

MINUTES OF MEETING  
UTAH STATE BOARD OF REGENTS  
UNIVERSITY OF UTAH, SALT LAKE CITY, UTAH  
January 17, 2003

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MINUTES OF MEETING  
UTAH STATE BOARD OF REGENTS  
UNIVERSITY OF UTAH, SALT LAKE CITY, UTAH  
January 17, 2003

Regents Present    Regents Excused

Nolan E. Karras, Chair    Linnea S. Barney

Pamela J. Atkinson, Vice Chair

Kim R. Burningham

Daryl C. Barrett    Maria Sweeten

Khay Douangdara

David J. Grant

L. Brent Hoggan

James S. Jardine

Michael R. Jensen

Charles E. Johnson

David J. Jordan

E. George Mantes

Jed H. Pitcher

Sara V. Sinclair

Marlon O. Snow

Office of the Commissioner

Cecelia H. Foxley, Commissioner

David Buhler, Associate Commissioner for Public Affairs

Joyce Cottrell, Executive Secretary

Linda Fife, Assistant Commissioner for Programs

Gregory Fisher, Senior Auditor

Tyler Mitchell, Legislative Intern

Brad Mortensen, Assistant Commissioner for Finance and Facilities

Chalmers Gail Norris, Associate Commissioner for Student Financial Aid

Phyllis C. Safman, Assistant Commissioner for Academic Affairs

Mark H. Spencer, Associate Commissioner for Finance and Facilities

Deanna D. Winn, Associate Commissioner for Academic Affairs

Julie Vincent, Administrative Assistant, Finance and Facilities

Gary S. Wixom, Assistant Commissioner for Applied Technology Education and Special Projects

INSTITUTIONAL REPRESENTATIVES

University of Utah

J. Bernard Machen, President

Coralie Alder, Director of Public Relations

Remi Barron, Public Relations Specialist

Paul Brinkman, Associate Vice President for Budget and Planning

Arnold B. Combe, Vice President for Administrative Services

Fred Esplin, Vice President for University Relations

John Francis, Associate Vice President for Undergraduate Studies

Shirley Keiser, Office of the President

Nancy Lyon, Assistant Vice President for Governmental Affairs

Laurence J. Meyer, Associate Professor of Dermatology/Utah Council of Faculty Senate Leaders  
Michael G. Perez, Associate Vice President for Facilities Management  
David W. Pershing, Senior Vice President for Academic Affairs  
Laura Snow, Special Assistant to the President and Secretary of the University  
Sarah Strong, Project Coordinator, Mathematics  
Melissa Turner, Office of the President  
Mark Winter, Budget Office Intern  
Kimberly Wirthlin, Assistant Vice President for Health Sciences

Utah State University

Kermit L. Hall, President  
Lee H. Burke, Assistant to the President and Secretary of the University  
Fred R. Hunsaker, Vice President for Administrative Affairs  
Richard W. Jacobs, Budget Director

Weber State University

F. Ann Millner, President  
David Eisler, Provost  
Norman C. Tarbox, Jr., Vice President of Administrative Services

Southern Utah University

Steven D. Bennion, President  
Abe Harraf, Provost  
Gregory L. Stauffer, Vice President for Administrative and Financial Affairs

Snow College

Michael T. Benson, President

Dixie State College

Robert C. Huddleston, President

College of Eastern Utah

Ryan L. Thomas, President

Utah Valley State College

Lucille T. Stoddard, Interim President  
Brad Cook, Vice President for Academic Affairs  
Val Peterson, Vice President for College Relations  
Grant Richards, Professor of Behavioral Science  
Douglas E. Warner, Vice President for Finance and Human Resources  
Bradley A. Winn, Vice President for Planning, Technology, and Student Services

Salt Lake Community College

H. Lynn Cundiff, President  
Marjorie Carson, Vice President of Academic Services

Utah College of Applied Technology

Gregory G. Fitch, President  
Sandra Kronenberg, Secretary to the President  
Collette Mercier, Vice President for Instructional Services, Ogden-Weber Applied Technology College

Students

Donovan Aoki, Weber State University  
Brody Barnes, Weber State University  
Celestial Starr Bybee, Utah State University  
Bill Edwards, University of Utah  
Benjamin James Fisher, Utah Student Association  
Matt Glazier, Southern Utah University  
Sandy Hughes, University of Utah  
Nathan Powell, Utah Student Association  
Nallely Ruiz, Weber State University  
Marty Schroader, Weber State University  
Christian Thompson, Snow College  
Ryan Vogel, Utah Valley State College  
Richie Wilcox, Utah Valley State College

Representatives of the Press

Kevin Buehler, *Daily Utah Chronicle*  
Ali Hasnain, *Daily Utah Chronicle*  
Brandy Lee, *WSU Signpost*  
Ronnie Lynn, *Salt Lake Tribune*  
Lisa Roskelley, *Standard Examiner*  
Twila Van Leer, *Deseret News*

Others

Race Davies, Governor's Office of Planning and Budget  
Boyd Garriott, Office of the Legislative Fiscal Analyst  
Debbie Headen, Office of the Legislative Fiscal Analyst  
Michael A. Petersen, Utah Education Network  
Kevin Walthers, Office of the Legislative Fiscal Analyst

Following a breakfast meeting with President Machen and the University of Utah Board of Trustees, and meetings of the Board Committees, Chair Karras called the meeting of the Committee of the Whole to order at 10:15 a.m.

Chair Karras excused Regents Barney, Burningham and Sweeten and expressed the Board's condolences to Regent Barrett on the recent death of her mother. Commissioner Foxley called attention to the resolution in the Regents' folders in memory of former Regent Wayne Owens, who died in Israel last month. The resolution will be sent to Mrs. Owens. She noted that Gene Woolf, a former Associate Commissioner, had also recently passed away in Cedar City.

Report of December 18 Special Legislative Session –  
Base Budget Reductions and One-time Restorations

Commissioner Foxley referred to the Supplement to Tab L, in the Regents' folders. During the Special Legislative Session on December 18, \$12 million was cut from the higher education budget, and \$5 million was added back with one-time money as it had been cut. An additional \$4 million, also one-time money, was assigned to the Regents for allocation, with the additional \$3 million cut still remaining. The Regents' Executive Committee started with eight scenarios and dealt with approximately 30 different approaches to adding back the \$4 million. Commissioner Foxley read the Legislative intent language, which was included in the Commissioner's cover letter:

"It is the intent of the Legislature that the Board of Regents exercise its discretion and distribute \$4,000,000 of this appropriation to higher education institutions. In determining how much, if any, to distribute to an institution, the Board of Regents shall consider: the mission of the institution, the impact of budget cuts on students, and the needs identified by the institution."

The Executive Committee wanted to correct a "rounding error" which shorted the University of Utah. They also wanted to keep in mind the smaller colleges and the difficulties caused by HB331. They finally agreed to the distribution of the \$4 million one-time funds as shown on Attachment 1. The attachment considered the various categories (part 1), the funding formula and HB331 (part 2), the smaller institutions (part 3), and the allocations to UCAT and UEN (part 4). The Commissioner explained that both UCAT and UEN had received disproportionately higher cuts than the other institutions, and the allocation to them was added back the same as the funding was cut.

Attachment 2 showed the benchmark restoration (adding funds back the same as they had been cut) and the differences between the Executive Committee's recommendation and those benchmarks. Funding for statewide programs (Engineering Initiative, technology, libraries, etc.) has already been allocated to the institutions. Commissioner Foxley also pointed out that the Commissioner's Office budget does not receive tuition income from students.

Chair Karras said the Regents had enjoyed their discussion with the University Trustees earlier about the special role of Utah's two research universities, which have been cut more than the other institutions. He referred to Attachment 1 and said by using the funding formula, if more money had been put into the equation,

the change would have been even more dramatic. The second item was added back with latitude for the Presidents to use the funds for the various initiatives. HB331 cost the System at least \$5 million in addition to the students who did not enroll or re-enroll.

Regent Jardine clarified that the consequence of the "rounding error" is that the University of Utah's base will be lower by that amount for next year. He asked if the Legislature had acknowledged that fact, and if it would be addressed in next year's budget allocation. President Machen said the only recognition of this error was being addressed in one-time funding this year; he knew of no conversations about the correction to ongoing funds for next year. Regent Jardine said as a starting point, the Board of Regents needs to receive an agreement from the Legislature that this was a mistake and that it will be fixed, or that the Board request that it be fixed by an adjustment to everyone else's base budget so that everyone has the same net reduction next year. President Machen said he appreciated the one-time correction and he will pursue this issue with the Legislature. He expressed his appreciation for the Regents' recognition of the situation.

Regent Grant asked if there was still time to investigate other options. Commissioner Foxley said our numbers had been submitted to the Legislative Fiscal Analyst's Office and the Governor's Budget Office as a recommendation to the Board from the Executive Committee. We have been told that this is a test for the Regents' delegation of the allocation to the institutions.

Chair Karras said a greater concern is the \$12 million cut in ongoing funds for next year's budget. He recommended that the Presidents work with the Regents and make recommendations. We do not want to consider the \$12 million a permanent cut. This will continue to be a discussion point. We want to add the money back so it is as painless to the institutions as possible. Regent Jordan agreed that it makes no sense to solve this problem with one-time money mid-year. Regent Jordan also cautioned the Regents not to overreact to adjusting the formula for HB331. Over time this bill can have a positive financial impact on our System. Consultants from the firm of Noel-Levitz were in Salt Lake City last month to suggest solutions to student retention issues. They highlighted the fact that we can raise more money by doing a better job of recruiting out-of-state students and charging a differential tuition. We have a quality product to offer, and Utah's tuition rates are still low.

Commissioner Foxley referred to the Utah Foundation Report in the Regents' folders, which compared Utah's tuition rates with other regional states and addressed the impact of HB331 on our institutions. She stressed that this is a long-term issue which will be discussed for some time. A bill has been filed by Representative Loraine Pace to revise HB331, decreasing the number of required credit hours from 60 to 45.

Chair Karras said he had asked Vice Chair Atkinson's group to talk about the principles upon which the Board would determine the base cut and determine priorities. The group also includes Regents Mike Jensen and Sara Sinclair, Presidents Bernie Machen and Bob Huddleston and the Commissioner's staff. Former UVSC President Kerry Romesburg was also a member of the committee. Vice Chair Atkinson said she would appreciate input from the Regents and Presidents. In looking at the various scenarios, the Executive Committee concluded that it was impossible for them to keep every institution from being harmed. Commissioner Foxley called attention to two policies in the Regents' folders – policy R481, *Academic Freedom, Professional Responsibility and Tenure*, and policy R482, *Bona Fide Financial Exigency and Personnel Reduction* – which

contain the System policy. The Presidents were asked to look at their institutional policies and provide input to the committee.

Regent Hoggan commended Commissioner Foxley and her staff for the many hours they had spent on these proposals. **Regent Hoggan moved approval of the allocation of \$4 million in one-time funds as described in the attachment to Supplement to Tab L. The motion was seconded by Regent Atkin.**

Regent Grant explained that he would be voting against the motion because he did not want to cut the research institutions differentially. He said that although he respected the hard work of those who had prepared the recommendation, the outcome did not reflect his philosophy of how the money should be allocated with limited resources. Regent Barrett said it would have been helpful to see a chart which recognized what the cuts to the research institutions represented. Chair Karras said he was committed to determining how to deal with the research institutions. The System needs a recognition that higher education is an economic engine which is very necessary to this State's economy.

**Vote was taken on the motion, which carried with one opposing vote.**

USHE Priorities for the 2003 Legislative Session, including the Governor's  
Recommendations and a Review of the Regents' 2003-2004 Budget Request

Commissioner Foxley referred to Tab M. She pointed out that the Board had not previously approved the core support issues, shown on Attachment 2.

Regent Jardine asked if the Board was bound by any decisions of the Legislature. Chair Karras said he had spoken at length with President Hall on this issue. President Hall's advice was to make sure this was really the formula we want. Regent Jardine asked, if the Regents approve the budget request, would they be binding themselves to a pro-rata distribution of core support funding? Associate Commissioner Spencer pointed out that in the formula there is a way to adjust "funded targets" for HB331.

Regent Jardine noted that the Regents have been urging this formula upon the Legislature for several years. These percentages came through a process. How important is it, in funding this formula with the Legislature, to stay near the percentages, recognizing that the Regents have the discretion to change the specific core support issues shown on Attachment 2? Regent Johnson said the Employers' Education Coalition's recommendation was that higher education's allocation be allocated in the form of a total block grant and that the Regents be given authority to change any percentage. However, the Coalition would like some accountability. Regent Jardine asked if Legislative Leadership had an expectation of these approximate percentages. Regent Johnson said he knew of no such expectation. In fact, the formula is scheduled to change every year because enrollment figures will change.

Chair Karras said he was inclined to go only with the core issues and remove the numbers attached to them. The consensus was to keep the issues but not the numbers. **Regent Atkin moved approval of the core support issues. The motion was seconded by Regent Mantes. The motion carried.**



Results of Student Hearings on Second-tier Tuition Increases for 2003-2004

Commissioner Foxley referred to the handout in the Regents' folders for Tab N, "Fiscal Impact of State Tax Fund Budget Reductions," as well as Replacement Attachment 1. Chair Karras asked the Presidents to report the results of their student hearings.

University of Utah. President Machen said the University would have a 7 percent increase in second-tier tuition. University officials are committed to putting part of the revenue (one-half percent) into student financial aid. The students cautiously acknowledged the need for this increase.

Utah State University. Provost Albrecht said USU had distinguished between graduate (2.5 percent) and under-graduate (5 percent) tuition in their proposal for second-tier increases. Last year graduate students' tuition increased by 20 percent, so University administration tried to help them this year. There was little opposition to this proposal in the student hearings. The students understand the realities and are concerned about the quality of their education. Provost Albrecht explained that nearly \$2 million generated from the one-time money would be used for faculty and advisor recruitment during the next year.

Weber State University. President Millner said the students asked questions but were ultimately supportive of the proposed 5 percent increase because they understood the impact of inadequate funding to the quality of their education.

Southern Utah University. President Bennion reflected that this had been a difficult year for all of the USHE institutions. SUU officials reviewed their aims and goals to strengthen quality and came up with a list of needs to meet those goals. They met with student leaders and found that the needs identified by the students were the same as those identified by the administration. The students recognize that a 19 percent second-tier increase is very high but understand that it is needed to maintain quality. The SUU Trustees and student leaders approved the 19 percent recommendation. Regent Johnson noted that tuition is somewhat elastic. If it is raised too high, will the students continue to enroll? He expressed his concern about the size of SUU's proposed increase, especially since last year's enrollment growth was modest. President Bennion said University officials have felt that with four new advisors, student success will increase and retention will be strengthened considerably. One of the school's goals is to provide more support. If additional courses are offered and students can cut one semester from the length of their education, it will offset the increased cost of tuition.

Matt Glazier, SUU Student Body President, said the students are not excited about an increase, but as they met with the administration they decided it would be better to support an increase and to get more benefits for their students. They believe that if students pay more, they need to receive more. The students and administration both had to give up some things, but everyone is trying to help the current students stay in school. Tuition payment plans have been instituted, and leaders are trying to help the students understand the opportunities for financial aid. Mr. Glazier admitted that this was an unprecedented increase, but it is necessary to continue the success of Southern Utah University. He told the Regents that the student leaders support the 19 percent proposed increase.

Regent Johnson asked about students "living on the margin." Will they compare SUU more or less favorably with other institutions? President Bennion said SUU had increased student jobs and/or financial aid availability by 3.7 percent, in addition to the one-half percent from the first-tier tuition increase set aside for financial aid. School officials realize that this is a huge area of need.

Vice Chair Atkinson pointed out that the latest public opinion poll showed that parents do not feel that students should pay more for tuition, nor did they favor a tax increase. With a total increase at SUU of 23.5 percent, more students will be affected who will not receive support from their parents. She asked if the community could provide more financial support for scholarships, and if this would be sufficient to meet the increased demand. President Bennion said he was aggressively pursuing this need with increased jobs and student financial aid as well as private fund-raising.

Regent Pitcher asked if SUU's tuition had ever been higher than Weber's tuition. Commissioner Foxley responded that it had not. President Bennion said he recognized this would put SUU's tuition above WSU's for the first time. In looking at comparative tuition rates with other states last year, SUU was at 67 percent of the resident tuition rate at most institutions. A 19 percent second-tier increase would put SUU at the mid-80 percent range.

Snow College. President Benson thanked his student body officers for the commendable way they handled the student hearings. School officials elected to go with a 5 percent increase for resident students and no tuition increase for non-residents.

Dixie State College. President Huddleston said he would recommend a 3 percent tuition increase for freshman and sophomore students and a 7 percent increase for upper division students. This will put Dixie's tuition rate near UVSC's rate.

College of Eastern Utah. President Thomas jokingly reported that he was the only person who attended CEU's student hearings, so support for their proposed increase (4 percent) was unanimous. Since no students attended the hearings, a final recommendation has not yet been made.

Utah Valley State College. President Stoddard said UVSC officials were still considering the 8-10 percent range for a second-tier tuition increase. The students have concerns, primarily addressing the issue of paying almost 50 percent of the cost of their education from tuition. A student's cost of education at UVSC is the highest in the state. The College lost \$1 million with HB331 at a time of exploding growth and currently has 2500 unfunded students. It is one of the eight least expensive comprehensive four-year colleges in the nation. Even at the highest level of increase (8-10 percent), upper-division students would only be paying an additional \$26-\$30 per month, and lower-division students would be paying an additional \$16-\$20. President Stoddard reported that 78 percent of UVSC's students receive financial aid; however, the College has made great strides in this area. Only 52 percent of that financial aid has to be repaid.

Salt Lake Community College. President Cundiff said the hearings had been held on multiple College campuses with a large student turnout. Hearings were held in person on the Redwood and South City

Campuses and televised to the other campuses. He reported that SLCC's Board of Trustees had approved a 4 percent tuition increase, with one-half percent committed to student financial aid.

Chair Karras thanked the Presidents for their remarks. He referred to a Five-Year USHE Financing Needs Projection which showed that if state tax funds remained at their current level, tuition would have to be increased by 15.5 percent each year for the next five years to meet increased costs. If state funding were to be decreased by one percent, a 16.7 percent increase per year would be required to make up the difference. He encouraged the Regents and Presidents to tell the Legislature that higher education cannot continue to increase tuition by 15 percent each year in addition to the high increases which have already been imposed on the students. Chair Karras thanked Assistant Commissioner Brad Mortensen for preparing and presenting the projections.

Regent Johnson said he was very concerned about the issue of the impact of tuition increases on college-attending students' behavior. HB331 has become a model, and it impacted certain institutions. He suggested that SUU's second-tier tuition not be raised any higher than the highest rate of any other institution (14 percent, including both first- and second-tier), with the idea that SUU would have higher increases in future years for a longer period of time. President Bennion remarked that during an accreditation visit five years ago, the most serious concern expressed by the accreditors was underfunding to support and retain students and faculty. University officials are aggressively pursuing student financial aid opportunities, scholarships, and student jobs.

Vice President Stauffer said the SUU administration shares Regent Johnson's concern regarding the potential impact of this increase on enrollments. They have done at least two things to alleviate the possibility of a worst-case scenario. One is an elasticity study to look at the last 20 years in Utah, comparing tuition increases and their impact on the institution. This study showed a realistic demand; however, no increase was ever this large. The proposed 19 percent increase does not parallel HB331 in that this will make students' and faculty's lives better with the money being gained. Regent Grant asked how much UVSC's tuition increased last year. President Stoddard said they had implemented a 19.5 percent total increase (first- and second-tier).

Regent Jordan said he was inclined to share Regent Johnson's concern. Experience with HB331 has shown that demand is not inelastic. It is hard to convince students that their lives will be improved enough to justify this high increase. He said he would not want SUU's tuition to be greater than Weber's. SUU is a residential campus where students have to shoulder the cost of housing, while Weber is largely a commuter campus. He encouraged SUU administrators to hold their tuition at WSU's level, which would mean a 13 percent increase.

Mr. Glazier agreed that percentages (of increase) are scary. SUU's proposed increase would mean \$200 per semester for the total increase. However, each dollar has been identified and the students know exactly where the money will go. He said, "If we do not take steps now to give the students a quality education and give them what they are paying for, we will be doing them a disservice. If we lose counselors, faculty, or other things essential to student success, we will be in a decline as a University." He said the students understand the principle of getting what you pay for, and an increase of \$400 per year per student should help preserve quality.

Vice Chair Atkinson asked what percentage of the student body had been contacted and had agreed to the 23.5 percent increase. Mr. Glazier said the student body officers had contacted as many students as possible and requested feedback through the Truth in Tuition hearings and articles in the student newspaper, but little feedback had been received. Regent Sinclair said it would be very helpful to have measures to assess how much the tuition increase would improve the students' education. Quality improvement should be measured.

Regent Hoggan said he was concerned about the Regents micromanaging the institutions. While it is a significant increase, the people who recommended it are the people who will have to live with it. Regent Hoggan expressed his confidence in their ability and said he would prefer to not second-guess them. He recommended that the full tuition increase be approved.

Bill Edwards, President of the Utah Council of Student Body Presidents, said the students' stance on tuition is that it is a concern to the students. The Utah Student Association (USA) and the student body presidents do not want any individuals to be priced out of an education. They asked that tuition increases be held to a minimum. Regent Douangdara said he had met with many of the student body presidents. SUU's student leaders feel strongly that this increase is necessary for their quality of education.

**Regent Hoggan moved approval of the second-tier increases as proposed, including the full increase for Southern Utah University. The motion was seconded by Regent Mantes and carried with four opposing votes.**

#### Report of Public Affairs Committee

Chair Jordan said the committee had met in December to discuss the scope of their assignment. The minutes of that meeting, attached to Tab O, showed steps which need to take place in behalf of the committee specifically and the Regents generally. Steps 1-3 focused on the upcoming Legislative Session, while Step 4 centered around after-session objectives. Members of the committee and the Commissioner's staff have commented that we are not doing as good a job as we should be in using and involving our institutional trustees in the whole public affairs process. The trustees will be involved in their individual communities and will have contacts with legislators and other constituencies. Every year committee members will implement a program of going into the communities to host a dinner with legislators and trustees, members of the Institutional Resource and Review Teams, the Commissioner's staff, and institutional Presidents. The committee will also ensure that trustees are included in a more significant way on all distribution of materials. Together, we can better communicate the message of the Board of Regents' priorities.

Chair Jordan said a suggestion had been made to form a task force of faculty and students from our institutions who have expertise in the areas of public affairs and communications, and use their talents in the same way we might employ a professional public relations firm if funds were available. The committee wants to focus not only on the Legislature but in a more targeted way on other important constituencies – parents, faculty, public educators, business and industry, etc. Committee members would like to invite those individuals to join with them and become co-advocates in the community. Regent Jordan said he would report further to

the Regents in the future. Meanwhile, the committee will be bringing together a task force to communicate this message to our constituent groups.

Chair Jordan said he and the committee were grateful for the help of Associate Commissioner Buhler, who is the committee's liaison with the Commissioner's Office. Dave has helped the committee focus their efforts and has a keen insight from his prior work in the Legislature and his present work with the Salt Lake City Council. He has been a wonderful asset to the committee.

Report of Employers' Education Coalition, *Assuring Our Children's Future*

Commissioner Foxley referred to the report in the Regents' folders. Regent Johnson represented the State Board of Regents on the Employers' Education Coalition (EEC) and presented an oral report. He said the Coalition had made eight recommendations, only one of which applied to higher education. However, that recommendation could have a huge impact. He referred to page 5, "Other Major Recommendation," which read:

Increase state investment in economic development, focusing on attracting high-paying jobs to the state. We cannot state this strongly enough – increased growth of higher-paying jobs is the *only* long-term solution to achieving real per pupil funding increases and allowing our citizens to earn reasonable incomes. This should be implemented in conjunction with the "World Class Teaching/Research Centers" at our Research I universities.

Regent Johnson said we need to figure out where our institutions are "best in class." Developing world class teaching and research centers is a goal. The EEC recommended that the Regents make sure the research universities are better funded and that the Regents deploy all funds consistent with this strategy. A great concern in the employer survey was increasing competency-based entrance requirements. The Coalition's recommendations would impact the future of the Board considerably. Regent Barrett said it would be helpful to get the EEC to advocate for higher education. If the recommendations just remain in a report, nothing will be accomplished.

Regent Jardine said some criticism in the report was directed at the Board. Early on, the EEC did not perceive that the Regents had a well thought-out plan of missions and roles. This puts increasing pressure on the Academic, Applied Technology and Student Success Committee to articulate its plan of managing enrollments with limited funding, missions and roles, enrollment caps, etc.

Chair Karras said legislative intent language was being drafted to implement much of the Coalition's report. Regent Jardine said a legislator had told him that he thought our tuition should be much higher, even double. Chair Karras asked Regent Jardine's committee to deal with the "best in class" issue, particularly as it regards the University of Utah and Utah State University.

Regent Mantes said the report was critical of public education. He pointed out that higher education's success depends on public education's success. Vice Chair Atkinson said the State Board of Education would

be using these recommendations in their advocacy and lobbying of legislators this year. She noted that while the members of the business coalition were critical of public education, they did not see themselves as part of the solution. The businesses in the Coalition were challenged to provide an employee for one hour a week to work with all of the public K-12 schools. Just one hour a week can improve students' scores academically as well as their social skills. Over all, Vice Chair Atkinson said, public education was pleased with the report. Their lobbying theme will be "No cuts, more money."

Chair Karras asked Regent Johnson if the Coalition had made any suggestions on how higher education could raise the money to meet their recommendations. Regent Johnson said no suggestions had been made; after several attempts to identify sources of funding, the Coalition felt it was not their job to provide the answers.

Chair Karras thanked Regent Johnson for his efforts on behalf of the State Board of Regents.

The meeting recessed for lunch with members of the Legislative Higher Education Appropriations Subcommittee.

#### Lunch with Higher Education Appropriations Subcommittee

Chair Karras welcomed and introduced the members of the Legislative Higher Education Appropriations Subcommittee who were present: Representatives Bradley T. Johnson (co-chair), Kory M. Holdaway, Susan Lawrence, LaWanna Shurtliff, and Bradley A. Winn. Chair Karras wished the legislators well in their challenging duties in the upcoming Legislative Session and shared with them some of the challenges facing higher education which had been discussed earlier in the day. Representative Lawrence asked President Machen to explain the University of Utah's potential enrollment freeze. President Machen responded that it would depend on state funding.

The Committee of the Whole reconvened at 1:30 p.m.

#### Reports of Board Committees

##### Finance, Facilities and Accountability Committee

Utah State University – Real Estate Purchase and Associated Revenue Bond (Tab D). Chair Pitcher said the property being purchased was some farm land north of the Logan campus. It will be used for expansion of the USU Innovation Campus. The appraisal value and purchase price is \$1.1 million, for which \$500,000 has already been set aside. The principal amount of the bond is not to exceed \$750,000, with a maximum term of not to exceed 13 years and interest rates not to exceed 4.75 percent. **Chair Pitcher moved the acquisition by Utah State University of 550 acres of land in Cache County for \$1.1 million, with a \$500,000 down payment to be funded from existing University research revenues, and approval of an issuance by Utah State University of a private placement bond for \$600,000, with its associated bonding parameters, to fund the balance of the land purchase. The motion was seconded by Regent Mantes and was adopted by the following vote:**

AYE: Jerry C. Atkin  
Pamela J. Atkinson  
Daryl C. Barrett  
Khay Douangdara  
David J. Grant  
L. Brent Hoggan  
James S. Jardine  
Michael R. Jensen  
Charles E. Johnson  
David J. Jordan  
Nolan E. Karras  
E. George Mantes  
Jed H. Pitcher  
Sara V. Sinclair  
Marlon O. Snow

NAY: (None)

Utah Valley State College – Lease of Property to Heber Power (Tab E). Chair Pitcher said this item had been presented in committee by Vice President Val Peterson. The College proposes a long-term (99-year) lease with Heber Power for \$1 per year to build an electrical substation to service the new Wasatch Campus. This substation would provide the transformer, conduit, wire and poles to supply the campus with power. The College also retains the ability to switch to Utah Power and Light, should they become a more competitive source of power. **Chair Pitcher moved approval of the lease. The motion was seconded by Regents Grant and Snow and carried unanimously.**

Utah Valley State College – Purchase of Property Contiguous to Campus (Tab F). Chair Pitcher said the College is rapidly becoming land-locked. As a consequence, College officials are proposing to purchase a home contiguous to the campus at the appraised value of \$169,000, with the hope that this purchase may leverage the orchard property adjacent to it. **Chair Pitcher moved approval of the property purchase. The motion was seconded by Regent Grant and carried unanimously.**

Consent Calendar, Finance, Facilities and Accountability Committee (Tab G). Chair Pitcher reported that the committee had discussed in detail the Money Management Report and had recommended that staff bring a more conclusive report on some of the benchmarks in the various funds and also more data on the funds themselves. **On motion by Chair Pitcher and second by Regent Douangdara, the Board approved the following items on the committee's Consent Calendar:**

1. Money Management Reports
2. UofU and USU Capital Facilities Delegation Reports
3. OCHE Monthly Investment Report
4. WSU purchase of surplus property currently owned by the City of Ogden

USHE Annual Report on Leased Space (Tab H). Chair Pitcher explained that this report was presented for information only. He noted that in 2002 the USHE had expended \$13.9 million for 171 leases totaling 1.6 million square feet.

Minutes of the 12/17/2002 Meeting of the Finance, Facilities, and Accountability Committee (Tab I). Chair Pitcher said the committee had discussed retirement and health programs in some detail. They hope to have much more information at the next meeting. **Chair Pitcher moved approval of the minutes. The motion was seconded by Regent Mantes and carried unanimously.**

University of Utah – Notification of Intent to Initiate a New Long-Range Development Plan (Tab J). Chair Pitcher said the committee had discussed the University's new Long-Range Development Plan (LRDP), which will become the new Campus Master Plan. The current LRDP was developed in 1997 for a five-year period. The University is now proposing to initiate a similar process to update the plan. **Chair Pitcher moved approval of the University's intent to initiate a new Long-Range Development Plan. The motion was seconded by Vice Chair Atkinson and carried unanimously.**

Utah State University – Lease-Purchase of Co-Generation and Central Chiller Equipment (Tab K). Chair Pitcher said the committee had congratulated USU for initiating this lease-purchase agreement. It is less expensive, more efficient, and shows a potential for saving \$1 million annually from the on-site generation of power and heat. Chair Pitcher said he looked forward to seeing more information on this in the future. This item was presented for information only and required no action.

Chair Pitcher pointed out that ARUP, a wholly owned subsidiary of the University of Utah, was listed in Fortune 100 as #82 in the list of best companies to work for. He congratulated President Machen.

#### Academic, Applied Technology and Student Success Committee

Consent Calendar (Tab A). Chair Jardine reported that the committee had approved two items on their consent calendar: (1) They made permanent the initial three-year approval of the Scientific Computing and Imaging Institute at the University of Utah. This has been a tremendous asset to the University in attracting grants and has proven to be very effective in its three-year trial period. (2) The committee also approved Mountainland Applied Technology College's request to offer an Associate of Applied Technology (AAT) Degree in Information Technology. Chair Jardine reminded the Board that four UCAT campuses were authorized to offer the AAT Degree last fall with the understanding that others might come forward. This has been approved by the UCAT Board. The committee discussed how and where quality assurance is applied when UCAT decides to expand to a new campus. This item was a major focus of the committee discussion. Committee members learned that it is an evolving process. **Chair Jardine moved approval of the committee's Consent Calendar. The motion was seconded by Regent Jensen and carried unanimously.**

Information Calendar (Tab B). Chair Jardine said the items on the Information Calendar were very routine. **On motion from Chair Jardine and second by Regent Barrett, the following items were approved on the committee's Information Calendar:**

1. University of Utah
  1. Stand-alone Minor in Nutrition



2. Name Change of the Academic Outreach and Continuing Education (AOCE) Social Work Program to the Social Work Professional and Community Educational Program, and corresponding administrative transfer of the program from the AOCE to the Graduate School of Social Work
3. Interdisciplinary Minor in Literacy Studies
2. Weber State University – Name Change from Physical Education Non-Teaching Major to Human Performance
3. Utah System of Higher Education – Programs Under Consideration/Development at USHE Institutions

Policy R312, Institutional Categories, Accompanying Criteria, and Institutional Missions and Roles (Tab C). Chair Jardine explained that the proposed policy is a consolidation of former policies R311, *Institutional Roles and Missions*, and R313, *Institutional Categories and Accompanying Criteria*. Since it is still a working draft, no action is requested at this time. The draft was distributed to the institutions for discussion and input, and the committee decided it would be premature to move the policy forward until comments had been received from all institutions. Chair Jardine noted that although Type II institutions are defined as those which grant master's degrees, Type III institutions are not disallowed from also offering master's degrees. This will be clarified when the policy is finalized. To date no significant feedback has been received; however, comments are needed from all Boards of Trustees before the committee forwards the policy to the entire Board for approval. Chair Karras asked if this would be the defining document for determining "best of class." Chair Jardine said the policy only defines categories for focusing on roles and missions and the criteria for moving from one type of institution to another.

Chair Jardine said eventually each institution's mission statement would be included as part of this policy. However, the policy will likely be approved before all of those documents are finally prepared. As each mission statement comes to the committee, it will be reviewed to ensure that the mission and role fit into the already defined categories. The committee hopes to have the policy ready for approval at the March Board meeting, although a majority of the institutional missions will probably not be ready by then.

Chair Karras asked if the Regents would be approving the institutions' current missions and roles or their future plans. Chair Jardine said the policy would define where the institutions are now and where the Regents expect them to focus. However, in the future, institutions may move from one classification to another. This would require deliberation. Chair Karras said this was an extremely important issue. He recommended that a large block of time be scheduled to debate this issue. Chair Jardine said in his opinion, this policy creates clarifications and also burdens of proof. Specific criteria are outlined which must be met objectively, and a strong burden of proof will be required for moving to the next category. He said those moves would be few and far between.

Chair Karras talked about a continuum of teachers, with those who are proficient in being good educators (master teachers) at one end and the university professors who do brilliant research and publishing at the other end. He would like to be able to honor the teachers who are master teachers, who are not publishing and researching. Institutions have individual ways of honoring their teachers internally, but he would like the Board to find a way to honor them publicly.

General Consent Calendar

**On motion from Regent Hoggan and second by Vice Chair Atkinson, the following items were approved on the General Consent Calendar. It was noted that the minutes of the December 12 and December 16 special meetings were included in the Regents' folders.**

1. Minutes
  - A. Approval of the Minutes of the Regular Meeting of the Utah State Board of Regents held November 8, 2002, at Snow College in Ephraim, Utah (Attachment 1)
  - B. Approval of the Minutes of the Special Meeting of the Utah State Board of Regents held December 12, 2002, by teleconference (Attachment 2)
  - C. Approval of the Minutes of the Special Meeting of the Utah State Board of Regents held December 16, 2002, at The Gateway in Salt Lake City, Utah (Attachment 3)
2. Grant Proposals - Approval to submit the following proposals:
  - A. University of Utah – Public Health Service/National Eye Institute; “University of Utah, Core Vision Research Grant;” \$2,905,670. Eric M. Lasater, Principal Investigator.
  - B. University of Utah – Public Health Service/National Institute of Drug Abuse; “Analytical Services Center for Medications Development Program;” \$5,353,295. Rodger L. Foltz, Principal Investigator.
  - C. University of Utah – National Institute/Arth/Musc/Skin; “Study of the Efficacy of Glucosamine and Glucosamine/Chondroitin Sulfate in Knee Osteoarthritis;” \$3,297,896. Daniel O. Clegg, Principal Investigator.
  - D. University of Utah – National Science Foundation; “Advance Institutional Transformation Award at the University of Utah;” \$3,187,421. Joann S. Lighty, Principal Investigator.
  - E. University of Utah – Public Health Service, “Identification of Melanoma Predisposition Loci;” \$3,272,845. Lisa Cannon-Albright, Principal Investigator.
  - F. University of Utah – Public Health Service; “Eosinophils, Asthma, and Topical Anesthetics;” \$2,669,060. Gerald J. Gleich, Principal Investigator.
  - G. University of Utah – Public Health Service; “The Human Genetics of Susceptibility to Herpes Simplex Virus Diseases;” \$2,330,971. John D. Kriesel, Principal Investigator.
  - H. University of Utah – Public Health Service/National Institute of Mental Health; “Utah Autism Research Center, Optimal Treatment Strategy in Patients with Repaired Tof;” \$9,303,961. William M. McMahon, Principal Investigator.

- I. University of Utah – National Science Foundation; “Proposal to Operate and Analyze Data from the High Resolution Fly’s Eye Detector, Part 3;” \$10,270,116. Pierre V. Sokolsky, Principal Investigator.
- J. University of Utah – Boehringer Ingelheim Pharmaceuticals; “Phase II...Safety of Oral 25 Mg, 50 Mg, 75 Mg OPC-6535 & Placebo in the Treatment of Patients with Chronic Obstructive Pulmonary Disease;” \$2,169,966. Richard E. Kanner, Principal Investigator.
- K. University of Utah – HRSA/Bur Primary Health Care; “Cancer Treatment Equipment Grant, CFDA 93.887;” \$2,953,462. Stephen M. Prescott, Principal Investigator.
- L. University of Utah – National Science Foundation; “Integrated Product/Service Design and Process Development for High Technology Industries;” \$3,044,533. Rohit Verma, Principal Investigator.
- M. University of Utah – National Science Foundation; “NSF 02-148. NSEC-Maufactured Processes: Environmental Nanosciences & Engineering;” \$15,978,450. Mohammed Siddiqui, Principal Investigator.
- N. University of Utah – National Science Foundation; “IGERT: Learning Through Teaching in an Industrially-Relevant Bioelectronics Program. An NSF 02-145/Pre-Proposal;” \$2,949,937. V. John Mathews, Principal Investigator.
- O. University of Utah – National Science Foundation; “IGERT: Molecular Devices for Biochips. Ann NSF 02-145;” \$2,608,239. Mark S. Miller, Principal Investigator.
- P. University of Utah – Public Health Service; “Determinants of Susceptibility and Progression of Ali.RFA HL-02-014;” \$2,600,000. John R. Hoidal, Principal Investigator.
- Q. University of Utah – Public Health Service/National Institute on Aging; “Genetic Epidemiology of Aging in Utah Pedigrees. Formerly Pid 2001041-Acct. #59302200-Contract #R01ag18734;” \$6,114,356. Steven C. Hunt, Principal Investigator.
- R. University of Utah – National Science Foundation; “IGERT: Integrating Stable Isotopes in Ecological and Environmental Sciences. Pre-Proposal. NSF 02-145;” \$2,947,375. James R. Ehleringer, Principal Investigator.
- S. University of Utah – Public Health Service; “Integrating Cancer Syndrome Identification and Gene Discovery;” \$3,091,221. Richard A. Kerber, Principal Investigator.
- T. University of Utah – National Institutes of Health; “Determinants of Susceptibility and Progression of Acute Lung Injury;” \$19,105,190 (\$2,600,000 during the first year). Dr. John R. Hoidal, Principal Investigator.

- U. Utah State University – Missile Defense Agency; “RAMOS Task Order 12;” \$3,578,209. Thomas Humpherys, Principal Investigator.
- V. Utah State University – Jet Propulsion Lab; “Next Generation Sky Survey (NGSS);” \$39,561,976. Scott H. Schick, Principal Investigator.
- W. Utah State University – Duke University; “Epidemiology of Alzheimer’s Dementia in Cache County, Utah;” \$1,381,433. Maria C. Norton, Principal Investigator.
- X. Utah State University – Missile Defense Agency; “RAMOS Joint Preliminary Design Review Task Plan 6;” \$1,700,000. Thomas Humpherys, Principal Investigator.
- Y. Utah State University – Missile Defense Agency; “RAMOS Joint Preliminary Design Review Task Plan 6;” \$2,078,000. Thomas Humpherys, Principal Investigator.
- Z. Utah State University – National Science Foundation; “Building Evaluation Capacity of Stem Projects;” \$1,500,000. Blaine Worthen, Patria de Lancer-Julnes James T. Dorward, and George Julnes, Co-Principal Investigators.
- AA. Utah State University – Lockheed Missiles and Space Company, Inc.; “Tactical Input Segment Sustainment;” \$1,049,715. Niel S. Holt, Principal Investigator.
- BB. Utah State University – Space Exploration Technologies, Inc.; “Mars Oasis;” \$1,134,036. Pat Patterson, Principal Investigator.
- CC. Utah State University – National Aeronautics & Space Administration; “Space Communications Project: Adaptation of the IEEE 802.11 Standards and Commercial off the Shelf (COTS) Components for Inter-Satellite Communications of Nanosatellite Constellations;” \$1,215,215. Todd K. Moon, Principal Investigator.
- DD. Utah State University – National Science Foundation; “Advance-US: Applying a Successful Business Model to a University;” \$2,998,953. Ronda Callister, Principal Investigator.
- EE. Utah State University – National Science Foundation; “IGERT: USU Integrated Program in High Performance Computing;” \$1,162,573. Robert Spall, Principal Investigator.
- FF. Utah State University – National Science Foundation; “IGERT: Water as Thematic and Engaging Rational for Integrative Graduate Education and Research Traineeship Program;” \$3,523,673. David G. Tarboton, Principal Investigator.
- GG. Utah State University – Hewlett Foundation; “Three-Track Engineering;” \$1,249,962. Randy Haupt, Principal Investigator.

- HH. Utah State University – National Institutes of Health; “CH . . O Hydrogen Bonds;” \$1,275,000. Steve Scheiner, Principal Investigator.
  - II. Utah State University – TRW; “SPOSS: Scintillation Phenomenology Orbital Support Sensor;” \$3,321,404. J. Steven Hansen, Principal Investigator.
  - JJ. Utah State University – National Institutes of Health; “Detection of Food and Waterborne Pathogens by Novel Technologies;” \$1,685,812.75. Bart Weimer, Principal Investigator.
  - KK. Utah State University – National Science Foundation; “Global Biosecurity and the Glassy-Winged Sharpshooter;” \$1,701,120. Mike White, Principal Investigator.
  - LL. Utah State University – Missile Defense Agency; “RAMOS Joint Preliminary Design Review Task Plan 6;” \$1,500,000. Thomas Humpherys, Principal Investigator.
  - MM. Utah State University – Raytheon; “Advanced Reconnaissance Compression Hardware (Arch) Card Suite for Shared Reconnaissance Pod (Sharp) Program;” \$1,576,027. Niel S. Holt, Principal Investigator.
  - NN. Utah Valley State College – National Science Foundation; “Science & Health Equipment, REU – Undergraduate Student Research in Biology;” \$935,240. Jim Price, Principal Investigator.
  - OO. Utah Valley State College – Title III; “Computer Infrastructure Across Campus;” \$2,000,000. Curtis Pendleton and Janis Raje, Principal Investigators.
  - PP. Utah Valley State College – Department of Justice; “VAWO: Grants to Reduce Violent Crimes Against Women on Campus;” \$750,000. Curtis Pendleton and Janis Raje, Principal Investigators.
  - QQ. Utah Valley State College – Department of Commerce; “TOPS Grant: Computer Infrastructure for Distance Learning Activities;” \$750,000. Curtis Pendleton and Tom Neilson, Principal Investigators.
  - RR. Utah Valley State College – National Science Foundation; “Regional Center for People with Disabilities to Promote Involvement in Science, Math, Engineering, and Technology Majors;” \$4,000,000. (Proposal is being planned for resubmission with other institutions of higher education and organizations/agencies.) David Jordan and Curtis Pendleton, Principal Investigators.
3. Proposed Policy R136. *Language Proficiency in the Utah System of Higher Education*. Utah Code 63-13-1.5 was enacted by Statewide Initiative A in 2000. It requires the State Board of Regents to make rules governing the use of foreign languages in the higher education system. These rules must support the principles that (1) non-English speaking children and adults should become able to read, write, and understand English as quickly as possible; (2) foreign language instruction should be encouraged; and (3) formal and informal programs in English as a Second Language should be

initiated, continued, and expanded. Policy R136 will be submitted to the Administrative Rules process, also. (Attachment 4)

4. Proposed Revisions to the Board's Policies and Procedures Manual, Section 6, Student Financial Aid. The Board has delegated the management of most higher education student financial aid programs, in addition to the student loan programs, to its subsidiary board, the Utah Higher Education Assistance Authority (UHEAA) Board of Directors. Section 6 of the Policies and Procedures Manual has been revised to eliminate old SBR policies no longer needed and to include policies adopted and maintained by the UHEAA Board. As part of this revision, the policy delegating authority to the UHEAA Board has been renumbered from R610 to R601 to reflect the expansion of UHEAA's role beyond student loans. The revised Section 6 can be viewed at: [http://www.utahsbr.edu/policy/contents.htm#Section 6](http://www.utahsbr.edu/policy/contents.htm#Section6).
6. Executive Session(s) — Approval to hold an executive session or sessions prior to or in connection with the meetings of the State Board of Regents to be held March 14, 2003, at the Board of Regents' offices to consider property transactions, personnel issues, litigation, and such other matters permitted by the Utah Open and Public Meetings Act.

#### Student Success Task Force Report

Chair Karras referred to the draft report of the Student Success Task Force in the Regents' folders and asked Regent Johnson, who chaired the Task Force, to comment on the report.

Chair Johnson said the Task Force had looked at many definitions of student success and finally defined it as "completing the intended course of study." Retention is a big part of student success, and we need to balance against inefficiencies. He referred to the recommendations beginning on page 2 of the draft report:

1. Establish a K-16 Initiative. Remedial courses and other barriers should be eliminated. We want to move toward establishing joint competencies and ensuring that admissions standards are at a level where they demand a rigorous course of study.
2. Develop Programs to Mentor New Students. Chair Johnson pointed out that most drop-outs occur in the first and second years of college.
3. Eliminate Barriers. Students consider themselves successful if it is easy for them to register and get into the courses they want to take. However, students do not think they are getting into the courses they want to take. Chair Johnson advised the Presidents: If you're going to admit students, make sure there are enough sections to get them through the system. The Task Force felt that competency-based credits are very important. Challenge exams, CLEPs, etc. help students complete their education faster.
4. Improve Two- to Four-Year Transfer. Chair Johnson asked, are we assuring ourselves that there is a good flow from students at feeder colleges to the universities? The dual enrollment idea is a good one, because it is efficiency coupled with student satisfaction.

5. Conduct Statewide Diagnostic on Student Retention. We brought in consultants from the Noel-Levitz consulting firm to look at retention on a System basis. They raised the following issues: (a) We are admitting students to the wrong institutions. (b) We are not mentoring the students. (c) This is a desirable state to attend school. With the budget shortfall, out-of-state students could improve our revenues and fill our institutions to capacity. (d) We need to do a better job with our recruiting information.
6. Improve Systems for Tracking Students. Chair Johnson said we are on our way to gaining greater student satisfaction with greater System efficiencies. This is a good combination, which demonstrates our accountability.

Chair Karras commended Chair Johnson and the Task Force for their good work. Chair Johnson thanked Assistant Commissioner Safman for her invaluable assistance. Commissioner Foxley said the report and recommendations would go to the Academic, Applied Technology and Student Success Committee for follow-up. Regent Jardine said it would be helpful to get a follow-up report of the institutions' current status and what is being done in this regard. The committee will add this to their agenda in a way that is not burdensome to the institutions.

Commissioner Foxley referred to the Measuring Up 2002 national and state reports (in the folders) which were shown to the Noel-Levitz consultants. The consultants indicated that if the changes recommended by the Student Success Task Force were made, Utah would be a model for the country. We need to work with our partners in public education. High school seniors must use their last year as efficiently as possible by taking English, math and science classes. The consultants will give Commissioner Foxley a written report which she will share with the Board. The Commissioner said some of the steps can be taken now without additional fiscal resources.

**Chair Johnson moved that the Student Success Task Force Report be accepted and the Task Force thanked for their work. The motion was seconded by Vice Chair Atkinson and carried unanimously.**

Vice Chair Atkinson reported that public education would be eliminating seat time as a basis for graduation, basing everything on competencies. They are proposing that math, science and English courses be taken in the last year of high school. If students are ready to graduate at the end of their 10<sup>th</sup> or 11<sup>th</sup> year, they should graduate. Graduation requirements will include one-half unit of personal finance and 3.5 units of an area of focus, which could be applied technology, AP courses, etc. The students will decide, in consultation with counselors and parents, the best types of electives for their senior year. The State Board of Education will be mailing copies of its new policies to the Regents.

Vice Chair Atkinson said members of the State Board of Education had met the previous Friday with the Governor and Legislative Leadership. Their proposals were greeted with much enthusiasm. The report will be sent to all of the educators in the state, and public meetings of the various school boards and districts will be held. The Board hopes to receive sufficient input by next August to begin implementing these requirements next fall. Local school districts will still have the authority to offer other electives. The new requirements will be mandatory for every student in the state.

The Regents acknowledged Vice Chair Atkinson for her tireless work in behalf of education.

#### Report of the Chair

Selection of Presidents. Chair Karras said the Board had selected a very good President for Utah Valley State College. Dr. Sederburg has excellent credentials. Regent Karras said he had received phone calls asking why the Regents did not pick more Presidents from within the System. He reflected that many businesses have a plan of succession for leadership positions. Individuals are identified to understudy various positions. He suggested that perhaps that is something the USHE could do to help our own people. Succession plans would be helpful not only to identify potential presidents, but also provosts, financial vice presidents, etc. We can help our employees in their career advancement by helping them gain the ability to do a specific job.

Performance-based learning. Chair Karras said he was not sure that seat time is not an important part of the process of learning. This issue will probably be delegated to the Academic, Applied Technology and Student Success Committee. However, the Governor advocates it and the State Board of Education has responded positively to it, so the Regents need to develop an opinion before it is thrust on them. The Regents need to determine where we can and where we cannot accept these competencies.

Commissioner Foxley said performance-based learning would be a focus in the Governor's State of the State address. She reported that she, Chair Karras, President Fitch, and Associate Commissioner Buhler had met with the State Superintendent for Public Instruction and Governor Leavitt. The Governor was one of the founders of Western Governors University, and he has talked about a competency-based Associate of Arts Degree. We have let the Governor and his staff know everything that our students already can do to demonstrate competencies by assessment. Higher education needs to determine admissions decisions for those students who come out of high school without grades, or with a combination of grades, credits and demonstration of competencies.

Regent Jardine asked if the Governor had a model he wants higher education to follow. Chair Karras said Western Governors University seems to be the Governor's model. UCAT is another model. President Fitch has also been invited to some of the meetings with the Governor. Chair Karras said the Regents would have to decide whether or not students who receive a competency-based diploma are qualified to enter our institutions. Regent Jardine asked what competency-based credits are being given at our institutions. Several were mentioned by Commissioner Foxley including language proficiency, CLEP tests, and challenge exams.

#### Report of the Commissioner

Commissioner Foxley called attention to the document in the Regents' folders which summarized the fiscal impact of the budget cuts to higher education in the past two years. The loss in state dollars per student was shown on the graphs and charts. This will be helpful information for the Co-chairs of the Legislative Subcommittees. It will help the legislators to hear from the USHE Presidents how the institutions have been able to take these cuts. She urged the Presidents to tell the legislators of their own experiences and why additional cuts would be devastating. Although the legislators would like us to admit everyone, we should ask them what policy-makers and legislators can do with the tax structure to help us address the funding issue. The students



cannot continue to carry the financial burden through increased tuition. We need greater tax support for our System.

Commissioner Foxley thanked Associate Commissioner Norris for supplying the bookmarks and other promotional material to remind everyone of the UtahMentor program and the opportunities for student financial aid. The folders also contained an article about Pell grants and the need for increased need-based financial aid.

Dixie State College had a good report from the Northwest Commission on Colleges. President Huddleston said the College had been reaccredited for the associate degrees and had been accredited for the three baccalaureate degrees. Commissioner Foxley offered her congratulations for this achievement.

Adjournment

Chair Karras thanked President Machen and his staff for their hospitality. The meeting was adjourned at 2:20 p.m.

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Joyce Cottrell CPS  
Executive Secretary

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Date Approved