adding new facilities. With the addition of the Performing Arts Building, the college is capable of increasing its capacity to 3500 students. At that time a new Science and PE Building would be needed. Technologically, Snow is in a relatively good position. Additional funding will be required in the future because the college will not compromise the quality of education during growth. Chair Stoddard said the trustees were excited at the prospect of working with Snow College South in Richfield.

Chair Johnson asked if the trustees had discussed four-year programs at Snow and various delivery options. President Day said needs had been discussed. Snow is working with other institutions and has no plan to provide its own bachelors degrees.

College of Eastern Utah. Trustee Chair Adrien Taylor said the Board of Trustees had discussed the questions and issues last summer and fall and received feedback from the college communities in Price and Blanding. It was a beneficial process. CEU's concern is not in placing more people in present facilities, but in better serving the people where they already are. Technology enables the college to serve the population very well. Facilities on the Price campus need to be upgraded to increase efficiency. A new Science Building is also needed to provide for state-of-the-art equipment. Blanding is now a full-service facility. That campus needs a better library and media space. Residence halls in Blanding are at 110% of capacity. Students have been responsive to the needs of a resource building through fee increases. A Moab family has donated 20 acres of land, and Institutional and Trust Lands has been working to make additional land available. Grand County can support a campus with 200 full-time students. There are currently slightly over 100 students between the two institutions. The college receives no base funding for Grand County or Emery County and is putting money into the program in Moab which is not covered by student tuition.

Regent Grant asked if CEU had any plans to offer four-year programs. Chair Taylor said that had not been discussed in the planning process. Some community members have reacted, but the trustees do not feel it would be practical. They already have the capability to meet the needs of four-year programs in tandem with USU. Other needs can be met by contracting with other institutions. President Jones said the trustees did not have this as an agenda item for the future of CEU; however, part of CEU's constituent group could follow Dixie's example.

Regent Jordan asked about the anticipated collaboration between CEU and USU in Moab. Chair Taylor said the college had been collaborating with USU in Moab. USU has been in that community since 1960, and CEU has only been there for the past ten years. USU has responsibility for upper division offerings in Moab, and CEU has responsibility for lower division courses. That partnership and collaboration is expected to continue. A building is shared by the two institutions. Chair Taylor said there was a

bright future in the two institutions working together. The schools need to move forward with the community desires for a more permanent center than the current rented building. President Jones agreed that this collaboration was working well in all four counties. Chair Johnson said Moab was another of the Regents' major planning issues.

Utah Valley State College. Trustee Ron Dallin said UVSC anticipates an enrollment of 40,000 students by 2020, of whom 13,000 will be added to the Orem campus. He distributed a report for higher education for the Mountainlands Region, 1999-2020 entitled "Promoting Quality, Preserving Access, and Planning for Growth." As part of the Board of Trustees' strategic planning, they replaced UVSC's existing master plan with two major planning strategies: First, the plan for growth through satellite or branch campuses was abandoned in favor of continued growth and expansion of the main Orem campus. Second, expansion of the Park City and Heber City Centers was abandoned in favor of closing the Park City Center and concentrating efforts to establish a permanent branch campus in the Heber Valley area. Trustee Dallin noted that growth is the major challenge for UVSC, and space is the major problem in being able to meet that challenge. There is need for a permanent campus in Wasatch County. Major areas of concern are faculty and staff salaries, facilities and services to balance quality with growth. An attachment to the report showed the college's proposed expansion of programs.

Regent Grant requested similar proposals from the other institutions, to include proposed program closings. Regent Anderton pointed out that a substantial number of classes were reviewed and eliminated during the recent semester conversion.

Chair Johnson noted that the UVSC model allowed them to retain their community college status while offering a limited number of four-year programs. He asked at what point that kind of institution would become a four-year institution. President Romesburg said UVSC is already a fully accredited four-year institution and was no longer a community college. However, the community college mission has been preserved and will continue to be preserved for at least the next 20 years. Four-year program offerings expand and enhance the mission and role of a community college. The NJCAA has raised questions of eligibility. They have made an exception for UVSC, but this exception is not encouraged. Commissioner Foxley asked President Romesburg if he expected the NJCAA to stop making exceptions in the foreseeable future. President Romesburg said that would depend on complaints from other two-year institutions.

Regent Grant asked if WSU and USU filled the community college role in their regions. President Romesburg said with Weber's changed admission requirements, they do fulfill a community college mission because of their open door expectation for lower-division students. President Emert said USU admits students using admission standards. Each year there are some conditional admissions where basic requirements are not met, such as for spouses of international students. However, USU does not serve a community college function in offering open door admissions.

Salt Lake Community College. Trustee Chair Bonnie Jean Beesley expressed her appreciation for the opportunity to hear from the other institutions in the state system of higher education. She commended the Regents for bringing everyone together and requested that it be done again. Salt Lake Community College is a comprehensive community college whose goal is to become a comprehensive community college of excellence. SLCC has no expectations to become something else and values its association with the University of Utah and Weber State University. The college is committed to applied technology education (ATE) and job training. Last year SLCC provided about 5.1 million hours of technical training to more than 33,000 students. In contrast, public education provided ATE to 5.3 million students throughout the entire state, 54% of which was to adults. Recognizing that there has been much discussion of

the roles of public education and higher education for training, Chair Beesley asked that responsibility be assigned and closure made on this issue. SLCC should be the trainer of applied technology education for adults. She noted that non-credit students were not part of the planning process for the Regents and the Legislature.

SLCC is meeting or exceeding building usage standards during traditional hours, especially during the mornings. By 2000, the college will be 7000 square feet short, even including the Jordan Campus. Chair Beesley noted that those numbers had been calculated based on facility usage for credit courses. However, the facilities have been used for training credit and non-credit courses. When there is a conflict in scheduling, a credit course takes priority. She urged the Regents and Legislature to consider SLCC as a single institution in their planning and budgeting process.

Chair Beesley addressed the open door issue. Many SLCC students do not come to college to get a degree. Performance assessment should not be made on degrees. Over 500 SLCC students had to take remedial education before beginning their course work last year, and 2400 students did not seek a degree.

President Budd said SLCC had noted a significant drop in FTE enrollment due to the semester conversion, with no expectation that enrollment would come back up at the same rate as at the other institutions. Most SLCC students are working adults. There was the greatest head count in the history of the college last fall, but a substantial drop in FTE. President Budd indicated his concern about the implications of legislative funding next year. If these enrollment patterns continue, it may be necessary to look at an adjusted target for SLCC. The average student is 27 years old, and every student works. Many are part-time students and single parents. They do not become full-time students. This information was not available when the trustees did their planning. Chair Johnson agreed that aggregate head count enrollments need to be considered, as well as FTEs, in the funding formula. President Budd said SLCC receives great pressure to train more people for the workforce in the metropolitan area. This need is as great as the need for four-year programs in St. George or Utah County. This presents a constant conflict with public education, who sees training the workforce as their role. He stressed the need for a different funding mechanism. There is high demand for training business and industry, but no funding is available.

President Romesburg said when the state looked at UVSC's experience with their semester conversion, they expected all USHE institutions to follow their pattern. In reality, UVSC's student bodies and percentage of full-time students to head count is more similar to Weber than to SLCC. He urged the Regents to listen to President Budd's message so that real harm is not done to SLCC. Regent Clyde agreed that ATE is very important to the system. The Missions/Roles Task Force has an ATE subcommittee, chaired by Regent Atkinson, which has been working for several months to get better cooperation and understanding between public education and higher education on applied technology education.

Regent Clyde remarked that it was good to meet with the trustees and community representatives, either formally or informally. She invited everyone to look at the fifth question addressed to the trustees, which was to identify other important planning issues which could impact individual institutions and the Utah System of Higher Education. She asked the trustees to consider this issue on a continual basis and ascertain how their needs might impact the entire system.

Discussion of Bachelors Education Cost Factors and Models

Assistant Commissioner Norm Tarbox explained that this topic would be discussed in

greater depth in the individual break-out groups. Cost became an issue in the early deliberations of the Missions/Roles Task Force. It was also discussed during the Legislative hearings on HB32. He referred to the attachment to Replacement Tab B headed "Bachelors Education Cost Subgroup." The task force felt a need to go beyond the published cost of upper division programs. Although the question of the ultimate cost of a program vs. other methods of delivery is important, perhaps even more important is the question of what kinds of instruction we are providing for the cost. Mr. Tarbox called attention to the major cost factors shown on page 2 of the attachment and said cost can be determined easily when these factors can be identified. The three basic determining considerations are the nature of the faculty, faculty workload required, and level of faculty compensation. Appendix III identified the four delivery methods addressed by the subgroup. Assistant Commissioner Tarbox suggested that the breakout groups discuss the variable factors for delivery of upper division programs. A big issue for all the colleges is the problem of attracting qualified faculty with terminal degrees, who require greater salaries.

Regent Jordan asked President Romesburg how he expected to keep the factors at the same level if UVSC continued to expand as a four-year institution. President Romesburg replied that faculty who teach baccalaureate programs are not required to do research. UVSC faculty are expected to teach, and not to do research. Associate Commissioner Petersen disagreed. The costs at UVSC for upper division courses are increasing. The average salary for UVSC faculty is about the same as at SUU. The teaching load of upper division faculty is now only one hour different from the teaching load at SUU. As more baccalaureate programs are offered, the class size will decrease. These factors will drive the costs up. President Romesburg agreed that as UVSC becomes more comprehensive, class size will be driven down, which will increase costs. UVSC's salary levels are also at the same level as SUU's when UVSC was a two-year institution.

Regent Grant said it was imperative that an analysis be done on quality similar to that which had been done on cost, using the same factors.

Regent Jordan asked if accrediting bodies had established full-time/adjunct ratios for faculty. President Budd replied that there was no set ratio, but it is a concern on accreditation visits. The recommendation of the American Association of Community Colleges (AACCC) is that 50% of instruction be taken by full-time faculty. President Thompson said the AACSB has very strict requirements. They require that 75% of credits be generated by full-time faculty. Specialized courses have different requirements. President Day, a Commissioner for the Northwest Association Commission on Colleges, said the NWA does not have strict standards. However, NWA commissioners may recommend alterations in an institution's mix when visiting a campus.

Regent Clyde said the task force had looked at the cost issue and had tried to balance cost with access and quality. The guidelines of the accrediting bodies are necessary, but the Regents, Presidents, and Trustees have responsibility to maintain the integrity of the system. Regent Jordan recommended that the Board decide, independent of accrediting agencies, whether or not faculty compensation and faculty workload are sufficient indicators of quality. He asked if quality increased in proportion to the number of hours which are taught by full-time faculty. Associate Commissioner Petersen pointed out that not every area of the state has the Ph.D. qualified faculty which are available in Utah County. President Day stressed the important relationship between full-time faculty and the full-time nature of the student body of an institution. Snow has a high percentage of full-time students, and interaction between faculty and students is extremely important.

Assistant Commissioner Winn said he had conducted an in-depth study at the U

University of Michigan, looking at the way higher education has defined quality. There are at least seven ways to approach the question of quality -- 1) resource quality, 2) content quality, 3) outcomes quality, 4) value-added quality, 5) productivity quality, 6) constituency-based quality, and 7) reputational quality. He referred to the assumptions and caveats on page 3 of the report and said assumption 5 was especially important. Chair Johnson said Dr. Winn would be making a presentation on this topic in the future.

The breakout groups were asked to meet briefly to get acquainted and review their objectives and to reconvene for discussions in greater depth following lunch and the Governor's visit.

Meeting with Governor Michael O. Leavitt

The Committee of the Whole reconvened at 1:38 p.m. Joining the meeting, in addition to Governor Leavitt, were the following individuals:

Mayor Dan McArthur
President Lane Beattie, Utah Senate
Senator Lorin Jones
Representative Bill Hickman
George Spencer, Washington County Republican Party Chair
Randy W. Wilkinson, Washington County Economic Development Council
Dan Gifford, Washington County Economic Development Council
Scott Hirschi, Washington County Economic Development Council
Dale Larkin, Dixie College Board of Trustees
Greg Kemp, DSC
Ross Hurst, DNAC
Paula Ernstrom, Governor's Office
Brad Mortensen, Governor's Office of Planning and Budget
Robert H. White, Zion Pioneerzz Baseball Club
Patrick Elster, Zion Pioneerzz Baseball Club
Jocelyn Palmer, Dixie College Student Body President
Kelli Cottam, Dixie College
Frankie Sleight, Dixie College
Dan Watson, Dixie College
Susanna Johnson
Brad and Lori Marthall

Chair Johnson said he was delighted to welcome Governor Leavitt, President Beattie, and St. George community leaders who were present for the signing of HB32. He expressed appreciation for President Beattie and his statesmanship during the Legislative Session. Washington County Commissioners in the audience were asked to stand and be recognized.

Governor Leavitt acknowledged the remarkable leadership of and his supreme confidence in Chair Johnson. He is devoted to higher education and has made great contributions to the people of Utah.

HB32. Governor Leavitt said the Legislators devotedly moved the process forward in the recently concluded session. He expressed his admiration and appreciation for their efforts and their continued commitment to continue forward in making the Utah System of Higher Education better for the citizens of the state. Governor Leavitt asked President Beattie, Representative Hickman and Senator Jones to make some remarks.

President Beattie said it was a great honor for him to be in St. George on this occasion.

When this bill was sponsored by two good legislators and opposed by Charlie Johnson and the Board of Regents, it presented a challenge for the Senate President. He was fortunate in being able to work out a compromise to everyone's satisfaction. In his 11 years as a state legislator, he said he had never encountered an issue about which the community felt so strongly as the citizens of Washington County did about HB32. This was a great compliment to the people of the community and to the college and its supporters. The importance of the Board of Regents has benefited the legislature and the state. President Beattie expressed his delight with the role of the Regents and for their care and concern for the students. During the session, he was able to get much insight into the depth of the feeling of the people of Washington County and their appreciation for Dixie College. He expressed his appreciation to Dixie Leavitt for his role in helping President Beattie learn of and appreciate the beauty of southern Utah. He also expressed his appreciation for Senator Jones and Representative Hickman for their dedicated service on behalf of the citizens of southern Utah. Finally, President Beattie recognized Jocelyn Palmer, Dixie's student body president, for her powerful presentation to the legislature.

Representative Hickman indicated his delight for this momentous occasion for Utah's Dixie. He said the passage of HB32 had been a total community effort, and the community looked forward to the next plateau for Dixie College. He expressed his hope that the legislature could continue to fund higher education adequately. He asked for the Regents' continued support of Dixie College and its accomplishments. Rep. Hickman thanked Governor Leavitt for his help and thanked everyone for coming to witness the signing of HB32.

Senator Jones said HB32 had been significant in the history and future of southern Utah. When this bill came to the Senate, he immediately tried to reach a compromise which would provide quality academic programs at Dixie and still satisfy the State Board of Regents. Through the Regents' planning process, Senator Jones said he was hopeful that a curriculum could be developed at SUU and Dixie which would complement one another. This is important to the total population of southern Utah. He expressed his appreciation for the willingness of Governor Leavitt, President Beattie and the Regents to continue the negotiations until a reasonable compromise was developed. He thanked everyone who had played a part, and said future generations would be the benefactors of these efforts.

Governor Leavitt asked President Huddleston to comment. President Huddleston said he was grateful to live in a community which cared enough about its institution to make the effort and commitment to get this bill through the Legislature. Extensive time, money and effort were dedicated to this project. President Huddleston said since he had first come to Utah in July 1993, he had been asked by many people when Dixie College would become a four-year institution. He shared his pride in living in a community where the residents cared about their institution, faculty and staff to this extent.

Governor Leavitt agreed that future generations would see this meeting as very important for the people of southern Utah and the entire system. The larger significance of this bill is that it contains the seeds of another important statement: It reaffirms the role of the State Board of Regents in planning the destiny, the management, and the strategy of higher education in the state of Utah. The ultimate authority for higher education rests with the State Legislature; however, the Legislature created the State Board of Regents and ceded to it the full responsibility to govern the Utah System of Higher Education. HB32 contains the restatement of confidence in the Board of Regents by those elected to the Legislature.

Governor Leavitt complimented the Regents for their master planning of the entire system and asked them to renew their personal commitment during this process so the

master planning effort could be finished by this fall, and a report could then be circulated and appropriate legislative action taken as a result. He acknowledged that much time would be required. He thanked the Regents for their willingness to devote this effort and asked them to focus on "master" in their master planning. The Governor asked the Regents to take a complete look at the broad and far-reaching needs of every corner of the state and charged them to look out for the citizens of the state. We are moving into an era where the measure of higher education will not be the capacity to educate a steady stream of new students entering the system, but in finding a way to reeducate rapidly and repeatedly all of the citizens of the state. This broadens the mission of the Utah System of Higher Education and requires a broader vision as well. He challenged the Regents, "Be bold in your thinking. Look at as many models as possible. Be student focused, for it is the student we serve." Governor Leavitt said higher education had traditionally revolved around the institution. Now it must revolve around the student. With technology, education can be delivered to everyone. Over the past five years, \$750 million has been invested in Utah college and university campuses. The Governor asked the Presidents and institutional representatives, community and legislators to let this be an orderly process and to set aside their personal interests. The Regents must continually look at the roles and missions, funding mechanisms, accountability measures and use of technology. All are of enormous importance.

Signing of HB32. "Having been passed by the House of Representatives on January 18, received in the Senate on February 2 and passed on February 24, and submitted and duly enrolled by the Governor's Office, it is my privilege to sign House Bill 32 into law." With those words, Governor Leavitt signed HB32 and presented the pen with which he signed it to Representative Hickman.

Appointment of New Regents. Governor Leavitt acknowledged the contributions of the Regents whose terms of service will be completed in the next few months -- Dale Zabriskie, Jay Taggart, Larzette Hale, Evelyn Lee, and Vic Lund. He asked Regents Zabriskie, Taggart, Hale and Lee, as their terms ended, to continue to serve on the strategic planning effort until its completion.

The Governor announced the appointment of five new Regents, who will officially assume that role on July 1. Although they will not be able to vote and begin their terms of office until they have been confirmed by the Senate, they have been asked to begin to serve immediately for continuity of the master planning process. Governor Leavitt said he would be sending the following names to the Senate for confirmation as new Regents:

- James S. Jardine, Salt Lake City, has been chair of the University of Utah Board of Trustees for the past ten years. He is an attorney with Ray, Quinney & Nebeker. He is outside general counsel for the Salt Lake Organizing Committee (SLOC) for the Olympic Winter Games of 2002, and is very active in community affairs.
- Jerry C. Atkin, St. George, is Chairman, President and Chief Executive Officer of SkyWest, Inc. and its subsidiary companies. He has served as President and CEO since 1975 and was elected Chairman of the Board in 1991. He is on the Board of Directors for Regence Blue Cross-Blue Shield of Utah, the Regence Group in Portland, Oregon, Zions Bancorporation, and the Regional Airlines Association.
- Maria Sweeten, Salt Lake City, is the Director of Special Projects and Programs for the Salt Lake Area Chamber of Commerce. She was formerly employed in the banking industry, where she served as Vice President for Marketing at First Interstate Bank, Community Development Manager at Bank One, and Branch Manager for Zions First National Bank. She is also active in various community organizations.
- Winn L. Richards, Ogden, is a retired ophthalmologist. He was a state senator for

eight years and served on the State Physicians Licensing Board and on the State Board of Health.

- Michael R. Jensen, Price, was born and raised in Price, Utah. He is an attorney in private practice and is active in community affairs, including most recently a member of the Board of Trustees of the Carbon County School District Foundation.

Departure of Gary Carlston from Governor's Staff. Governor Leavitt announced that Gary Carlston, Deputy to the Governor for Education, had accepted the position of Associate Superintendent of Public Education and would shortly be leaving the Governor's Office. In his new role, Dr. Carlston will bless the lives of many citizens across the state. The Governor expressed his deep appreciation for the service Dr. Carlston has given as the Governor's Deputy for Education and wished him success in his new position.

Chair Johnson thanked Governor Leavitt for his participation and reported that the Board had started that morning in a productive meeting with the chairs of the Institutional Boards of Trustees. He assured the Governor that the Regents' report at the conclusion of the master planning process would serve the state well.

The Regents, Presidents and Trustees reconvened in their breakout groups by institutional types.

The Committee of the Whole reconvened at 4:37 p.m. After Trustee Booth explained some of the events which were taking place on campus and in St. George during the weekend, the chairs of the individual groups reported on their discussions. All groups had been requested to discuss the following questions:

1. Considering cost, quality and convenience/access factors, what are the most appropriate delivery options for offering associate, bachelors, and masters programs in each area of the state? (Several delivery options were given for consideration.)
2. Will the present configuration of the USHE meet long-term future needs in the best way possible? What other alternatives should be considered? (Examples were given for discussion.)
3. What other important planning issues are faced by individual institutions and the USHE? (Reference was made to "Brief Summary of Trustee Responses Regarding Institutional Missions and Roles," especially question 5.)

Discussion Group #3 - Research/Teaching Universities. Regent Anderton, chair, reported a lively and candid discussion in his group. Regarding the first question, the group concluded that if the Regents have an informal or formal policy discouraging lower division instruction at the research/teaching universities, they would like the Regents to look at it. The Presidents would like the students to begin at the research institutions in order to have the advantage of the same faculty. Although there are no existing policies to prevent this, the Presidents would like the Regents to study this policy issue. There was a willing and cooperative attitude in the group about these institutions reaching out to other areas of the state. Both universities could deliver degrees in any part of the state. This could be done in a variety of ways with all of the cited options seen as viable, depending on the need and the location where the instruction is to be delivered. Because of its land grant mission, Utah State University delivers education to over 50 sites in Utah. While that has not been the role of the University of Utah in the past, they are ready and willing to do likewise, and there would

be no economic disadvantage. In the implementation of four-year degrees, the group felt the Regents need to do a meticulous job of analyzing needs and what is being offered. Adequate library facilities must be available. It is imperative that all four-year programs offered by USHE institutions be top quality.

Regarding question 2, both Presidents felt that the present configuration was adequate, except that if student enrollment is going to increase on the central campuses substantially, there may not be adequate space when it comes to physical space, parking, libraries, etc. If either institution were to export technology education outside Utah, some reconfiguration may be necessary. There is no serious inclination at the present time to export offerings on a substantial basis, including graduate programs. The funding formula for the system is very important, and these two institutions might need to have a different funding formula because of their research mission. Costs per student are high because of the added dimension of research. Both Presidents felt very strongly about resolving this issue.

In discussing question 3, both institutions have statewide mandates for which funding must be allocated. Faculty compensation is a problem across the entire system. Compensation must be increased to a level where we can keep top professors. Tuition and fees were discussed. The Regents do not generally consider the fees when assessing tuition ratios. Assistant Commissioner Tarbox said the Funding Mechanisms Task Force had discussed this issue last summer and the need to get tuition to the institutions in a flexible manner which is not committed to specific projects. This afternoon it was recognized that some progress had been made during the recent legislative session. Chair Anderton said the group had also discussed the need for a coordinated marketing plan for higher education. We lack adequate personnel to implement such a system in the manner we would like. Resources may have to be allocated for a full-time person. The group had good feelings about the state's interest in higher education. Two of the finest research and teaching institutions in the world are here in Utah.

Chair Johnson said a concern had been raised in the community college group: If there is expanded delivery from the research institutions off-campus, will the other parts of the state get the same quality as on the main campus in terms of faculty assignments and quality of faculty? President Emert said the standards for degree programs offered by distance education are set by departmental faculty on campus. Syllabi are the same, and exams are similar. Online courses are taught by the same faculty as courses on campus. Departments control quality. It has been an excellent process at USU. President Machen said the best place to take classes is on campus with full-time faculty. However, the next-best thing is distance education. The same standards would drive courses offered by either method of delivery. President Emert said in several instances, the highest ranking USU student has been off-campus. Off-campus students are getting a very good experience and a quality education.

President Budd referred to the present policy of the Regents encouraging students to attend community colleges. He expressed his hope that if something different were to be done, students going to universities would not be characterized as being prepared and those coming from community colleges as unprepared. To be viable, particularly in the general education transfer function, we need to do that which encourages a good mix. A good solution would help the universities and help the community colleges maintain their mission. Trustee Beesley said she did not want it to appear that the quality of education or courses taken was inferior at community colleges. Regent Atkinson pointed out that many students who qualify to be accepted by a university prefer to go to a community college because of convenience, then transfer to a university.

Discussion Group #2 - Metropolitan/Regional Universities. Regent Jordan, chair, noted the similarities and differences between Weber State University and Southern Utah

University. Each has more in common with other institutions in the system than with each other. SUU is small and residential, whereas WSU is metropolitan and plays a large community college role.

Weber's primary need is to begin a Davis County Campus. Property has already been secured in Layton. There is much opportunity in Davis County. The discussion group recognized the need to stay in front of politics. Weber is prepared to offer degrees in Davis County. They need to construct a multipurpose building on the Layton property, similar to that being constructed on SLCC's Jordan Campus. The Davis Campus needs to be accelerated beyond that which has been anticipated to this point.

Distance learning is proving to be more expensive than anticipated. The cost is about the same as for traditional delivery methods. This should be recognized when funding is considered.

The group discussed the relationship between Weber State University and the Davis and Ogden-Weber ATCs. The model for collaboration between the three institutions is that the ATCs focus on certificate programs and Weber focuses on associate degree programs. This relationship should be discussed with SLCC and its ATC role in Salt Lake County. Weber has the capacity and willingness to participate with Dixie in allied health programs and could make a significant contribution in bringing quality four-year health programs to southern Utah.

Weber's future is to grow significantly, to become a much larger institution in Davis County, to expand its role in Weber County and to do more in Morgan. A significant factor in terms of facilities-based outreach is the fact that Weber views its role as serving Ogden and Davis County without a need for facilities in other places.

SUU presently has 5000 FTE students and has the capacity to grow to 7000 FTE. It has a low teacher-student ratio, with 85% full-time faculty. No classes are taught by Teaching Assistants. If funding mechanisms only reward growth, institutions like SUU and Snow College may lose their niche in a way which would be detrimental to the system as a whole. The Regents need to be prepared to recognize the unique strengths which institutions such as Snow and SUU bring to the system and fund those special qualities without building incentives to grow into funding mechanisms. There is a high level of emotional and political resistance to a merger between SUU and Dixie. The group was concerned that much time could be spent discussing the merits of such a merger to no benefit. Everyone agreed with the need for close coordination of the four-year program offerings at Dixie with those offered at SUU. With a small population base, opportunities for inefficiencies are especially heightened in this area of the state. Regent Jordan cautioned the Regents to make sure the programs are offered in a complementary way rather than in a conflicting way. This will require special attention from the Regents and both Boards of Trustees.

Chair Johnson announced that the report of the third group would be deferred until the following morning. He noted the positive beneficial opportunity of having trustees present for this meeting. He thanked the trustees for their participation and invited them to attend Friday's meeting as well, if their schedules permitted. The meeting recessed for the day.

March 12, 1999

Board Members Present

Charles E. Johnson, Chair
Aileen H. Clyde, Vice Chair
Kenneth G. Anderton
Pamela J. Atkinson
David J. Grant
Larzette G. Hale
L. Brent Hoggan
David J. Jordan
Evelyn B. Lee
E. George Mantes
Robert K. Reynard
Paul S. Rogers
Dale O Zabriskie

Board Members Excused

Karen H. Huntsman
Jay B. Taggart

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
Joyce Cottrell, Executive Secretary
Philip V. Bernal, Director of Student Services and Minority Affairs
David R. Colvin, Academic Affairs Program Officer
Harden R. Eyring, Executive Assistant to the Commissioner
Linda Fife, Academic Affairs Program Officer
Jerry H. Fullmer, Director of Information Systems
Max S. Lowe, Assistant Commissioner for Applied Technology Education
Whitney J. Pugh, Budget Analyst and Personnel Officer
Norman C. Tarbox, Assistant Commissioner for Finance and Facilities
Bradley A. Winn, Assistant Commissioner for Academic Affairs

INSTITUTIONAL REPRESENTATIVES PRESENT

University of Utah

J. Bernard Machen, President
John G. Francis, Associate Vice President for Academic Affairs
Raymond A. Haeckel, Executive Director, Government and Community Relations

Utah State University

George H. Emert, President
G. Jay Gogue, Provost
Robert L. Gilliland, Vice President for Extension
Lynn E. Janes, Interim Vice President for Administrative Affairs
Patricia S. Terrell, Vice President for Student Services
C. Blythe Ahlstrom, Assistant Provost
Lee H. Burke, Assistant to the President for Government Relations
Richard W. Jacobs, Budget Director

Weber State University

Paul H. Thompson, President

David L. Eisler, Provost
Anand K. Dyal-Chand, Vice President for Student Services
Carol J. Berrey, Executive Director of Government Relations/Assistant to the President
Carol V. Gaskill, Director of Budget and Institutional Research

Southern Utah University

Steven D. Bennion, President
D. Ray Reutzler, Provost
Sterling R. Church, Vice President for Student Activities
Michael D. Richards, Vice President for Planning and Technology

Snow College

Gerald J. Day, President
Mark Stoddard, Chair, Board of Trustees
Richard White, Vice President for Academic Affairs

Dixie College

Robert C. Huddleston, President
Maureen Booth, Chair, Board of Trustees
Max H. Rose, Academic Vice President
William D. Fowler, Vice President for Student Services
Thales A. Derrick, Associate Director, Institutional Advancement
Dale Larkin, Board of Trustees
Richard Whitehead, Director of Institutional Advancement
David Stirland, Alumni President
Jocelyn Palmer, Student Body President

College of Eastern Utah

Grace S. Jones, President
Adrien Taylor, Chair, Board of Trustees
Raelene Allred, Vice President of Finance and Administrative Services
Donna Cartwright, Dean, School of Science and Technology
Karen Bliss, Dean of Institutional Advancement
Gail Glover, Dean of Administrative Services, San Juan Campus
Brad King, Dean of Students
Don C. Larson, Dean of Instruction, San Juan Campus

Utah Valley State College

Kerry D. Romesburg, President
Ronald J. Dallin, Member, Board of Trustees
Gilbert E. Cook, Vice President for College Relations and Campus Support
Lucille T. Stoddard, Vice President for Academic Affairs
Ryan L. Thomas, Vice President for Student Services & Campus Computing
Douglas E. Warner, Executive Director, Budgets/Management Studies
J. Karl Worthington, Associate Vice President for Academic Affairs

Salt Lake Community College

Frank W. Budd, President
Bonnie Jean Beesley, Chair, Board of Trustees
Marjorie Carson, Vice President of Academic Services
Judd D. Morgan, Vice President of Student Services
Richard M. Rhodes, Vice President of Business Services
Rand A. Johnson, Assistant to the President
Dana Van Dyke, Budget Director

Representatives of the Media

Dan Egan, *Salt Lake Tribune*
Tracie Sullivan, *Spectrum*
Puanani Mateaki, *The Daily Chronicle*

Others Present

Shannon Bittler, Joint Liaison Committee
Michael Carter, Office of the Attorney General
Boyd Garriott, Office of the Legislative Fiscal Analyst
Debra Headden, Office of the Legislative Fiscal Analyst
John Massey, Legislative Fiscal Analyst
Brad Mortensen, Governor's Office of Planning & Budget
Kevin Walthers, Office of the Legislative Fiscal Analyst

Chair Johnson reconvened the Board and called the meeting to order at 9:12 a.m. He congratulated President Thompson for Weber's victory the previous evening and wished the Utes well in their game later that morning. Chair Johnson welcomed back the trustees who were in attendance. He asked the Regents to let the Commissioner's Office know which commencement exercises they would be attending.

Discussion Group #1 - State and Community Colleges. Regent Lee, chair, said three or four themes emerged from the discussion which were pertinent to master planning. The first was flexibility. There are many needs and factors to be considered throughout the state, and the Regents cannot meet all needs in a standardized way. Baccalaureate needs were studied in 1992. As a result of this study, UVSC became a state college, and university centers were established. Education is always one of the top three concerns of the state. The Regents' policy must be flexible enough to deal with changes.

The second theme identified by the group was communication. It was recognized that policy R220 would continually have to be evaluated. Trustees frequently have a better view of local needs than the Regents, whose role is to consider the system as a whole. Having trustees involved in the planning process has helped to focus on those local needs. Regent Lee recommended that the trustees be more involved in the planning process and meet together with the Regents at least once a year.

The third theme was local control and the importance which local communities place on it. Politics will always reflect the desires of the local community, and the Regents will have to consider this in their planning efforts. Assessments should be made periodically at the local level and reported back to the Regents, who must respond more quickly. It was generally agreed that the Regents need to do a better job of explaining available options to the local communities, keeping in mind that there are many ways to solve a problem.

Critical needs were discussed. Suggestions have been recorded and will be incorporated into a draft document for the Regents' review. Questions 1 and 2 were combined in the group's discussions, and the advantages and disadvantages of the various delivery options were considered. Charts were displayed which Regent Lee noted were not complete. She recommended looking at them in the future in conjunction with the other two groups. This information will be made into a working document and distributed to the Regents for the use of all of the task forces.

Chair Johnson said various paths had been discussed in the Regents' breakfast meeting earlier in the day with the Dixie Board of Trustees. In looking at all available options this year, Dixie administrators and trustees will be responding to the criteria for four-year status. They have indicated they are open to options which arise out of the master planning effort. He thanked the groups for their discussion and said good groundwork had been laid for the master planning effort in 1999.

Chair Johnson announced the formation of an additional task force, the USHE Master Planning Task Force on Effective Working Relationships. Its purpose will be to evaluate the operations of the State Board of Regents and determine effective working relationships with other bodies such as the legislature, Governor's office, institutional presidents, boards of trustees, faculty, students, media, communities, etc. Regent George Mantes will chair this task force, and others will be asked to serve and participate.

Chair Johnson said the July Board meeting had been moved to Monday, July 12, beginning at 9:00 a.m. The meeting with the CEU Board of Trustees will be late that afternoon or early that evening. The Board dismissed to committees at 9:38 a.m.

The meeting reconvened at 10:37 a.m.

Reports of Board Committees

Finance and Facilities Committee.

Utah State University -- Lyric Theatre Property Acquisition. Chair Hoggan referred to Tab J and said the Capitol Arts Alliance is assisting USU in renovating and expanding the Lyric Theatre by donating the building and its associated land to the University. The University is not requesting state funds for O&M at this time, but the project will be separately evaluated for state-supported O&M funding. Regent Hoggan moved approval of this acquisition. The motion was seconded by Regent Grant and carried unanimously.

Dixie College -- Campus Master Plan. Chair Hoggan called attention to Tab K and said only minor changes had been made since the college's master plan was last approved. He moved approval, seconded by Regent Grant. The motion carried unanimously.

1999-2000 Fee Increases. Chair Hoggan referred to Replacement Tab L in the Regents' folders and said UVSC's proposal exceeded the amount of tuition increase. USU's proposed increase also exceeds 3% at credit hours one through seven. He moved approval of the proposed fee increases, seconded by Regent Hale. Regent Atkinson asked about student support for these increases. Most presidents indicated that their institutions had emergency loan programs so that students would not have to drop classes because of fee increases. They reported that students were generally supportive of this increase. Regent Lee expressed concern that the student fees were getting so high. She asked the Funding Mechanisms Task Force to look carefully at this and make recommendations for considering fees, and also to make a study or get student feedback on how much fee increases are reducing their ability to pay as far as impact on their student debt load and their ability to attend and graduate. Chair Johnson said this would be done. President Emert noted that students are involved with activity fees and approve them. Course fees are considerably more than the activity fees and are seen by the students as being "hidden" and high. The Commissioner's Office has the schedule of all course fees.

Regent Atkinson said she was setting up a foundation for students whose money was gone and who had no access to emergency funds. The goal of that foundation is to prevent students from dropping out because of their inability to pay tuition or fees. Allocation of funds will be based on need. Regent Jordan noted that fees give students and presidents flexibility. With fees, students have choices on their investments.

Students also have opportunities to select their courses in a way to lower their costs. Vote was taken on the motion, which carried unanimously.

USHE -- Capital Improvement Priorities for 1999-2000. Chair Hoggan referred to Tab M and pointed out that up to \$20 million of the \$33.5 million allocated by the state this year for capital improvements will go to higher education. He moved approval of the Capital Improvement priorities and authorization of its submission to the State Building Board. The motion was seconded by Regent Grant and carried unanimously.

Student Financial Aid -- Implementation of Utah Supplemental Educational Savings Plan Trust (Tab N). Chair Hoggan reminded the Board that in January they had voted not to proceed with a recommendation for implementation and marketing of the UESP Trust. Objections made at that time had since been addressed by the Student Finance Subcommittee and the UHEAA Board of Directors. Investment in this program will be optional and will be handled by the State Treasurer. Regent Hoggan moved approval of the implementation of the UESP Trust with the understandings noted in the Commissioner's recommendation. The motion was seconded by Regent Hale and carried unanimously.

Consent Calendar, Finance and Facilities Committee(Tab O). Upon motion by Chair Hoggan and second by Regent Anderton, the following items were approved on the Finance and Facilities Committee's Consent Calendar:

- A. OCHE Monthly Investment Report
- B. UofU and USU Capital Facilities Delegation Reports
- C. Annual Reports on Institutional Discretionary Funds and Auxiliary Enterprises

Student Financial Aid -- UHEAA Board of Directors Report (Tab P). Chair Hoggan pointed out that the UHEAA Board of Directors Report was provided for information only and was available for review by the Regents.

Chair Johnson thanked Regent Hoggan for his excellent report.

Program and Planning Committee

Utah State University -- Bachelor of Science Degree in Information Technology (Tab C). Chair Zabriskie complimented USU officials for their efforts in bringing together four separate disciplines into one degree program. There is high interest in this new degree. Officials expect to save \$238,000. No money was appropriated by the Legislature to start this program. Chair Zabriskie moved that the program be approved, subject to funding becoming available. Regent Atkinson seconded the motion, which carried unanimously. Regent Atkinson raised the point in committee that businesses who are anxious to hire graduates of this program should help lobby the Legislature next year. Funding options were discussed in committee. Vice Chair Clyde said it would have been better to have received an allocation from the Legislature that possible donated funding could be obtained.

Southern Utah University -- Associate of Applied Science Degree in Cabinet making and Millwork (Tab D). Chair Zabriskie said this program was an outgrowth of the existing B.S. degree in Construction Management and appeared to have ongoing demand. He moved its approval, seconded by Regent Anderton. The motion carried unanimously.

Technology-delivered Collaborative Associate of Science Degree in Criminal Justice (Tab E). Chair Zabriskie said the USHE was breaking new ground with this program. Unlike UECC, which has one tuition across the board, in this case the tuition will be the highest of the schools participating. The rationale is to provide an incentive for schools

with higher tuition to participate. Chair Zabriskie moved approval of the proposal, with the addition that a careful evaluation be required, with periodic progress reports to the Regents. The motion was seconded by Regents Clyde and Atkinson. Regent Jordan asked about actual teaching of the course. President Thompson referred to page 3 of the report and said courses had been coordinated. Associate Commissioner Petersen said this was an example of collaboration of continuing education departments throughout the state. The Continuing Education Deans Consortium, which meets regularly, decided that Criminal Justice would be a good program on which the schools could work together. Not every institution has the full range of course work for the program. President Budd said he chaired the Education Committee from the Strategic Committee on Law Enforcement and Post Council. The discussion has been on the table for 25 years for law enforcement officers to require an associate degree. The state still does not require a degree; the problem has always been access to these programs in rural areas. This collaborative program will have a substantial and significant effect on the minimum requirements for Utah law enforcement officers. Chair Johnson commended the presidents for this collaborative effort. Vote was taken on the motion, which carried unanimously.

Minutes of the SBE-SBR Joint Liaison Committee (JLC) Meetings held on April 28, May 11, June 30, July 31, September 8, and November 5, 1998 (Tab F). Chair Zabriskie said the Regents were well represented at JLC meetings, and higher education's interests are carefully looked after. Included in these minutes was an agreement that neither system would construct new buildings without bringing those plans to the Joint Liaison Committee first. The JLC has provided for better coordination between public education and higher education. Chair Zabriskie moved acceptance of the minutes, acknowledging that acceptance of the minutes indicated an acceptance of the policies within those minutes. The motion was seconded by Regent Lee.

Regent Jordan referred to the Wasatch Front South's ATC Expansion Proposal on page 3 and asked President Budd for his reaction. President Budd acknowledged that he had mixed feelings on the issue. Long discussions have been held about ATCs being built in Salt Lake and Tooele Counties. The focus has changed recently because of funding issues. The State Office of Education has become more supportive of ATCs in Salt Lake. With the help of Representative Lamont Tyler, HB34 was approved by the Legislature. This identifies Salt Lake City as an ATC area, identifies SLCC as the deliverer of applied technology education (ATE) for adults, and provides funding flow to SLCC. The SOE is already planning to build two ATCs in Salt Lake County and one in Tooele County. The strategy for building new ATCs is to go through the capital facilities process, where they compete with higher education's requests. Normally school districts bond for their buildings. A resolution has been worked out and agreement made that if an ATC is built in Salt Lake, it would be a shared facility. Regent Jordan asked President Budd if he was comfortable with the resolutions involved in these minutes becoming an action of the Board of Regents. President Budd responded that he was, with the understanding that there is a potential for conflict in the future. The Joint Liaison Committee needs to ensure that budgetary requests first come to them for recommendation and decision. Commissioner Foxley clarified that HB34 clearly identified SLCC as the trainer of adults for jobs. President Budd agreed, stating that this was in the definition of SLCC's mission and role, which has always been to provide ATE to adults. He commended Commissioner Foxley for her eloquence in the JLC meeting of emphasizing the importance of this designation.

Regent Jordan asked if it would be advantageous for the Regents to negotiate a memorandum of understanding in the Joint Liaison Committee. President Budd said he would welcome such a memorandum. Since the ATE subcommittee of the Missions/Roles Task Force has not made a recommendation back to the JLC, a memorandum of understanding might be a more appropriate way to respond. Regent

Atkinson agreed. Public education has expressed their pleasure and appreciation in being included in this task force and having the opportunity for input. She expressed her hope that the final recommendation to the Missions/Roles Task Force would present a clear overall picture of ATE throughout the state with recommendations to incorporate some of these concerns. Chair Johnson remarked that the Legislative Fiscal Analyst was also looking at funding for training of adults.

Regent Lee reiterated the importance of the Joint Liaison Committee, where extensive dialogue results in compromise. She stressed the need to keep the door of communication open with public education. Many hours of effort have been expended in getting the two boards to this point. Regents Atkinson, Johnson and Lee represent higher education well on the committee, and three members of the State Board of Education represent public education well. In JLC meetings, they have discussed critical issues and are making good progress.

Vote was taken on the motion, which carried with one opposing vote. Following the vote, Regent Rogers explained his reasons for not supporting the motion.

Consent Calendar, Program and Planning Committee(Tab G). Upon motion by Chair Zabriskie and second by Regent Lee, the following items were approved on the Program and Planning Committee's Consent Calendar:

Snow College -- Division of the existing Humanities and Fine Arts Division into the Humanities Division and the Fine Arts Division, and creation of the Applied Technology Education Division at Snow College South.

1998 Report on Support and Monitoring of Applied Technology Maintenance of Effort (Tab H). Chair Zabriskie called attention to pages 2 and 3 of the report, which showed non-credit head count enrollments and budget-related FTEs in ATE programs during the five-year span from 1993 through 1998, along with the percentage of change in FTE. Regent Atkinson urged the Regents to read the report carefully, as it contained a wealth of valuable information. She further urged them to look at the list of businesses with whom the colleges have a working relationship. This report was for information only and did not require Board action.

Information Calendar, Program and Planning Committee(Tab I). Chair Zabriskie called attention to the Program and Planning Committee's Information Calendar, which required no action.

Chair Johnson thanked Regent Zabriskie for his excellent report.

General Consent Calendar

On motion by Regent Zabriskie and second by Regent Atkinson, the following items were unanimously approved on the General Consent Calendar (Tab Q):

A. Minutes -- Approval of the Minutes of the Special Meeting of the Utah State Board of Regents held February 19, 1999 at 3 Triad Center in Salt Lake City, Utah.

B. Grant Proposals -- Authority to submit the following proposals:

1. Utah State University - Cambrain, \$2,468,454; Donald H. Cooley, Principal Investigator.
2. Utah State University - SBIRS Low Scene Generation Support,

\$2,997,748; Keith Baskett, Principal Investigator.

3. Utah State University - Deep Space 3 Subcontract, \$1,198,789; Gail Bingham, Principal Investigator.

4. Utah State University - FIST IIT, \$4,124,653; Harry Ames, Principal Investigator.

5. Utah State University - The Hepatitis Animal Model Network, \$2,916,746; John D. Morrey, Principal Investigator.

C. Executive Session -- Approval to hold an executive session or sessions in connection with the meeting of the State Board of Regents to be held on April 23, 1999 at Snow College in Ephraim, Utah, to consider property transactions, personnel performance evaluations, litigation, and such other matters permitted by the Utah Open and Public Meetings Act.

Report of the Commissioner

CTI. Commissioner Foxley gave a brief update on the recent events surrounding the Certified Technical Institute (CTI), a proprietary school which recently closed its doors, leaving many students without the training for which they had paid and the funds to pay for more. Harden Eyring and Tom Anderson met with the students and explained the recourse the students have with this proprietary school. The students had paid from \$15,000 to \$30,000 in advance. One possibility which is being explored is using existing similar programs within the USHE institutions and private schools where the students could complete their training. The CTI crisis highlighted the need to strengthen the statutory requirement for Regent oversight of proprietary schools with criminal background checks, bonding requirements, tuition, etc. The Commissioner expressed her appreciation for the efforts of Mr. Eyring, Mr. Anderson and Associate Commissioner Don Carpenter in working with the CTI students. It is a responsibility of consumer protection, but the Regents have not received money from the Legislature to do the kind of work which should be done before these schools register.

Mr. Anderson said language was being drafted to go back to the Regents which would strengthen the authority of the Board. The Regents and Commissioner's staff have done all they could under existing law. Going further may have resulted in a lawsuit for exceeding statutory authority. Presidents have been asked if they have comparable programs. The CTI students are bright and highly motivated and interested in getting ahead. Commissioner Foxley said possible options are being explored for the students to get partial tuition waivers, etc. She and her staff will be contacting individual institutions to try to assist the students. Mr. Anderson said the Consumer Protection Division of the Attorney General's office was opening an investigation. Some of the students have retained civil attorneys to seek damages, as there is a presumption of fraud.

Regent Atkinson said she had received phone calls from three of the students. Mr. Anderson confirmed that the students had established a web site and that the names and phone numbers of the Regents were listed, as all were considered to be public records. Commissioner Foxley offered to provide a list of all the proprietary institutions which are registered with the Regents office. Associate Commissioner Carpenter met with CTI officials the week before they closed and was given no hint that the school was closing. Mr. Anderson confirmed that the Regents did not have sufficient authority to take further action. Students do not understand that registration with the Regents office does not mean approval by the Board. The general feeling of the Regents was that their authority needed to be strengthened. Chair Johnson said it would be an action item on the April 23 meeting agenda.

Regent Lee noted that Ken Burbidge, a long-time member of the University of Utah Board of Trustees, had died recently. He provided great service to higher education,

even throughout his illness. She moved that a resolution from the Regents be sent to his family. Regent Grant seconded the motion. Commissioner Foxley said Sally Burbidge, Ken's wife, had been appointed to serve the remainder of his term as Trustee. The motion carried unanimously. (A copy of the resolution is attached to these minutes in the permanent record.)

Adjournment

Chair Johnson thanked Dixie College personnel for their hospitality and accommodations during the two-day meeting. The Board moved into executive session at 11:48 a.m. and adjourned from there. —

Joyce Cottrell CPS
Executive Secretary to the Board of Regents