

STATE BOARD OF REGENTS MEETING
SALT LAKE COMMUNITY COLLEGE, LARRY H. MILLER CAMPUS
JANUARY 26, 2009

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STATE BOARD OF REGENTS MEETING
SALT LAKE COMMUNITY COLLEGE, LARRY H. MILLER CAMPUS
JANUARY 16, 2009

Minutes

Regents Present

Jed H. Pitcher, Chair
Bonnie Jean Beesley, Vice Chair
Jerry C. Atkin
Rosanita Cespedes
France A. Davis
Katharine B. Garff
Meghan Holbrook
David J. Jordan
Nolan E. Karras
Robert S. Marquardt
Basim Motiwala
Carol Murphy
Marlon O. Snow
Teresa Theurer
Joel D. Wright
John H. Zenger

Regents Excused

Greg W. Haws
Anthony W. Morgan

Office of the Commissioner

William A. Sederburg, Commissioner of Higher Education
Carrie Beckman, Policy and Special Projects Coordinator
David L. Buhler, Associate Commissioner for Public Affairs
Joyce Cottrell, Executive Secretary
Joseph Curtin, Director of Institutional Research
David A. Feitz, Executive Director, UHEAA
Spencer Jenkins, Assistant Commissioner for Public Affairs
Melissa Miller Kincart, Assistant Director, State Scholars Initiative
Darren Marshall, Manager of Audit and Financial Services
Cameron K. Martin, Assistant Commissioner for Administration and Planning
Paul Morris, Assistant Commissioner for Budget and Planning
Phyllis C. Safman, Assistant Commissioner for Academic Affairs
Gregory Stauffer, Associate Commissioner for Finance and Facilities
Lucille T. Stoddard, Associate Commissioner for Academic Affairs
Gary S. Wixom, Assistant Commissioner for Academic Affairs

INSTITUTIONAL REPRESENTATIVES

University of Utah

Michael K. Young, President
David K. Pershing, Senior Vice President for Academic Affairs and Provost
Paul T. Brinkman, Associate Vice President for Budget and Planning
Sarah Crookston, Assistant to the Senior Vice President for Health Sciences

John G. Francis, Senior Associate Vice President for Academic Affairs
Stephen H. Hess, Chief Information Officer
Andrew Jensen, Student Body President
Laura Snow, Special Assistant to the President and Secretary of the University
Kim Wirthlin, Vice President for Government Relations

Utah State University

Stan L. Albrecht, President
David Cowley, Associate Vice President for Business and Finance
Michelle B. Larson, Assistant Provost

Weber State University

Norm Tarbox, Vice President of Administrative Services

Southern Utah University

Michael T. Benson, President
Dorian Page, Vice President for Finance and Facilities

Snow College

Scott L. Wyatt, President
Bradley A. Winn, Academic Vice President

Dixie State College

Mike King, Interim President
Donna Dillingham-Evans, Academic Vice President
Stanley J. Plewe, Vice President of College Services

College of Eastern Utah

Stephen D. Nadauld, Interim President

Utah Valley University

Elizabeth J. Hitch, Interim President
Jack R. Christianson, Executive Director, Center for Engaged Learning
Vincent T. Fordiani, Special Assistant to the President for Constituent Relations
Jacob Adams, Budget and Planning Department

Salt Lake Community College

Cynthia A. Bioteau, President
Mason Bishop, Vice President of Institutional Advancement
Dennis Klaus, Vice President of Business Services
Kimberly Henrie, Senior Budget Officer
Denece Huftalin, Vice President of Student Services
Joe Peterson, Vice President of Instruction
Andrew Nelson, Student Body President

Utah College of Applied Technology
Richard L. White, President

Representatives of the Media
Wendy Leonard, *Deseret News*

Other Guest s
Debbie White, AFT Utah

Following breakfast with the Salt Lake Community College Board of Trustees, the Regents convened at 9:15 a.m. for a strategic planning discussion. Chair Jed Pitcher called the meeting to order and welcomed everyone to the SLCC Larry H. Miller Campus. He announced the dates of the Board meetings had been changed in March (to March 26-27) and May (to May 29) and that the location of the October meeting had been changed to the Board of Regents Building. If a December meeting becomes necessary, it will be held at the University of Utah. He noted that the reimbursement rate for Regents' mileage had been adjusted, beginning January 1. Commissioner Sederburg introduced Debbie White, the American Federation of Teachers (AFT) representative in Utah, and welcomed her to the meeting.

Chair Pitcher congratulated President Young on the University of Utah's winning football season, culminating in a Sugar Bowl victory. President Young said he had formerly worked at Columbia University, whose football team had the longest losing streak in history, and at George Washington University, which had no football team. He quipped that he had discovered that the less he knows about something, the better they do. He stated he was pleased at the way this football team had created a community spirit and support, as evidenced by the parade in the team's honor later that day. In addition, the UofU Marching Band was invited to participate in the Presidential Inaugural Parade in Washington, D.C. Because of the recent budget cuts, there was no institutional funding for this expense, and University officials did not want to divert any of the money donated for scholarships. Once again, the community support was phenomenal, and the band was planning to march in the parade.

Oath of Office for Carol Murphy

Chair Pitcher introduced Carol Murphy, who was appointed to the State Board of Regents by the chairman of the State Board of Education to replace Janet Cannon. Chair Pitcher administered the Oath of Office to Regent Murphy and welcomed her to the State Board of Regents. She will serve on the Strategic Planning and Communications Committee. Regent Murphy said she was newly elected to the State Board of Education. She lives in Midway and represents northern Utah County and Wasatch County on that board. She was born and reared in Wisconsin and has lived in Utah for the past 30 years. She formerly served on the Park City Board of Education. Regent Murphy is an attorney with three grown children, all of whom completed their entire education in Utah.

Report of the Chair

Chair Pitcher thanked the Strategic Planning Committee for its outstanding work on the Regents' planning effort. He also commended the Commissioner's staff.

Chair Pitcher expressed his appreciation for Governor Huntsman's support of higher education. The Governor has requested three things of the Regents:

1. Identify powers/functions that can be delegated to the institutional boards of trustees. Some examples might be: more involvement in setting tuition, approval of institutional centers and institutes, approval of operating leases, or changes to institutional administrative structure.

2. Establish a long-term vision for the Board of Regents. Chair Pitcher explained this had started last fall with the Board meeting at Utah Valley University. The agenda for this meeting was focused on that goal. The planning committee's goal is to focus the Regents' attention on strategic issues with state- or system-wide impact.

3. Work with Governor Huntsman to meet the workforce needs of the future (in collaboration with K-12 and Workforce Services). The Governor's Task Force on the 21st Century Workforce met several times to identify shared initiatives on which all groups could focus. In addition, the executive committees of the State Board of Education and the State Board of Regents met jointly with the Governor on January 12 to discuss higher education and K-12 priorities, the K-16 Alliance, and the Governor's SMART sessions. It was agreed that the non-voting members of both boards would report on issues their respective boards are facing. The group also agreed to meet together twice a year.

Chair Pitcher said these were very challenging times for higher education in Utah. The budget reductions will significantly set the state back several years unless we commit to plan for the future. The Regents' task is to look beyond the immediate challenges and to position higher education for the future.

Commissioner Sederburg introduced Dr. Dennis Jones, President of the National Center for Higher Education Management Systems (NCHEMS). Dr. Jones was invited to speak about state higher education policy, an area in which he is well known for his expertise.

Dr. Jones reported his presentation was a follow-up to the discussion of the Utah Business Roundtable in December. Following that meeting, Regent Morgan spoke with Dr. Jones about the Board's efforts in strategic planning. The purpose of the immediate discussion was to facilitate a conversation with the Regents and Presidents regarding the strategic initiatives on which the USHE needs to focus over the next few years. Dr. Jones said boards used to be mainly coordinating boards whose purpose was to build good institutions. The focus has shifted to how to use those institutions to accomplish state priorities. The major function has also shifted to serving the state broadly while meeting the needs of the institutions' regional areas.

Dr. Jones reviewed the elements of the state policy environment:

- 1) It should be a public agenda, with a clear statement of goals and priorities.

2) It should be a financing and resource allocation policy. It is understood that the goal of most institutions is to get more students to graduate, but what we fund is increasing enrollments. Goals are an important part of the conversation.

3) A state policy should contain accountability measures. Dr. Jones reflected that we measure what we value, and we should value what we measure. What are the Board's contributions to the State of Utah? How do the Regents and institutions serve the enterprise? Dr. Jones encouraged an annual report of higher education in Utah to the citizens of the state.

4) The policy should contain rules, regulations and procedures. What is the role of the Board?

5) Governance structure and policy leadership is another key element of a state policy. Changing governance is not necessarily the solution; it should be only a last resort. Utah's higher education system is not broken.

Dr. Jones touched on other subjects. He asked the Regents and Presidents to ponder this question: What is lacking in this state, and how can higher education make a contribution? He advised, "If you cannot influence resource allocation, don't bother with strategic planning, because you cannot implement it. The real tool for implementation is directing some resources to priorities."

He advised the Regents and Presidents to pick two or three issues as its priorities for the immediate future, with others targeted for later discussion. He identified some possible issues as the Board's immediate priorities and expounded on each:

1. Maintaining a globally competitive workforce
2. Serving a more diverse population
3. Creating a sufficient number of high-wage jobs to effectively utilize the skills of the population
4. Ensuring the success of all regions of Utah

In determining its top priorities, the Board should ask: Do we have the planning and leadership in place to solve these problems? Do we have the financial resources? Do we have the correct regulatory requirements to achieve these goals with efficiency? Do we still need all of our current policies and practices? What can legitimately go away, and what must stay in place to further the role and responsibilities of the Regents? Are accountability measures in place? Dr. Jones recommended that accountability measures be defined at the same time as policies are established and issues prioritized. Accountability measures should include more than just numbers. He pointed out that if a funding mechanism is not attached to a strategic system plan, the budget becomes the plan. The funding plan should have a systemic view. Dr. Jones also advised the Regents to be pro-active in making changes the institutions have been unwilling to make. Set aside incentive money so that institutions will want to follow the plan. Institutional collaboration is also necessary for the system to be successful.

Dr. Jones identified the following common challenges for higher education institutions throughout the country:

1. **Preparation** – How do we develop a higher education connection with K-12 preparation?
2. **Access** – How do we ensure access with the dimensions of ethnicity and geography?
3. **Completion** – How do we ensure that our students are successful and complete their education?
4. **Workforce Preparation** – Do students complete their education in fields where the state has priorities? Is our system of higher education responsive to the workforce needs of the state?
5. **Economic Development** – Is higher education responsive to the economic development needs of the state? What is the strategy? (The strategy will vary by institution) Dr. Jones pointed out that higher education cannot do this alone.
6. **Leveraging Assets** – How do we leverage all of the assets of the system of institutions to serve all of the state of Utah? How do we deal with every community wanting a science organization with the accompanying research function without having the funding to support it? How does the system respond to every community wanting a medical program in their areas?

Dr. Jones encouraged the Regents to choose two or three of these issues (or others) on which to focus in the short term. Commissioner Sederburg thanked Dr. Jones for his presentation.

Following a brief break, Regent Zenger explained that the purpose of the next hour would be to arrive at two or three issues which will be the Regents' top priority for the immediate future. He invited the Regents and Presidents to ask questions of Dr. Jones. President Benson requested that Dr. Jones' PowerPoint presentation be posted to the Regents' web site so it could be distributed to the institutional faculty and staff.

Following an extensive discussion and input from all of the Regents and Presidents, the following list of strategic directions was recommended for further action in developing a plan for the future of higher education in Utah:

Global Competitiveness and Economic Development

1. Participation and access
 - Minority populations
 - Workforce preparation (STEM, USTAR, etc.)
 - Student success and completion
 - Marketing of higher education
2. Statewide system network of institutions
 - Leverage assets
 - Function as a system
 - Partnerships with business and industry and government
3. K-16 Alliance
4. Quality of institutions

Regent Zenger suggested that the committees discuss these priorities, how each issue relates to that respective committee, and how the committee can add value to the system and to the state.

Report of the Commissioner

Commissioner Sederburg commended the group for an excellent conversation and worthwhile discussion.

Utah Business Roundtable. Commissioner Sederburg remarked that an excellent roundtable discussion had taken place on December 1. The meeting was convened by Governor Huntsman. The Commissioner asked Vice President Tarbox to thank President Millner for her role in the roundtable and for its success.

Legislative Efforts. The Commissioner expressed his appreciation to the Higher Education Appropriations Subcommittee, who did their best to protect higher education from deeper budget cuts and who advocated implementation flexibility. Higher education is an investment in the state's economy, not an expense.

Economic Benefit. There is a direct correlation between a person's level of education attainment and per-capita income. NCHEMS has ranked Utah as the most efficient state in graduates or certificates per dollar spent.

Budget Cuts. The Commissioner noted that the colleges and universities had experienced jumps in enrollment this year, while appropriations are being cut. The presidents agreed on the following approach: 1) Protect students. 2) Protect program quality. 3) Meet the economic needs of the state. 4) Be constructive participants in helping state policy makers meet fiscal challenges. 5) Be transparent in how cuts are made. He reported that all institutions were responding to the 4% cut in FY 2009 by reducing current expenses, reducing carry-forward balances, and implementing hiring freezes or eliminating vacant positions. For FY 2009-2010, a 19% cut is anticipated, which will be made by postponing capital projects, making permanent staff and salary reductions or early retirements, reducing operational costs and/or services on campus, and restructuring or reducing course offerings and/or programs. As the Commissioner reviewed actions the institutions were taking to deal with the budget cuts, each president was invited to comment.

Commissioner Sederburg reviewed the actions taken in the Commissioner's Office and commended the presidents for doing an admirable job of coping with the budget cuts. They recognize that cutting programs affects access negatively.

Dr. Jones said the states are looking systematically at reducing demand on the system by each student. For example, do we need to demand 120 credits to graduate? In addition, states are finding ways to include Advanced Placement (AP) and concurrent enrollment courses and ensuring incentives for students to complete their education more quickly. He asked: How do we do business differently? How do we change some of the fundamental operations of the system? Do we want to require a certain number of credits be taken online instead of in the classroom?

Chair Pitcher thanked Dr. Jones for meeting with the Regents and for his excellent, thought-provoking presentation.

State of Salt Lake Community College

President Bioteau gave a PowerPoint presentation focusing on the achievements of SLCC. She reported that the institutions are looking strategically to the future in addition to dealing with the current economic situation. The college retained Jill Jones of AJC Architects to help college personnel look at who they are and what they should be and to look into the future of SLCC. She referred to the Comprehensive Facilities Master Plan brochure (Tab I). The planning group looked at each of the campuses and centers. They found out where the students were coming from to attend each campus. They also researched transportation, enrollment growth, the need for future jobs, and population projections. The result was the Development Recommendations on page 10 of the Master Plan. Recommendations included greater use of facilities, replacement of older buildings, replacement of all buildings on the Meadowbrook Campus, and developing a new, bigger site in Sandy. President Bioteau thanked Ms. Jones and commended her company for its valuable work and availability.

Regent Motiwala moved that the Regents meet in closed session during lunch to discuss personnel issues. Regent Zenger seconded the motion, which was adopted unanimously.

Following lunch and meetings of the Board committees, the Regents reconvened in Committee of Whole.

Reports of Board Committees

Academic, ATE and Student Success ("Programs") Committee (Regent Katharine B. Garff, Chair)

University of Utah – Master of Science in Information Systems (Tab C). Chair Garff reported the proposed program will integrate learning of information technology and management. It is oriented toward real-world situations. Students will gain knowledge in advanced subjects as well as advanced IT security topics. The proposed program will allow students to take more comprehensive and focused IS courses than any existing undergraduate or graduate program at any of the USHE institutions. **Chair Garff moved approval of the University's MSIS program. Regent Motiwala seconded the motion, which was adopted unanimously.**

Utah Valley University – Master of Science in Nursing Degree (Tab D). Chair Garff recalled that when UVSC requested a change to university status, three possible master's degree programs were discussed. This is the second of those programs. There is strong community support as well as support from other USHE institutions. The MSN degree will prepare post-baccalaureate nurses for careers as nurse educators. This is especially timely because of the current nursing shortage in clinical nurse educator roles as well as in academic settings. **Chair Garff moved approval of UVU's MSN program. Regent Snow seconded the motion, which carried unanimously.**

Consent Calendar, Programs Committee (Tab D). **On motion by Chair Garff and second by Regent Cespedes, the following fast-track items were approved on the Programs Committee's Consent Calendar:**

- Salt Lake Community College – Certificates of Completion:
1. Commercial Fixed-wing Aviation Flight Technology

2. Commercial Rotor-wing Aviation Flight Technology
3. Non-commercial Fixed-wing Aviation Flight Technology
4. Non-commercial Rotor-wing Aviation Flight Technology
5. Biomanufacturing

Academic Disciplines: Faculty Majors' Meetings Report (Tab F). Chair Garff said the Majors' Meetings report reflected the comprehensive efforts of the system in bringing together faculty to discuss issues of transfer and articulation. She commended Assistant Commissioner Safman for her work with the majors' meetings. Dr. Safman reported that majors' meetings are held every year in accordance with Regents' Policy R470; this was the 10th annual meeting. This year the agenda included learning outcomes. The work done in the majors' meetings is continued in the annual "What is an Educated Person?" conference.

The Lumina Foundation funded \$150,000 to implement the Bologna Process into the higher education curriculum. Dr. Safman introduced Dr. Clifford Adelman, senior associate with the Institute of Higher Education Policy in Washington, D.C. and former senior research analyst for the U.S. Department of Education. Dr. Adelman reported that Utah is far ahead of the rest of the country in the area of learning and reflecting on "tuning" in the disciplines and in the "Bologna Process," which is based on discipline-specific knowledge. He presented a PowerPoint presentation to briefly explain the process. He noted that Utah is one of four state higher education systems to participate in the project, sponsored by the Lumina Foundation. The project involves 4000 higher education institutions throughout the world (16 million students in 46 countries). Dr. Adelman predicted that in 15 years this would be the dominant global paradigm for higher education. Chair Garff thanked Dr. Safman and Dr. Adelman.

Information Calendar, Programs Calendar (Tab G). Chair Garff urged the Regents to read the Information Calendar to see what was taking place on the various campuses. The report included program reviews of Weber State University's Departments of Botany, Chemistry, Geoscience, Mathematics, Microbiology, Physics, and Zoology and Dixie State College's Emergency Medical Services Program and Graphics Communications Department. The report was included for information only; no action was required.

Chair Garff reported that because of time constraints, her committee had postponed its discussion of the strategic planning issues identified earlier.

Finance, Facilities and Accountability Committee (Regent Jerry C. Atkin, Chair)

University of Utah – Universe Project Vendor Approval (Tab H). Chair Atkin reported this item had been pulled from the agenda at the University's request. He explained that a private vendor will do a private development on the University campus in exchange for some university use and an expansion of the current parking lot adjacent to Rice Eccles Stadium.

Salt Lake Community College – Campus Master Plan (Tab I). Chair Atkin referred to the brochure distributed during President Bioteau's report. He referred to the Development Recommendations included in the brochure and said the college is projecting a 20-year annual enrollment growth rate of 2.7 percent, which will require an additional 462,000 gross square feet of additional campus space. The comprehensive master

plan included the development of new sites as well as new facilities on existing campuses and centers. **Chair Atkin moved approval of SLCC's Campus Master Plan. The motion was seconded by Regent Holbrook and adopted unanimously.**

Utah State University – Approval to Seek Legislative Bonding Authority (New agenda item). Chair Atkin referred to agenda item I-2 in the Regents' folders. Legislative bonding authority is requested for a building in the Uintah Basin. Total cost of the project is estimated to be \$23 million, of which \$15 million has been donated. Special Services will pay the remainder and guarantee payment of the \$3.8 million bond. **Chair Atkin moved approval of USU's request to seek bonding authority from the Legislature. Regent Snow seconded the motion, which carried unanimously.**

USHE – Update on Institutional Audit Reports to the Regents' Audit Committee (Tab J). Chair Atkin referred to the report which was provided for information only; no action was required.

USHE – Report of Auxiliary Funds (Tab K). This annual report is required by Regents' Policy R550. No anomalies were apparent in reviewing the institutional reports. No action was required.

USHE – Annual Report of Institutional and System Bonded Indebtedness (Tab L). Chair Atkin said this report had been requested by the Board and was provided for information only.

USHE – Information Technology (IT) Services Update and Funding Cuts (Tab M). The report outlined the pressing IT needs of higher education, proposed actions to meet that need, and the effect of the budget cuts on IT.

UHEAA – Information Update (Tab N). Chair Atkin referred to the written report provided in the agenda. He expressed the Board's appreciation to Dave Feitz, Executive Director of UHEAA, and his staff for their excellent work in dealing with the challenging economic conditions.

Federal Stimulus Package and Infrastructure List (Tab O). Commissioner Sederburg said this information had been provided to keep the Regents informed about the infrastructure projects that had been submitted to the Governor's Office for funding.

Chair Atkin said the Planning Committee had discussed the various strategic issues identified earlier. The discussion produced some strong possible actions.

Strategic Planning and Communications Committee (Regent Meghan Holbrook, Chair)

USHE – Legislative Priorities for 2009 (Tab P). Associate Commissioner Buhler circulated a list of legislative meeting dates and asked the Regents to indicate the meetings they could attend. He referred to Attachment A, Statement on the Future of the College of Applied Technology. The second page of the report listed the five provisions that must be included for the Regents to support the proposed bill (HB 15). Attachment B listed legislative priorities in context of the current budget situation. **Chair Holbrook moved approval of the Commissioner's recommendations, including approval of the Statement on the Future of UCAT; authorization for the Commissioner, in consultation with the presidents, to monitor legislation; and**

weekly reports on items of interest to higher education throughout the 2009 Legislative Session. Regent Marquardt seconded the motion, which carried unanimously.

The Economic Impact of Bonding for Capital Facilities in Utah (Tab Q). Chair Holbrook introduced Dr. James Wood, Director of the Bureau of Economic and Business Research at the University of Utah. Dr. Wood said it appears likely that Utah will have its worse recession in 50 years, with an estimated 1 percent loss in jobs in 2010. The construction industry has been hit especially hard. Taxable retail sales are declining at a rapid pace. Because of low interest rates, this would be a good time for the state to take advantage of its AAA rating and bond for higher education facilities. Vice Chair Beesley asked how this compared with roads. Dr. Wood said the ratio of jobs per dollar in facilities construction is 1:115. For road construction the ratio is 1:120. For home construction, it is 1:65. Chair Holbrook thanked Dr. Wood for his presentation.

Report on USHE Legislative Advocacy (Tab R). Regent Marquardt reported that a meeting would be held in the near future with trustees and business leaders. Associate Commissioner Buhler called attention to the handout showing important dates during the Legislative Session. He referred to the Salt Lake Chamber legislative priorities, which were detailed in the Regents' folders.

Chair Holbrook reported the committee had discussed the strategic directions. Associate Commissioner Buhler noted the committee had added a fifth priority – access and enrollment growth.

General Consent Calendar

On motion by Regent Holbrook and second by Regent Zenger, the following items were approved on the Regents' General Consent Calendar (Tab S):

- A. Minutes – Minutes of the Regular Board Meeting held December 5, 2008, at the University of Utah in Salt Lake City, Utah
- B. Grant Proposals – On file in the Commissioner's Office

Report Of the Chair

Chair Pitcher reminded the Regents that the next Board meeting would be at Dixie State College on March 26-27. The meeting on Thursday will last for a full day and will focus on strategic planning and other issues. There will be a business dinner Thursday evening for Regents and Presidents at Entrada, hosted by Vice Chair Beesley. The regular Board meeting will be held on Friday with an anticipated adjournment at approximately 1:00 p.m.

Chair Pitcher thanked President Bioteau and her staff for their hospitality and for making last-minute adjustments to the schedule.

Adjournment

Regent Zenger moved that the meeting be adjourned. The motion was seconded and adopted unanimously. The meeting adjourned at 3:56 p.m.

Joyce Cottrell CPS, Executive Secretary

Date Approved