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 UTAH STATE BOARD OF REGENTS
 BOARD OF REGENTS OFFICES, THE GATEWAY
 December 9, 2004

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MINUTES OF MEETING
UTAH STATE BOARD OF REGENTS
BOARD OF REGENTS OFFICES, THE GATEWAY
DECEMBER 9, 2004

Regents Present

Nolan E. Karras, Chair
Jerry C. Atkin
Linnea S. Barney
Daryl C. Barrett
Bonnie Jean Beesley
Kim R. Burningham
Katharine B. Garff
David J. Grant
Meghan Holbrook
James S. Jardine
Michael R. Jensen
David J. Jordan
Trenton Kemp
Jed H. Pitcher
Sara V. Sinclair
Marlon O. Snow
Maria Sweeten

Regents Excused

E. George Mantes, Vice Chair

Office of the Commissioner

Richard E. Kendell, Commissioner
David L. Buhler, Associate Commissioner for Public Affairs
Don A. Carpenter, Executive Assistant
Joyce Cottrell, Executive Secretary
Brian Foisy, Assistant Commissioner for Financial Services
Phyllis C. Safman, Assistant Commissioner for Academic Affairs
Mark H. Spencer, Associate Commissioner for Finance and Facilities and Interim Executive Director, UHEAA
Lucille T. Stoddard, Interim Associate Commissioner for Academic Affairs
Kevin Walthers, Assistant Commissioner for Finance and Facilities
Lynne Ward, Assistant Commissioner and Executive Director, UESP
Gary S. Wixom, Assistant Commissioner for Applied Technology Education and Special Projects

INSTITUTIONAL REPRESENTATIVES

University of Utah

A. Lorris Betz, Senior Vice President for Health Sciences
John G. Francis, Associate Vice President for Academic Affairs
Paul T. Brinkman, Associate Vice President for Budget and Planning
Laura Snow, Special Assistant to the President and Secretary to the University
Michael Perez, Associate Vice President for Facilities

Utah State University

Kermit L. Hall, President
Stan Albrecht, Executive Vice President and Provost
Ron Godfrey, Vice President for Business and Finance
Sydney Peterson, Assistant Provost

Weber State University

F. Ann Millner, President
Brad Mortensen, Assistant Vice President for Support and Auxiliary Services
Norman C. Tarbox, Jr., Vice President for Administrative Services
Michael Vaughn, Provost
Cody S. Jones, Student Body President/President, Utah Student Association

Southern Utah University

Steven D. Bennion, President
Abe Harraf, Provost
Dorian Page, Associate Vice President for Administrative and Financial Services
Gregory Stauffer, Vice President for Administrative and Financial Services
Aaron Miller, Student Body President/Vice President, Utah Student Association

Snow College

Michael T. Benson, President
Bradley A. Winn, Provost

Dixie State College

Robert C. Huddleston, President
Phil Alletto, Vice President of Student Services
Lee Caldwell, Academic Vice President
Stanley J. Plewe, Vice President of College Services

College of Eastern Utah

Ryan L. Thomas, President
Mike King, Academic Vice President

Utah Valley State College

William A. Sederburg, President
Brad Cook, Vice President for Academic Affairs
Wayne Hanewicz, Visiting Professor, Technology Management
Dee Martin, Dean, School of Technology, Trades and Industry
Jeff Maxfield, Academic Department Chair, Utah Fire and Rescue Academy
Val Peterson, Vice President for Administration and External Affairs

Salt Lake Community College

Judd D. Morgan, Interim President

Julie Ann Curtis, Assistant to the Academic Vice President
Larry Landward, Director, Main Street Center
John Latkiewicz, Dean, Skills Center
Don Porter, Vice President of Administrative Services
David Richardson, Vice President of Academic Services
Dave Thomas, Chair, SLCC Board of Trustees

Utah College of Applied Technology

Gregory G. Fitch, President
Linda Fife, Campus President, Salt Lake-Tooele ATC
Kimberly Henrie, Budget Officer

Representatives of the Press

Stephen Speckman, *Deseret Morning News*
Amy K. Stewart, *Standard-Examiner*
Shinika A. Sykes, *Salt Lake Tribune*

Others

Steve Allred, Office of the Legislative Fiscal Analyst
Carrie Flamm, Executive Director, Utah Student Association
Boyd Garriott, Office of the Legislative Fiscal Analyst
Debbie Headden, Office of the Legislative Fiscal Analyst
Kim Hood, Governor's Office of Planning and Budget
Happi Peterson, Utah Student Association

Chair Nolan Karras called the meeting to order at 9:10 a.m. and welcomed everyone to the meeting. He excused Vice Chair Mantes, who had a previous commitment. He thanked Dr. Lorris Betz for the hospitality shown to the Regents and Presidents at dinner the previous evening and asked him to convey the Board's appreciation to President Young and Senior Vice President Dave Pershing.

"Measuring Up" Report Card – Discussion with Pat Callan

Commissioner Kendell introduced Dr. Pat Callan, president of The National Center for Public Policy and Higher Education. For the past several years, Dr. Callan has prepared a national report card for higher education (see Tab A). Dr. Kendell invited Dr. Callan to talk informally with the Regents and Presidents about the report card project as well as the pressing policy issues facing higher education.

Dr. Callan thanked Commissioner Kendell for inviting him to attend the meeting. He explained that in 1968 a group of individuals felt there should be a non-profit organization which would focus on the public part of higher education – where government and higher education interact. That organization became The National Center for Public Policy and Higher Education. Some issues to be considered were: What does the country

need from higher education? What do the states need? What is helping or impeding that organization? The organization's primary interest is on the states, where most policy funding decisions are made.

After two years of consulting with higher education organizations, legislators, and researchers, they decided the most important thing to focus on was what is going on in the country that is different from 20-30 years ago with which higher education should be involved or which would affect higher education. The biggest losers in the American economy have been those individuals with high school education or less. For these people, the average real income has not improved or has decreased.

Recent economic development discussions have focused on education for the workforce. The present thinking is that "This economy does not care about place; it will bring the jobs to where the trained workers are." Another significant issue is the forthcoming retirement of baby boomers.

"Measuring Up" became a report card to measure results, not to define performance measures. It is limited to educating and training through the baccalaureate degree. Categories measured include preparation, opportunity, completion, affordability (driven by family income), benefits, and student learning. Dr. Callan explained that every state had received an Incomplete in student learning because insufficient data were available to make an assessment.

The 2004 Report Card measured 2004 data against 1994 data and determined improvements or lack of improvement in the areas measured. States were also compared with other states. Every generation of Americans has been better educated than the previous generation.

Utah's strength is its preparation for college. Utah is also doing better than most in degree completion. The country is in a transition, trying to determine how to deal with the economy and still provide affordable education to the citizens. Demands outstrip the traditional ideas of success. Dr. Callan noted that the report card measured Utah against other states, and was not based solely on our institutions. The issues of preparation, capacity and affordability need to be addressed simultaneously.

Dr. Callan offered to respond to questions. Commissioner Kendell noted that Utah's economic benefits have decreased by 12% over the past decade, while there has been a nationwide increase of 18%. Dr. Callan said the message is not that higher education has been a bad investment. It is rather that we have to work on the economic development aspect as well. Some states have benefitted from their investment more than others.

Regent Snow asked, "How can we improve at trying to find funds and financial strength to educate our students?" Dr. Callan said in the past decade we have widened the gap based on income but have not made a dent in increasing need-based financial aid. Many first-generation students are of ethnic backgrounds and are from families of low income. Community colleges have become too expensive, especially in states like Utah. Need-based financial aid needs more emphasis.

Commissioner Kendell asked about contributions in terms of the proportion of family income required for a student to go to college. Utah also has the issue of multiple college students per household. Dr. Callan said states need to determine their own appropriate levels; some areas may need to be adjusted.

President Hall pointed out that with the privatization of public research universities and the costs rising for families with higher family incomes, there is not much appetite for the legislature or the public to subsidize elite institutions because they are no longer accessible for the average student. Differential funding of institutions may be one way to address the issue of affordability.

Dr. Callan asked, "Should these elite institutions receive special status? Is there a better way of subsidizing the institutions?" There is a direct link between family income and the type of institutions students select and attend. These elite institutions are still public entities. While research universities especially are bringing in much more income through grants and contracts, they are still public universities.

Commissioner Kendell thanked Dr. Callan for his comments. Chair Karras recommended that the Regents read both the Utah and National reports for further discussion in a future Board meeting. Quality is a pressing issue. What should we be measuring for affordability? He asked Dr. Callan how best to determine the balance between state investment and the student's ability to pay. Dr. Callan said a percentage is not sustainable, nor is tying to a measure of inflation. There is no single best measure; however, if the economy is going well and family income is improving, higher education should be able to get a share of state funds. Another issue is political sustainability. Chair Karras thanked Dr. Callan for participating in the meeting.

The Regents went to their committee meetings at 10:10 a.m. Following lunch, the Committee of the Whole resumed at 1:40 p.m.

Reports of Board Committees

Academic, Career and Technical Education, and Student Success Committee (Programs Committee)

University of Utah – Doctoral Degree in Physical Therapy (Tab B). Chair Jardine explained that the physical therapy discipline has been moving nationally from a master's degree to a doctorate degree. Approval of a Doctorate of Physical Therapy (DPT) Degree will make the University consistent with national requirement trends and Commission on Accreditation in Physical Therapy Education (CAPTE) standards. This program will replace the current MPT (Master of Physical Therapy) program, with no additional costs. The committee approved the program and recommended it to the full Board for approval. **Chair Jardine moved approval of the University of Utah's Doctorate of Physical Therapy Degree, effective Summer Semester 2005. The motion was seconded by Regent Beesley and carried.**

University of Utah – Bachelor of Science Degree in Business with a Major in Entrepreneurship (Tab C). Chair Jardine said this program had been requested before the moratorium was enacted. It is a cross-disciplinary program which will allow the Major in Entrepreneurship. The request had moved through the Program Review Committee (PRC) and the Programs Committee, and upon recommendation of the committee,

Chair Jardine moved approval of the University of Utah's Bachelor of Science Degree in Business with a Major in Entrepreneurship. The motion was seconded by Regent Barrett and carried.

Recommendation of Name Change for Committee (Tab D). Chair Jardine said at his recommendation, the committee had decided not to change the formal name of the committee but to add "(Programs Committee)" after the entire name. Informally, it will be called the Programs Committee. **Regent Jardine moved that name of the committee be Academic, Career and Technical Education, and Student Success Committee (Programs Committee). The motion was seconded by Regent Garff and carried unanimously.**

Consent Calendar, Programs Committee (Tab E). Chair Jardine said the committee felt good about all of the issues presented in the Consent Calendar. UVSC's Institute of Emergency Services and Homeland Security generated a long discussion in committee. College officials wanted the Regents to understand the long-term ramifications for the System. This is not a major or a degree and does not add new programs. Rather, it allows a program dynamic for departments to talk to each other and will allow the Institute to apply for federal funds to be used in the school. A question arose about whether the Regents wanted to have a plan for Homeland Security on a System level. On the institutional level, many of the colleges and universities are doing things related to Homeland Security, but those things differ according to the role and mission of the institution. Additional program requests from other schools would be considered on their own merit.

Upon motion by Regent Snow and second by Regent Grant, the following items were approved on the Programs Committee's Consent Calendar:

- A. University of Utah
 - 1. Utah Center for Advanced Imaging Research
 - 2. Osher Institute for Lifelong Learning
- B. Weber State University – Paramedic Program to be Offered Off-Campus
- C. Southern Utah University – Discontinuation of Dance Education Minor
- D. Utah Valley State College
 - 1. Sheet Metal Apprentice Emphasis in A.A.S. Degree
 - 2. Institute for Emergency Services and Homeland Security
- E. Ogden-Weber Applied Technology College – Request for Fast-track Approval
 - 1. Restaurant/Hospitality Management
 - 2. Biomedical Technician

Information Calendar, Programs Committee (Tab F). Chair Jardine said the committee had taken the time to understand the reorganization of the academic departments at Salt Lake Community College. Several years ago an organizational move was made to decentralize the College. The new plan will move things back to a more functional structure on a centralized basis. Name changes discussed on the Information Calendar included:

- A. University of Utah – Department of Pharmacy Practice to Department of Pharmacotherapy
- B. Weber State University – Computer and Design Graphics Technology Program to Design Graphics Engineering Technology Program

- C. Southern Utah University – Department of Art to Department of Art and Design
- D. Salt Lake Community College – Applied Technology Education to Career and Technology Education

Proposed Revisions to Policy R512, *Determination of Resident Status* (Tab H). Chair Jardine said the Programs Committee was supportive of the proposed revisions to Policy R512. He asked to reserve comments until the other committee reported on this topic.

Finance, Facilities and Accountability Committee

Chair Karras said Chair Pitcher had to attend another meeting and had asked to be excused from the afternoon session. He asked Vice Chair Atkin to report on the committee's actions.

USHE – Authority to Seek Revenue Bond Financing (Tab G). Vice Chair Atkin explained that the Regents were required to formally authorize the Commissioner to take to the Legislature the two revenue bond projects approved in the October Board meeting to the Legislature. **Vice Chair Atkin moved that the Regents authorize the Commissioner to take the University of Utah Hospital and Parking Structure and the Weber State University Shepard Union Building Renovation to the Legislature for approval. The motion was seconded by Regent Jensen and carried.**

Proposed Revisions to Policy R512, *Determination of Resident Status* (Tab H). Vice Chair Atkin said that the proposed revisions would clarify qualifications of residency by providing an avenue for someone to demonstrate that they had moved to Utah for employment rather than strictly for college. In effect, this policy provides an avenue for individuals to challenge their status or classification as a non-resident. Regent Jardine said a question had been raised in his committee about whether or not the Regents had ever looked at the policy in full to see if it was actually serving the students' needs. **Vice Chair Atkin moved the proposed revisions to Policy R512. The motion was seconded by Regent Sweeten and carried.**

University of Utah – Authorization for Differential Tuition for Master of Science Degree in Genetic Counseling (Tab I). Vice Chair Atkin said the University was proposing the differential tuition because of the costs involving intensive clinical training. The proposed increase would make it possible to provide faculty to support six clinical settings and was consistent with similar clinical-intensive medical education programs in other universities. **Vice Chair Atkin moved approval of the University's request for Differential Tuition for the Master of Science Degree in Genetic Counseling. The motion was seconded by Regent Jensen and carried.** Regent Jensen requested that the institutions provide greater detail of financial need in their requests for differential tuition.

University of Utah – Long-Range Development Plan (Tab J). Vice Chair Atkin explained that this Supplement was the University's first step toward a more comprehensive long-range master plan. The complete long-range development plan will follow in another year or two. Senior Vice President Betz said the University's last full strategic plan was completed in 1997. The University is facing the issue of replacing worn-out buildings while engaging in an academic strategic plan. University officials did not want the long-range development plan to precede the academic plan. The academic strategic plan will be completed in the next several months, and

the facilities plan will follow. **Vice Chair Atkin moved approval of the University of Utah's 2003 Long-Range Development Plan Supplement. The motion was seconded by Regent Snow and carried.**

USHE/University of Utah – Research Facilities Revenue Bonds, Series 2005A (Moran Eye Center) (Tab K). Vice Chair Atkin reported that a large part of the funding for this project would come from private donors with the balance to come from revenues from the Moran Eye Center as part of the UUHC business plan. **Vice Chair Atkin moved adoption of the bond resolution. The motion was seconded by Regent Sweeten and carried by the following vote:**

AYE:	Nolan E. Karras, Chair Jerry C. Atkin Daryl C. Barrett Bonnie Jean Beesley Katharine B. Garff David J. Grant Meghan Holbrook James S. Jardine Michael R. Jensen Trenton Kemp Sara V. Sinclair Marlon O. Snow Maria Sweeten
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NAY:	(None)
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Salt Lake Community College – Lease to Museum of Utah Art and History (Tab L). Vice Chair Atkin said the Museum of Utah Art and History (MUAH) had asked to lease 20,000 square feet of the SLCC Main Street Center for specialized exhibits, office space and work areas, at the rate of \$8.00/square foot with an allowance for inflation over the 15-year term of the lease. Cost of utilities will be shared. SLCC and MUAH may jointly extend the lease for four ten-year periods. Vice Chair Atkin said the committee had asked for a buyout option to allow the College to cancel the lease, should the need arise. **Vice Chair Atkin moved approval of the lease with the addition of a buyout option, with final action to be approved by the Regents' Executive Committee. The motion was seconded by Regent Snow and carried.**

Salt Lake Community College – Purchase of Property Adjacent to the South City Campus (Tab M). Vice Chair Atkin said the property in question was part of a future expansion to SLCC's Campus Master Plan. The property contains a duplex and is valued at \$195,000. The owner is willing to sell the property for \$172,000 plus closing costs and will receive credit for a \$23,000 donation to the College. **Vice Chair Atkin moved approval of the property purchase. The motion was seconded by Regent Kemp and carried.**

Consent Calendar, Finance Committee (Tab N). **On motion by Vice Chair Atkin and second by Regent Holbrook, the Regents approved the Capital Facilities Delegation Reports from the University of Utah and Utah State University on the Committee's Consent Calendar.**

USHE – Annual Report on Leased Space (Tab O). Vice Chair Atkin referred to the report in Tab O and said the committee had discussed the report and questions were answered. The notable change at the University of Utah was due to the new Orthopedic Hospital. This report was prepared for the Regents' information only and required no action.

Financial Ratios in the USHE (Tab P). Vice Chair Atkin said the Commissioner's staff had been asked to gather data so that the Regents could make an informed judgment about the borrowing limit of the institutions and the System. He referred to the Attachment to Tab P, page 1 of Attachment 1. For FY2003, the long-term debt was \$481 million for the System, \$333 million of which was for the University of Utah (\$120 million on student housing, \$50 million for the Rice-Eccles Stadium, and the balance on other projects). Vice Chair Atkin also referred to page 7 of Attachment 3. In relation to total expenses and in terms of total budget, the long-term debt is relatively small, and we seem to be in line in terms of revenue stream and assets.

Chair Karras referred to Attachment 1 and noted that of the \$2.6 billion revenue, only \$589 million came from State appropriations. Vice Chair Atkin said the committee felt the report helped to put debt ratios in perspective for them. President Sederburg noted the relatively low percentage of debt ratio. He asked if data were available to compare other states with the debt level at our institutions. Associate Commissioner Spencer said other states are struggling with the same process of identifying data. Vice Chair Atkin suggested it would be helpful to have this information as soon as it becomes available. Chair Karras asked Dr. Spencer to add this information to his report.

USHE – Institutional Residence Report (Tab Q). Vice Chair Atkin referred to Replacement Tab Q, Attachment 1, in the Regents' folders. The report is required annually by Board policy. Chair Karras noted that institutional residences are constantly used for business purposes.

UHEAA Board of Directors Report (Tab R). Vice Chair Atkin referred to the Supplement to Tab R, in the Regents' folders, which contained the minutes of the December 7, 2004 meeting of the UHEAA Board of Directors.

General Consent Calendar

On motion by Regent Atkin and second by Regent Sweeten, the following items were approved on the General Consent Calendar:

- A. Minutes – Minutes of the Regular Board of Regents Meetings held October 19, 2004 at the Board of Regents' Offices in Salt Lake City, Utah. (Attachment 1)
- B. Grant Proposals (On file in the Commissioner's Office)
- C. Grants Awarded

1. University of Utah – HHS/NIH/National Institute for Neurological Dis Stro; “Development of a Fully Integrated, Biocompatible Micropower Chronic Neural Recording Array;” \$1,340,193. Florian Solzbacher, Principal Investigator.
2. University of Utah – HHS/NIH/National Heart Lung and Blood; “Genetics and Consequences of Nicotine Addiction;” \$2,315,015. John R. Hoidal, Principal Investigator.
3. University of Utah – HHS/NIH/National Cancer Institute; “Prostate, Lung, Colo-rectal and Ovarian (PLCO) Cancer Screening Trial. National Lung Screening Trial (NLST);” \$1,548,120. Sandra S. Buys, Principal Investigator.
4. University of Utah – HHS/Centers for Disease Control; “Thyroid Disease in People Exposed to Radioactive Fallout: Phase 3;” \$1,499,988. Joseph L. Lyon, Principal Investigator.
5. University of Utah – HHS/NIH/Natl Inst Neurol Dis Stro; “Translational Research in the Dystrophinopathies;” \$1,137,965. Kevin M. Flanigan, Principal Investigator.
6. University of Utah – HHS/NIH/National Heart Lung and Blood; “Hypergen Network Administration Center and Utah Field Center;” \$1,038,363. Steven C. Hunt, Principal Investigator.
7. University of Utah – HHS/Centers for Disease Control/National Institute for Occupational Safe Health; “Occupational Safety and Health Education and Research Training Grant;” \$1,031,485. Kurt T. Hegmann, Principal Investigator.
8. University of Utah – HHS/NIH/Natl Inst Neurol Dis Stro; “Identification and Characteristics of Novel Therapeutics for the Treatment and Prevention of Epilepsy;” \$2,220,131. H. Steve White, Principal Investigator.
9. University of Utah – National Science Foundation; “Research Training Group in Mathematical and Computational Biology;” \$1,800,000. James P. Keener, Principal Investigator.
10. University of Utah – US Environmental Protection Agency; “Applied Environmental Research for the US-Mexico Border;” \$2,485,300. George F. Hepner, Principal Investigator.
11. University of Utah – HHS/NIH/National Cancer Institute; “Molecular and Clinical Approaches to Colon Cancer Precursors;” \$2,429,471. Randall W. Burg, Principal Investigator.
12. Utah State University – Colorado University Laboratory of Atmospheric and Space Physics; “Aeronomy of Ice in the Mesosphere (AIM), Phase B, for the Solar Occultation for Ice Experiment (SOFIE) Instrument and Science;” \$1,283,330. John Kemp, Principal Investigator.

13. Utah State University – National Science Foundation; “National Center for Engineering and Technology Education;” \$1,999,914. Christine E. Hailey, Principal Investigator.
 14. Utah State University – State of Utah Department of Health; “Early Intervention Services for Infants with Developmental Delays;” \$1,035,902. Susan Olsen, Principal Investigator.
 15. Utah State University – NASA Langley Research Center; “Geostationary Imaging Fourier Transform Spectrometer (GIFTS);” \$3,040,773. Gail Bingham, Principal Investigator.
 16. Utah State University – USDA Cooperative State Research Service; “Implementation of Western Region Sustainable Agriculture Research and Education (SARE) Proposal;” \$2,721,126. V. Philip Rasmussen, Principal Investigator.
 17. Utah State University – US Department of Education; “To Operate Regional Resource Center, Region No. 5, Utah State University;” \$1,300,000. John Copenhaver, Principal Investigator.
 18. Utah State University – NASA Jet Propulsion Laboratory; “Wide-Field Infrared Survey Explorer (WISE);” \$3,690,000. Scott H. Schick, Principal Investigator.
- D. Proposed Revisions to Policy R931, *Holidays and Holiday Premium Pay*. The proposed revisions bring the holiday and holiday compensation policy into agreement with the University of Utah, which is the fiscal agent for the Commissioner’s Office. With the same payroll system, this will simplify payroll processing. The change would eliminate Veterans’ Day as a holiday and would add a second personal preference day for OCHE and UHEAA employees. (Attachment 2)
- E. 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 January 14, 2005, at the Board of Regents’ Offices in Salt Lake City, Utah, to consider property transactions, personnel issues, litigation, and such other matters permitted by the Utah Open and Public Meetings Act.

Progress Report – SLCC/UCAT Strategic Alliance

Commissioner Kendell referred to the Supplement to Tab T in the Regents’ folders. He thought it appropriate to let the Regents know what progress had been made since the original Strategic Alliance was approved by the Board in June 2004 and what challenges still remain. The “Next Steps” Action Plan was attached to the documents and included in the agenda. Dr. Kendell outlined some areas of focus:

1. High School Students. This has been an historic focus for UCAT. The number of high school students being served has decreased, which is a worry for UCAT. SLCC has also served secondary students through concurrent enrollment and tech-prep programs. This necessitates an agreement for the areas in which

both institutions will focus as a primary and/or secondary provider. This is also an ongoing concern for the State Board of Education because UCAT was created, in part, to help serve the needs of high school students.

2. Complementary Roles. Progress is being made, but clearly there is overlap. Progress is limited but ongoing discussions continue.

3. Articulation Agreements between the SLCC Skills Center and the Salt Lake-Tooele ATC Certificate Programs. Agreements are not completed, but there is potential agreement.

4. Custom Fit. A positive step was taken when SLCC administration initiated a meeting with SLTATC administrators to discuss ways in which Custom Fit might be operated jointly. Commissioner Kendell noted that sometimes progress is limited by the complexity of the programs and the difficulty of trying to estimate the impact of the final outcome.

President Morgan said many attitudes had changed during the past six months. There have been opportunities for the two institutions to look at each other's programs and work together. Discussions are ongoing. The two schools need to look at criteria which will allow both institutions to make decisions. Attitude is much more healthy, and there is a willingness to work together. President Morgan introduced Dr. John Latkiewicz, Dean of the Skills Center, who is working with SLTATC President Linda Fife.

Commissioner Kendell said the purpose of the New Directions document approved six months ago was to clarify UCAT's unique niche to focus on competency-based, open-entry/open-exit education, driven by the job market. Their programs have a major emphasis on certificates of proficiency and certificates of completion. Other institutions administer the two-year degree programs, which should be complementary roles rather than competing roles. The New Directions document should be the roadmap to the future so that the schools do not "bump heads" throughout the State. Hopefully, the progress of the Alliance will be guided by this complementary document.

President Fitch said UCAT was created following several years of personality conflicts and problems. President Fife became a healer from the UCAT side. Due to her efforts, two grants are being administered together in a complementary effort. The Salt Lake City School District formerly did not even recognize SLTATC, and now they are engaged in dialogue. He thanked President Fife for her work in bringing about these combined efforts.

SLCC Trustee Chair Dave Thomas noted that in addition to the Alliance Agreement, it is important that the right people are at the table on both sides of the issue. Success has taken place on easier issues, which will build the trust necessary to solve more complex issues. It will take time, but several steps have been taken in the right direction.

Recognitions

President Gregory G. Fitch. Commissioner Kendell acknowledged President Fitch and his contributions to the State of Utah. There could be no more difficult assignment than being the first administrator of the new

Utah College of Applied Technology. Heading a new institution created by legislation has been an extraordinary task, and Dr. Fitch has been diligent and conscientious in this task. Dr. Kendell read a Resolution of Appreciation acknowledging President Fitch's success as UCAT President and wishing him well in his new job as the Commissioner of the Missouri Higher Education Coordinating Commission. **Regent Atkin moved that the Regents adopt the Resolution of Appreciation for Dr. Fitch. The motion was seconded by Regent Snow and carried unanimously.**

President Fitch thanked the Commissioner and Regents for their support and said he had appreciated the great opportunity to found an institution. Success would not have been possible without the assistance of individuals from the UCAT organization and the Commissioner's Office. He expressed particular appreciation to Sandi Grimm, Linda Fife, Brad Mortensen, Kimberly Henrie, Gary Wixom, and the rest of the Commissioner's staff. He thanked the presidents for the opportunity of working with them and acknowledged that without their acceptance, UCAT would not have been able to succeed. Dr. Fitch advised the Regents that UCAT can be a tremendous benefit to the State in the area of economic development and is in a position to complement both public education and higher education.

Dr. Don Carpenter. Commissioner Kendell announced that Don Carpenter will be retiring at the end of the year after serving in the Commissioner's Office for more than 30 years. He was hired when G. Homer Durham was Commissioner of Higher Education and subsequently worked with all of the Commissioners and most of the Regents and Presidents since the Board's inception. Commissioner Kendell said when he first left the Commissioner's staff, his position was filled by Dr. Carpenter. Don helped develop the first Master Plan for Vocational and Technical Education and its various revisions, which ultimately allowed the Utah Technical Colleges at Salt Lake and Provo-Orem to become Salt Lake Community College and Utah Valley Community College, respectfully. Commissioner Kendell said Dr. Carpenter had excelled in all of his assignments and was a congenial confidante, colleague and friend. He read a Resolution of Appreciation and thanked Don for his many years of service to the Utah System of Higher Education. **Regent Atkin moved that the Regents adopt the Resolution of Appreciation for Dr. Carpenter. The motion was seconded by Marlon Snow and carried unanimously.**

Dr. Carpenter told the Regents and Presidents that he respected very much what they do for higher education. He said it had been a joy to work with the Commissioners, Regents, Presidents and everyone in higher education. He recalled that when he and his wife moved here from California, he promised her and Commissioner Durham that he would stay for three years. He said he appreciated being able to choose when to retire.

Lieutenant Governor Gayle S. McKeachnie. Chair Karras said he was very pleased to have Governor Walker and Lieutenant Governor McKeachnie visit the meeting so the Regents could honor them for their service to higher education. Commissioner Kendell read a Resolution of Appreciation for Lieutenant Governor McKeachnie. Chair Karras said Mr. McKeachnie was one of the greatest people he had ever known in his life, with the highest degree of integrity. It is clear why Governor Walker picked this extremely bright individual to be her Lieutenant Governor. **Chair Karras moved that the Regents adopt the Resolution of Appreciation for Lieutenant Governor McKeachnie. The motion was seconded by Regent Snow and carried unanimously.**

Lieutenant Governor McKeachnie jokingly asked, "Is this my funeral?" He said the opportunities afforded him by Governor Walker had been a great experience. He thanked the Regents and Presidents for their personal courtesies and said he treasured the associations and friendships he has had with them.

Governor Olene S. Walker. Commissioner Kendell read a Resolution of Appreciation for Governor Walker. He said she had accomplished more in her years of service than could be identified in a one-page resolution. The Governor's mother was a well-liked elementary teacher in the Ogden School District, and her father was Dr. T. O. Smith, who was in charge of the Ogden School District. Commissioner Kendell related a personal experience he had with Dr. Smith while a student. **Regent Atkin moved that the Regents adopt the Resolution of Appreciation for Governor Walker. The motion was seconded by Regent Snow and carried unanimously.**

Chair Karras said he had enjoyed a long-standing relationship with the Governor. She is one of the greatest advocates of education in this state. She has gone around the state doing her job and making a difference. The public does not understand the quality of human being we have had serving us as Governor. Chair Karras thanked her for her service to the citizens of Utah.

Governor Walker quipped that she, Chair Karras and Vice Chair Mantes had served together in legislative leadership at one time and the state had not been the same since. She said she had been involved in government for the past 25 years, and it had been a remarkable experience. She thanked the Presidents and Regents for making the Utah System of Higher Education one of the greatest systems of any state in the country and urged the Presidents to continue doing their wonderful jobs.

Governor Walker said she was always appreciative that she was Governor of Utah because Utahns can tackle any issue and make it "doable." Other states view Utah's Workforce Services as a model. Quality education and quality jobs go hand in hand. She urged the Regents and Presidents to continue to "think outside the box" in developing ways to generate money and quality jobs. We are facing some exciting global opportunities and connections. The Governor said she hoped to get a Memorandum of Agreement among the college and university presidents on considering unified efforts in terms of global studies.

Report of the Commissioner

Introduction of Amanda Covington. Commissioner Kendell introduced Amanda Covington, Governor Walker's Press Secretary and Director of Communications. For many years Amanda worked at the Utah Department of Transportation, where she was one of the architects of the Salt Lake City Olympic Plan. Amanda will be starting in the Commissioner's Office on January 1. Commissioner Kendell said he was delighted to have her join his staff as Director of Communications.

Dates to Calendar. Commissioner Kendell announced the following events:

- President Young's inauguration as the President of the University of Utah on April 15, 2005.
- A reception for President Greg Fitch from 3:00 to 5:00 p.m. on Monday, December 20.
- A reception for Dr. Don Carpenter from 3:00 to 5:00 p.m. on Wednesday, December 22.

- Former Regent Charlie Johnson will be in town for the holidays. Regents and Presidents were invited to a luncheon with him on Wednesday, December 22.

Notable Accomplishments. Commissioner Kendell urged the Regents to read the institutions' stellar accomplishments, a summary of which was in their folders.

Adjournment

Regent Snow moved that the meeting be adjourned. The motion was seconded by Regent Atkin and carried unanimously. With a cheer of "*Go, Utah!*", Chair Karras declared the meeting adjourned at 3:15 p.m.

Joyce Cottrell CPS, Executive Secretary

Date Approved