

STATE BOARD OF REGENTS
 RETREAT AND REGULAR MEETING
 SOUTHERN UTAH UNIVERSITY, CEDAR CITY, UTAH
 AUGUST 2010

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STATE BOARD OF REGENTS RETREAT
SOUTHERN UTAH UNIVERSITY, CEDAR CITY, UTAH
AUGUST 26, 2010

Minutes

Regents Present

David J. Jordan, Chair
Bonnie Jean Beesley, Vice Chair
Daniel W. Campbell
Rosanita Cespedes
France A. Davis
Katharine B. Garff
Greg W. Haws
Nolan E. Karras
Robert S. Marquardt
Carol Murphy
William Prows
Teresa Theurer
Marlon O. Snow
John H. Zenger

Regents Excused

Brent Brown
Meghan Holbrook
Jed H. Pitcher
David E. Smith

Institutional Representatives

David W. Pershing, University of Utah
Stan L. Albrecht, Utah State University
F. Ann Millner, Weber State University
Michael T. Benson, Southern Utah University
Scott L. Wyatt, Snow College
Stephen D. Nadauld, Dixie State College
Matthew S. Holland, Utah Valley University
Cynthia A. Bioteau, Salt Lake Community College

Commissioner's Office

William A. Sederburg, Commissioner of Higher Education
David L. Buhler, Associate Commissioner for Public Affairs
Joyce Cottrell, Executive Secretary
Elizabeth J. Hitch, Associate Commissioner for Academic Affairs
Cameron S. Martin, Associate Commissioner for Economic Development and Planning
Greg Stauffer, Associate Commissioner for Finance and Facilities
Jeff Aird, Intern

Vice Chair Beesley welcomed everyone and thanked them for their attendance and participation. She thanked President Benson for allowing the group to meet in his home. She also thanked Commissioner Sederburg and Associate Commissioner Martin for their work in preparing the agenda and materials.

Regent Zenger facilitated the discussion and explained what would be taking place in the retreat. Commissioner Sederburg reviewed the strategic plan and commented briefly on his proposed action plan and its intent. He thanked Associate Commissioner Martin for organizing the agenda for the retreat.

Vice Chair Beesley reported that the Governor's Commission on Educational Excellence had met earlier in the week. One of its subcommittees is the Mission and Vision Committee, chaired by Mark Bouchard. According to the Georgetown University Center on Education and the Workforce, by the year 2018, 66 percent of all jobs in Utah will require postsecondary education. She pointed out there was some uncertainty about the way all of the degrees and/or certificates were being counted. Commissioner Sederburg said the Governor would be meeting with the Mission and Vision Committee the following week. If he is in agreement with the 55 percent goal set by the Lumina Foundation as a national goal, we will continue in this direction. If the Governor wants Utah to meet the 66 percent goal, we will adapt our plan accordingly.

Chair Jordan pointed out the Regents need to know where the increase should take place – in certificates, degrees, two-year or four-year, credit or non-credit, etc. President Bioteau noted the National Association for Manufacturing provides definitions for industry-based certificates. We also need to meet Utah's needs. This must be determined when considering the effective capacity of the system, including "hybrid" models which combine classroom and online instruction. President Nadauld pointed out that accreditation standards limit the number of courses offered online. Ideas were shared regarding the 8/25/2010 draft of the action plan. Commissioner Sederburg noted that much of the discussion would be strengthened by connecting the action plan with the case statement. Dr. Martin reported public education was working on a K-16 report; higher education is working closely with public education and the Department of Workforce Services.

Regent Zenger referred to the document in the Regents' and Presidents' folders entitled "Regents/Presidents' Retreat" dated August 26, 2010. He divided the group into five teams to discuss specific sections of the strategies document. The groups were asked to identify a maximum of four items from their section to be included in the final strategic plan document. Then each group was asked to propose the specific actions required, timetable and measurements related to those four items. The groups were also asked to identify other actions which they determined needed serious attention. After the allotted time for discussion, a spokesperson from each group was asked to present the conclusions of the team and the rationale for its recommendations.

Group 1. Pipeline – Regents Cespedes, Haws, Murphy and Smith, President Nadauld, and Associate Commissioner Buhler. Regent Cespedes reported this group recommended the following four strategies:

1. Adopt clear (state) college/university readiness standards and admission policies so students and parents know what is expected and needed to be successful.
2. Develop system-wide standardized general education requirements and encourage greater focus in majors requirements, and focus concurrent enrollment courses on these general education and STEM requirements.
3. Increase the focus on and support, including financial aid, for students who are traditionally under-represented, including lower-income, ethnic minorities, women, first-generation students and non-traditional students.
4. Strengthen and expand the Utah K-16 Alliance, including regional alliances, ensure seamless articulation with UCAT and high schools, electronic transcripts, and provide feedback to school districts on higher education success of their graduates.

Chair Jordan asked if data were available to explain the reasons students don't go from high school graduation to college. Commissioner Sederburg said data were available through the Utah Foundation and United Way. A question was raised about how accountability would fall into this plan. Another point of discussion was concurrent education and the difference between STEM courses and general education requirements.

Group 2. Retention – Regents Davis, Garff, Theurer, Presidents Wyatt and Benson, and Associate Commissioner Hitch. President Benson reported the group had settled on four goals:

1. Support new funding mechanisms that tie increased funding to institutional missions, which include: outcomes in enrollment growth and retention, course and degree completion, and research and economic development.
2. Institutions will uniformly track the post-secondary education experience of Utah students by type of student/peer group through the use of common student identifiers. Each campus will be required to report its retention and completion performance and goals to the Regents annually.
3. Remediation: Using robust specific remediation data, the State Board of Regents and the State Board of Education will establish mutual goals for reducing the number of students requiring remedial education and will report their progress annually.
4. Support new curriculum and individualized advising, provide mentoring and delivering options for remedial education that build practical academic skills.

There was general agreement that a first-year experience was vital to retain students during and following their first semester of college. Non-traditional students may not have a common student identifier, including those who return to the institution for additional training.

Remediation should be better and consistently defined. President Bioteau said 'remediation' referred to fixing something that is broken, whereas 'developmental' indicated students interested in school from a workforce perspective. The following questions arose: Who is responsible for paying the cost of remedial education? Should we discontinue the use of 'remedial education' and use only 'developmental education?' There was general agreement on "delivery options for remedial and developmental education." Do we have sufficient data on the barriers to persistence? If not, can we get it? If we do have that information, it should be included in the plan or the appendix. Cause and effect should also be included in the document, especially for legislators.

Group 3. Expansion - Regents Atkin, Campbell, Prows and Snow, Presidents Millner and Bioteau and Associate Commissioner Stauffer. Dr. Stauffer reported the following recommendations from his discussion group:

1. Greater Efficiencies
 - A. Increased use of technology in high-demand, high-enrollment courses
 - B. Develop new strategies, more efficient time to graduation
 - i. Existing facilities
 - ii. Tuition policies (create financial incentives)
 - iii. Tuition assistance
 - iv. Freshman requirements (help students focus earlier) – www.utahfutures.org

2. Expand the number of students accessing community colleges
 - A. Create a state-wide task force of community college providers
 - B. Create community college centers within regional state universities to ensure state-wide coverage of community college services
 - C. Articulation support with Applied Technology Colleges
 - i. Develop a competency-based strategy (system approach)
 - ii. Provide opportunities for UCAT campuses to become a part of a regional community college
 - iii. Use UCAT or private institutions for housing counselors, community college classes
 - iv. Create centers to offer community college courses through an expansion of community college functions and opportunities. Charge institutions with the development of specific programs.
 - v. Tie funding into the expansion of the community college functions (service districts funding model)
3. Expanded Capacity
 - A. Develop a state initiative to partner throughout the institutions (efficiency through collaboration). This would be a recommendation or endorsement from the Regents and a charge to the institutions.
 - B. Provide incentives and make access really work

Group 4. Transformation – Regents Beesley, Karras, and Zenger, Presidents Albrecht and Holland, Commissioner Sederburg. Vice Chair Beesley reported the group had expressed concern about how to accommodate another 50,000 students. We must recognize a combination of top-down and bottom-up delivery options. The system must identify the degrees and certificates needed, along with the necessary resources. The institutions would have the responsibility for strategies and development, recognition of innovation. The following areas were recommended:

1. Technology
 - A. Develop a virtual university
 - B. Implement hybrid delivery systems
 - C. Determine best use of “bricks and mortar”
2. In-house organization
 - A. Common core/general education (with concurrent and open course ware)
 - B. Maintain community college mission statewide and with multi-campus institutions
 - C. Adopt best practices
 - i. Recognize and reward faculty-led innovations
 - ii. We are in competition with the private institutions and may have to change models
 - iii. “Economic clusters”
 - iv. Think of higher ed as a \$4 billion business
 - v. Stay away from “common core” because it has been standardized

3. Non-USHE players
 - A. WGU – Meet our goals without losing state dollars
 - B. Other private institutions – Dialogue and work together
 - C. Private (for-profit) institutions
 - D. Awareness and outreach

Group 5. Economic Development – Regents Jordan and Marquardt, President Young, Associate Commissioner Martin. The group recommended:

1. Expanding USTAR functions at all of the institutions
 - A. Technical commercialization grants
 - B. Encourage second instrument of funding for bonds
2. Expanding UCAP throughout the state
3. Creating a “Research Corridor” campaign (“Research Triangle” model)
 - A. Encourage and empower greater collaboration between research institutions (including BYU)
 - B. Market a campaign for funding
4. Increase/strengthen student advising of occupational opportunities

Commissioner Sederburg suggested that innovation and entrepreneurship be strengthened and that job training, small business support, custom fit, etc., be included.

Regent Zenger thanked everyone for their suggestions. This will be very helpful for the Planning Committee. He reminded the group that this document was a work in progress. The committee will try to incorporate today’s suggestions into the final document. He solicited feedback as to the usefulness of this discussion. There was general agreement that this process was very helpful.

Chair Jordan said this document, in its final form, must be delivered to the Governor in October. It will be a work in progress, at least until then. It is a living document.

Commissioner Sederburg said he, Chair Jordan and Vice Chair Beesley, and sometimes Associate Commissioner Martin, would be going to the various campuses to discuss the plan with presidents, trustees, etc. He requested institutional plans to be incorporated into this document. It was noted that some of the institutions were undergoing reorganizations and strategic changes to meet accreditation standards. The Commissioner’s Office will provide the format/template. We will incorporate suggestions received in this meeting into the plan and send it to the presidents, so they can see how their institutional goals fit into the document.

The Regents then met in executive session, which ended at 4:20 p.m.

STATE BOARD OF REGENTS MEETING
SOUTHERN UTAH UNIVERSITY, CEDAR CITY, UTAH
AUGUST 27, 2010

Minutes

Regents Present

David J. Jordan, Chair
Bonnie Jean Beesley, Vice Chair
Jerry C. Atkin
Brent Brown
Daniel W. Campbell
Rosanita Cespedes
France A. Davis
Katharine B. Garff
Greg W. Haws
Nolan E. Karras
Robert S. Marquardt
Carol Murphy
Jed H. Pitcher
William Prows
David E. Smith
Marlon O. Snow
Teresa Theurer
John H. Zenger

Regents Excused

Meghan Holbrook

Commissioner's Office

William A. Sederburg, Commissioner of Higher Education
Jeff Aird, Intern
David L. Buhler, Associate Commissioner for Public Affairs
Joyce Cottrell, Executive Secretary
Travis Clemens, Director of Communications
Joseph Curtin, Director of Institutional Research and Analysis
Richard O. Davis, Deputy Executive Director, UHEAA
David Feitz, Executive Director, UHEAA
Ralph Hardy, Special Assistant to the Associate Commissioner for Finance and Facilities
Stephen Hess, Chief Information Officer
Elizabeth J. Hitch, Associate Commissioner for Academic Affairs
Melissa Miller Kincart, Assistant Commissioner for Outreach and Access
Cameron K. Martin, Associate Commissioner for Economic Development and Planning
Paul C. Morris, Assistant Commissioner for Budget and Planning
Phyllis C. Safman, Assistant Commissioner for Academic Affairs
Gregory Stauffer, Associate Commissioner for Finance and Facilities

Joseph Watkins, Executive Director, Utah Student Association
Gary S. Wixom, Assistant Commissioner for Academic Affairs

Institutional Presidents

Stan L. Albrecht, Utah State University
Michael T. Benson, Southern Utah University
Cynthia A. Bioteau, Salt Lake Community College
Matthew S. Holland, Utah Valley University
F. Ann Millner, Weber State University
Stephen D. Nadauld, Dixie State College
Scott L. Wyatt, Snow College
Michael K. Young, University of Utah

Others Present

Thomas C. Anderson, Office of the Attorney General
Paul T. Brinkman, Associate Vice President for Budget and Planning, University of Utah
William J. Byrnes, Associate Provost/Dean of Graduate Studies, Southern Utah University
Blair Carruth, Vice President for Instruction, Salt Lake Community College
Arnold B. Combe, Vice President for Administrative Services, University of Utah
Bradley J. Cook, Provost, Southern Utah University
Raymond T. Coward, Provost, Utah State University
Marvin Dodge, Vice President of Finance and Administrative Services, Snow College
Donna Dillingham-Evans, Vice President of Academics, Dixie State College
Michelle B. Larson, Assistant Provost, Utah State University
Frank B. Lojko, Director of Institutional Research, Dixie State College
Ted McAleer, Executive Director, USTAR Governing Authority
David McGuire, Director of Human Resources, Southern Utah University
Dean O'Driscoll, Vice President of University Relations, Southern Utah University
Dorian G. Page, Vice President for Finance and Facilities, Southern Utah University
Michael Perez, Associate Vice President for Facilities, University of Utah
Joe Peterson, Dixie State College-College of Eastern Utah
Stan Plewe, Vice President of College Services, Dixie State College
Spencer Pratt, Office of the Legislative Fiscal Analyst
Gary Smith, Vice President for Academic Affairs, Snow College
Dennis Stowell, Utah State Senate

Following a breakfast meeting with President Benson and the SUU Board of Trustees, Chair Jordan welcomed everyone to the meeting. He thanked President Benson and his staff for their hospitality and their preparation. On behalf of the Board, he thanked President Benson and his staff for providing an opportunity for everyone to enjoy a production of the Utah Shakespearean Festival the previous evening. Regent Jordan briefly reviewed the day's agenda.

Administration of Oath of Office. Chair Jordan administered the oath of office to David E. Smith, the new Student Regent. Chair Jordan explained that the other Regents will look to the Regent Smith as a peer and will value his opinions. Regent Smith said he was a non-traditional student who had graduated from Utah Valley University. He is presently a graduate student at the University of Utah in the field of Economics.

Commissioner's Report. Commissioner Sederburg began his presentation with a humorous look at the world as this year's college freshmen have always known it. He reported enrollment gains in all of the USHE institutions this fall. The Governor's Commission on Educational Excellence and the Charter School Board recently invited Jeb Bush to speak about Florida's education reforms. Those innovations include grading K-12 schools, no social promotion, merit pay for teachers, charter schools, alternative teacher certification, and a virtual high school.

At that meeting, the Vision and Mission subcommittee of the Governor's Commission presented the following suggestions: (1) A goal of 66 percent postsecondary education, (2) a single plan for educational improvement, (3) adoption of Common Core Standards, (4) support of 3rd grade accountability goals, (5) formation of a business support group, (6) teacher education improvements, and (7) focus on diverse student population. Commissioner Sederburg reported Utah is one of a 23-state consortium (Complete College America) committed to raising graduation rates. CCA will hold an academy this fall or next spring, which will include seven education leaders from Utah.

Commissioner Sederburg reported Utah had been awarded a \$1.5 million College Access Challenge Grant for 2010-2011. The money will be used to provide information to students and families; provide information to high school guidance counselors and college admissions, financial aid and outreach staff; and expand the state-wide infrastructure for access and outreach programs. He commended Assistant Commissioner Kincart for submitting the successful application.

The Commissioner reported UHEAA had successfully completed a \$768 million financing transaction, the largest in UHEAA's history, and is moving ahead with restructuring the remaining financing of \$1.3 billion. Under the able direction of Executive Director Dave Feitz, UHEAA is making progress toward becoming a servicer of direct student loans.

USTAR. Commissioner Sederburg recognized and welcomed Ted McAleer, Executive Director of the USTAR Governing Authority. Mr. McAleer gave a brief overview of USTAR's three program areas (USTAR Research Team Funding, Technology Outreach Program, and USTAR Buildings and Infrastructure) and explained how they fit into the Governor's priorities – economic development, education, energy security and infrastructure. USTAR has been successful at recruiting all-star faculty from the top five percent of researchers,

who will generate the most innovation in expanding research infrastructure, commercializing research, enhancing access to capital, and building entrepreneurial capacity.

Commissioner Sederburg asked the presidents to comment. President Young said USTAR had been very powerful for the University of Utah in many ways. The U has seen a dramatic increase in research funding; in fact, it is \$100 million ahead of last year in research funding. ARRA grants are being processed more quickly than the other grants. He noted every million dollars of research money creates 20 jobs (eight within the University and twelve outside the University) at an average salary of \$64,000. At least 400 jobs have been created and much venture capital has been brought into the state, which in turn has created significant tax revenues. The University of Utah has worked hard to keep the students at the center of this entrepreneurship and research. USTAR has been an historic success, from the University's perspective. Not only are star faculty being hired, but a perception is growing around the country that the University is a key player in institutional research.

President Albrecht remarked that USTAR was a business-driven initiative, not a higher education-driven initiative. That partnership ensures its success. He thanked Mr. McAleer for his outstanding vision and leadership. USTAR has been very positive for Utah State University in recruiting top faculty from around the country.

President Millner also thanked Mr. McAleer. USTAR has allowed entrepreneurs and businesses and faculty to work together to take a product and make it ready for a company. USTAR not only supports the research universities, but also the key industries around the state, and leverages their capacity for economic development.

Commissioner Sederburg thanked Mr. McAleer for his leadership and noted he would be available throughout the day to respond to questions.

Committee Assignments. Chair Jordan announced that for this meeting, the same committees would meet as last year. New committee assignments will take effect immediately thereafter. He asked President Benson to explain where the committees would be meeting.

President Benson pointed out the collection of paintings completed by Jim Jones in the last 18 months of his life, which were on display at the back of the room. He recognized Reece Summers, Director/Curator of the Braithwaite Fine Arts Gallery, which will be incorporated into the new Southern Utah Art Museum. President Benson encouraged everyone to take the opportunity to look at the paintings.

Following meetings of the Board committees, the Regents reconvened in Committee of the Whole at 11:20 a.m.

Committee Reports

Planning Committee

Chair Zenger reported the committee had discussed the following action items:

2010 Enrollment Projections (Tab P). The committee concluded that the Commissioner's staff should go back to the institutions to get more realistic projections. The committee did not approve this report.

Revisions to Policy R203, Search Committee Appointment and Function, and Regents' Selection of Presidents of Institutions (Tab Q). Chair Zenger said the committee had recommended a slight modification to section 4.7 of the policy, to read: "Deliberations after Interviews: After the Regents have completed their interviews of the finalists, the strengths and weaknesses of each candidate will be fully and openly discussed by the Board and the Commissioner. The Board Chair may invite the Trustee Chair and Vice Chair (or their designees) to participate in the Board's final deliberation. If so invited, the same trustees who participated under 4.6.2 should participate in the deliberation."

Roles and Authority Task Force Report (Tab R). Chair Zenger said the committee had expressed unanimous appreciation to the Commissioner's staff for the preparation of the Roles and Authority booklet. He suggested the Resource and Review teams present this to the institutional trustees and any others the president chooses to invite (cabinet, faculty, etc.). The committee approved the document with one amendment: In the "Structure of USHE, State Board of Regents" section of the booklet, it should read State Board of Education (SBE), not State Office of Education (SOE).

Chair Zenger moved the approval of the revisions to Policy R203 and of the Roles and Authority Task Force Report and booklet. The motion was seconded by Regent Snow and adopted by the Board.

The committee also discussed the following information items, which were not reported in Committee of the Whole:

College Access Challenge Grant Update (Tab S)
Utah's 2020 Plan for Higher Education (Tab T)
2010-2011 High School and Junior High School College Preparation Publications (Tab U)

Finance Committee

Chair Karras reported on the committee's discussions and approval of the following agenda items:

Southern Utah University – Campus Master Plan (Tab D)

Utah Valley University – Campus Master Plan (Tab E). Chair Karras reported that much work is being done so the campus can accommodate its rapid growth in enrollment. President Holland said he appreciated the committee's support of the overall plan. The university is looking at satellite campuses as well as additional accommodations on the main campus.

Utah Valley University – Programming and Design Approval for a Proposed Life and Wellness Building and Parking Structure (Tab F)

University of Utah – Amendment to the Standby Bond Purchase Amendment (SBPA) for Rice Eccles Stadium Reconstruction Bonds (Series 1997) (Tab G)

Peer Institutions List – Dixie State College (Tab H)

Approving Resolution for Student Loan Revenue Bonds Series 1993A Replacement Letter of Credit (Tab I). Chair Karras reported this was a replacement letter of credit, to better position the Regents' loan program for the future.

Utah Valley University – Purchase of Geneva Steel Property (Tab J). Chair Karras reported Anderson/Geneva Development had offered to sell 100 acres of property to Utah Valley University. The property was appraised at \$20 million, of which Anderson/Geneva Development would donate \$10 million in value. Of the remaining \$10 million, \$5 million would be paid by the Vineyard Town Redevelopment Agency, leaving UVU to pay the final \$5 million.

Weber State University – Property Purchase (Tab K)

Chair Karras moved approval of the above agenda items (Tabs D through K), seconded by Regent Davis. The motion was adopted unanimously.

Chair Karras reported the committee had also discussed the following information items:

Utah State University – Summary of Series 2010 Research Revenue Refunding Bonds (Tab L)

University of Utah – Sale of Bonds to Refinance the Existing Debt on the Ambassador Building and the Orthopaedic Center (Tab M)

Utah Valley University – Property Purchase of Business Resource Center (Tab N)

Utah System of Higher Education – Information Technology Strategic Plan 2010-2011 (Tab O). Chair Karras thanked Dr. Hess for his leadership on this program. Commissioner Sederburg said Dr. Hess had agreed to pull together some information technology efficiency experts on September 13, and then to meet with his larger group later in September. Commissioner Sederburg said he hoped to be able to incorporate Dr. Hess's final report into the strategic plan.

Programs Committee

Chair Jordan reported on the following agenda items:

Utah State University-College of Eastern Utah – Associate of Applied Science Degree in Medical Laboratory Technician (Tab A). Chair Jordan said the committee was pleased to see this proposal and looks forward to seeing more programs coming out of the partnership between Utah State University and the College

of Eastern Utah. In response to a question, President Millner explained the difference between “medical technologist” and “medical technician.”

University of Utah – New Emphases (3D: Ceramics and Sculpture, Entertainment Arts and Engineering, Exercise and Sports Science (Tab B)

Chair Jordan moved approval of Tabs A and B. Regent Atkin seconded the motion, which was adopted unanimously.

Draft Statement on College and Career Readiness (Tab C). Chair Jordan noted higher education is trying to communicate with parents that there may be a gap between the requirements to get a high school diploma and what is actually required of a student entering college. One idea was to create an interactive web site so a student can enter the name of his/her high school and compare the credits received with the requirements for college readiness. Chair Jordan reported this draft was still in progress. Associate Commissioner Hitch said it was an important part of higher education’s commitment to let students know what is expected of a college student.

General Consent Calendar

On motion by Regent Zenger and second by Regent Snow, the Board approved the following items on its General Consent Calendar (Tab V):

- A. Minutes – Minutes of the Regular Board Meeting held June 25, 2010 at Wasatch High School in Heber City, Utah
- B. Grant Proposals (On file in the Commissioner’s Office)
- C. Awards
 - 1. Utah State University – Department of Health and Human Services; “National Resource Center for Early Hearing Detection and Intervention Programs”; \$1,735,000. Karl White, Principal Investigator.
 - 2. Utah State University – Utah Office of Education; “EBLS Charger School Fund”; \$1,612,612. Janet Adams, Principal Investigator; Susan McCormick, Co-Principal Investigator.
 - 3. Utah State University – University of Utah/National Institutes of Health; “National Children’s Study - Cache Valley Secondary Site (Subcontract with University of Utah Medical Center)”; \$1,650,524. Mark Innocenti, Principal Investigator; Vonda Jump, Co-Principal Investigator.

4. Utah State University – Naval Research Laboratory; “Advanced Ground, Air, Space, Systems Integration (AGASSI) Task Order 3”; \$4,691,035. Darin Partridge, Principal Investigator.
5. Utah State University – Air Force Space and Missiles Command; “Space and Missile Command Subcontract to Northrop Grumman”; \$1,998,396. Pat Patterson, Principal Investigator.
6. Utah State University – Missile Defense Agency; “Precision Tracking and Surveillance System (PTSS) Definition Study”; \$2,122,000. Lorin Zollinger, Principal Investigator.
7. Utah State University – Hill Air Force Base/Missile Defense Agency; “Unmanned Aerial Vehicles (UAV) Flight Test Center - Phase 1”; \$1,420,000. Mike Fisher, Principal Investigator.
8. Utah State University – Air Force Research Laboratory; “Responsive Space Technologies”; \$1,000,000. Chad Fish, Principal Investigator.
9. Utah State University – U.S. Department of Education; “To Operate a Regional Resource Center Region No. 5”; \$1,300,000. John Copenhaver, Principal Investigator.
10. Utah State University – Utah Department of Health; “Up to 3 Early Intervention”; \$1,017,870. Susan Olsen, Principal Investigator; Marla Nef, Co-Principal Investigator.
11. Utah State University – University of California at Santa Cruz; “MODIS Airborne Simulator (MAS) Thermal Ports Background Mitigation (eMAS)”; \$1,348,154. Lorin Zollinger, Principal Investigator.
12. University of Utah – National Institutes of Health/National Cancer Institute; “Enhancing End of Life”; \$1,376,311. B. Kathleen Mooney, Principal Investigator.
13. University of Utah – Southwest Oncology Group; “SWOG”; \$1,545,139. John H. Ward, Principal Investigator.
14. University of Utah – Abraxis Bioscience; “Abraxis Health Collaboration”; \$1,601,200. David Bearss, Principal Investigator.
15. University of Utah – Health Resources and Services Administration (HRSA) Maternal and Child Health Bureau; “National EMSC Data Analysis Resource Center”; \$1,300,000. J. Michael Dean, Principal Investigator.

Commissioner Sederburg referred to Tab W and said there had been much discussion in Council of Presidents regarding the proposed budget. The presidents agreed that funding was necessary for enrollment growth and economic development, with specific programmatic initiatives, and prioritized important issues, beginning with compensation. He invited the presidents to participate in the discussion.

Associate Commissioner Stauffer explained that the attachment to Tab W was a revised conceptual document dealing with institutional initiatives and system and institutional priorities. It has been part of the planning process for the past year. The presidents requested funding categories. Compensation is again our #1 priority, followed by economic development and enrollment growth, which are also high priorities. The additional lines on the attachments reflect a desire to retain the quality of education. The proposed budget is due to the Governor's Office of Planning and Budget (GOPB) in September.

Assistant Commissioner Morris briefly reviewed the budget request. Commissioner Sederburg pointed out this was a very small budget request, in light of the current economic situation. He asked the Regents if they agreed that this was an appropriate course to follow. Another policy issue is prioritization. The presidents agreed that compensation should be the top priority – targeted for merit and retention (not across-the-board increases). An additional priority is funding for enrollment growth/educational development, participation and retention. The presidents felt that the mission-based funding should be shaped further.

The Commissioner noted the budget request was slightly different than the one presented to the Council of Presidents earlier in the month. Chair Jordan asked each of the presidents to comment on or to ask questions about the budget request.

President Millner pointed out that all institutions have taken significant budget cuts, so faculty and staff have been asked to work harder. They have not received a salary increase for the past three years. This needs to be the top priority – above everything else. Enrollment growth is also a priority. Weber could have more students on campus, but it does not have the capacity to do so. Unless the Legislature and the Governor agree that this is the right strategy, it is nearly impossible to make an impact.

The other presidents agreed that compensation should be the Regents' top priority, followed closely by mission-based or enrollment growth funding. It was noted that many legislators are not sympathetic to higher education's needs. We need to find a better way to "sell our story." The Legislature needs to understand that the institutions are growing and need funding to increase salaries. Our institutions compete in a national and international market and must be able to compete with other institutions. President Albrecht noted that Utah's two research institutions were generating approximately \$650 million this year in research. The research university presidents expressed their appreciation for the mission-based funding concept and urged the Regents to ensure there was an appropriate balance in the budget request. They risk losing outstanding faculty and staff if they cannot compete with other universities – nationally and internationally – on salaries and compensation. The presidents also agreed that O&M funding was necessary to maintain their facilities. Many buildings are being erected with private donations, but state funding is needed to help pay the ongoing maintenance costs. A suggestion was made that the Commissioner consult with legislative leaders to discuss the best strategy.

Regent Atkin moved approval of the budget request, seconded by Regent Smith. The budget request was unanimously approved.

State of the University Address

After luncheon was served, President Benson delivered his report on the State of Southern Utah University. He expressed his tremendous appreciation to Dialea Adams and Camaree Staheli for all of their preparation, which included putting together the gift baskets and USF tickets. He noted that ticket sales this year for the Utah Shakespearean Festival exceeded \$4 million. President Benson announced that David Ivers and Brian Vaughn were new artistic directors of the festival. The Utah Summer Games celebrated its 25th anniversary this year. Enrollment was up by 1496 students this fall, and residency halls were 98 percent occupied. President Benson proudly reported that the average GPA of a first-year SUU student was 3.5. He also said he was pleased to announce that 86 percent of SUU employees participated in an employee-giving campaign. SUU's Chemistry Department received accreditation by the American Chemical Society, which was a 20-year process.

President Benson reported the pool demolition and dedication of the Bud Bowman Fields the previous day. He also announced some noted individuals who would be visiting the SUU campus during the year and reported on the progress of various capital projects. He also proudly reported that SUU's gymnastic team had won its 11th national title and that team participants had an average GPA of 3.89. He recognized Crystal Willie, who was the first Navajo from SUU to be admitted to the Creighton University Dental School.

After President Benson's presentation, Commissioner Sederburg asked him to state SUU's greatest challenge. President Benson responded, "Public school prices with a private school experience." He explained that we show our value for our human capital through compensation and remuneration.

Revised Policy R741, *Capital Development Prioritization (CDP)*

Associate Commissioner Stauffer reported that Regents' policy R741 had been reviewed following the Board discussion in July. At the conclusion of this meeting, a subcommittee will be appointed to recommend the Regents' priority points. Following that, a conference call will be scheduled with the entire Board to approve a final prioritization list of capital developments. Dr. Stauffer encouraged the Regents to visit the campuses to see the projects under consideration. We are very proud of our institutions; they are meeting a demand for facilities in extraordinary ways. He offered to respond to questions regarding the revised policy.

Regent Atkin moved approval of Policy R741 as revised. Regent Zenger seconded the motion, which carried unanimously. The revised policy will be posted to the Regents' web site.

USHE – Institutional State-Funded Capital Development Projects for 2011-2012

Commissioner Sederburg commented that higher education did not do enough to celebrate success. Last year the USHE received funding for some major capital projects. He asked the respective presidents to

comment on the progress of those projects. President Albrecht said the new library at USU was moving forward. The university is working closely with its federal partners. President Holland expressed his gratitude to the Regents and the Legislature for funding UVU's new science building. Ground breaking will take place on October 6. The project has an 18-month timeline and is proceeding on schedule. President Nadauld also expressed his gratitude for the funding for the Holland Centennial Commons building. It will become the new face of Dixie State College and will show the progress of the institution. The college will break ground in the next few months. President Bioteau said she remained totally optimistic about the release of funding for SLCC's new administration building on the Redwood Campus. The current Administration Building will need to be demolished in the next couple of months, when college officials will be breaking ground on the new building. A completion date of Fall 2012 is anticipated.

Commissioner Sederburg asked the presidents to briefly report on their priority institutional projects. The projects were listed on the Commissioner's cover letter and attachments to Tab Y.

Utah State University. President Albrecht said Utah State University had requested two projects – one on the Logan campus and another on the CEU campus in Price. He acknowledged Dr. Joe Peterson, the new chancellor of the Utah State University-CEU Campus and reported the merger was going forward with great success. He acknowledged that it would be an enormous challenge to obtain funding for any buildings in the state next year. Utah State University's top priority was the Business Building addition/remodel. The university received a \$25 million gift from Jon M. Huntsman, which resulted in the formation of three focus groups to discuss global vision, entrepreneurship, and ethical leadership. The preliminary cost estimate is \$60 million. Utah State University is requesting \$40 million from the state, with the remaining \$20 million to come from private donations. A second priority on the Logan campus is the addition/remodel of the fine arts complex. This facility was initially built in 1967, with two additions in the 1980s. The renovation would involve the concert hall, Morgan Theatre and music wing. Preliminary cost estimate is \$20,300,000, with state-funded O&M requested of \$679,430.

Utah State University-College of Eastern Utah. Chancellor Peterson reported the need on the Utah State University-CEU campus for a Fine Arts Building. The merger has raised anticipation on campus regarding the way the institution functions as a symbol of community pride, identity and activity. The music building and Geary Theatre, which were constructed in 1965, will be demolished. The anticipated cost is \$22 million.

Snow College. President Wyatt said Snow College's top priority was to upgrade its STEM education. This includes faculty, curriculum, equipment and facilities. The labs must be upgraded to comply with ADA and educational standards. The science building was constructed 36 years ago and has not seen any significant renovation in the last 25 years. The floors, counters and ceilings are asbestos, the fixtures cannot be replaced, and there is no storage space. The electrical system is 36 years old. The cost is estimated to be \$11.8 million.

Southern Utah University. President Benson said the top priority at SUU was to demolish and replace the business building. It would cost \$250/square foot to remodel, but only \$200/square foot to build a new building. This is the most heavily used building on campus. University officials would like to demolish the existing building and convert that space into a new commons area. The new building would be at the northeast corner of campus on University Boulevard. The estimated cost is \$12 million, with \$28,403 requested for O&M.

Weber State University. President Millner noted that Weber's top priority was for a professional building/physical plant at the Davis Campus. A 106-acre land bank was appropriated in 1994. It was intended to be a campus supporting more than 12,000 students – enough space to support the current county growth rate for 30 years. President Millner reminded the Regents not to forget the commitment made to the citizens of Davis County and urged them to make branch campuses a priority. Chair Jordan reminded the Regents that not all space is equal – there is instructional space, research space, labs, etc. President Millner said this would be a \$39 million project. Funding is available for two components of the project, and NUAMES will help. The state request is for \$30 million.

University of Utah. President Young stressed the need for funding for utility distribution infrastructure replacement at the University of Utah. The campus has experienced frequent electrical failures; more than 5000 hours of power have been lost this year alone. In 2009 the University experienced 105 days with no heat; thus far in 2010 there have been 10 days without heat. The electrical equipment is 60 years old, and the pipe in the high-temperature distribution system is more than 35 years old. President Young reminded the Regents that without electrical power, critical research projects can be impaired. Chair Jordan reviewed for the newer Regents that the University of Utah and Utah State University had decided to provide their own utility systems several years ago because of the high volume. However, this is only effective if money is invested every year to upgrade the system, and the state has not upgraded the infrastructure. He suggested that this be discussed with the Legislature. Associate Vice President Perez pointed out that \$125 to \$130 million had been invested just four or five years ago. Commissioner Sederburg pointed out the institution's commitment to solving this problem; University officials haven't just waited around for the state to fix it.

Regent Haws noted that politicians are often heard to campaign on the basis that they run the government like a business. This same concept could apply for all reserves on O&M and replacement. Even with self-insured buildings, when the building is lost, so is the insurance.

Chair Jordan recognized the presence of Senator Dennis Stowell and invited him to speak. Senator Stowell said education had been a very important part of his life. He earned a master's degree in chemical engineering, and all seven of his children went through the public school system and enrolled in higher education institutions. He said he would like to help higher education in the Legislature as much as possible, and help provide good tools to educate our citizens. Chair Jordan thanked Senator Stowell for being a strong supporter of higher education.

Institutional Non-State Funded Capital Development Projects and Land Bank Requests

The presidents were given the opportunity to address their non-state funded projects and land bank purchases (Tab Z). These include projects built with private donations, revenue bonds, federal funds, etc. Associate Commissioner Stauffer said the goal for this meeting was for the Regents to review all of the capital projects and to approve the non-state funded projects, if possible.

Regent Atkin moved approval of all of the non-state funded projects, including the authorization to request bonding from the Legislature. Regent Snow seconded the motion, and the motion was adopted unanimously.

Regent Atkin asked about the land bank items. Dr. Stauffer said those were listed but not ranked against each other. The Regents would like these projects to be funded if money becomes available. Regent Karras said he was uncomfortable with that approach. He suggested that the subcommittee be asked to consider this in their deliberations. Chair Jordan invited the presidents to comment briefly on their land-banking requests.

Report of the Chair

CDP Subcommittee. Chair Jordan asked Regent Karras to chair a subcommittee to evaluate the capital projects and to recommend distribution of the Regents' priority points. He asked Regents Atkin, Holbrook, Pitcher, and Davis to serve on that subcommittee.

2011 Proposed Meeting Schedule. Chair Jordan said it was important for the Regents to let Secretary Cottrell know their availability or unavailability on the proposed dates as soon as possible so a final meeting schedule can be prepared and approved.

Appreciation. Chair Jordan thanked everyone for their participation. He thanked Regent Zenger for facilitating the discussion the previous day and Associate Commissioner Martin and Commissioner Sederburg for their work in putting it together. He remarked that one idea from that meeting had been to facilitate at a system level some collaboration between the campuses on some common Internet-delivered courses so that individual professors at various campuses would not have to "re-invent the wheel." Another important topic was efficiently utilizing resources for program delivery. A task force may be created to look at these issues and determine how best to leverage technology with the most effective use of bricks and mortar. He invited those interested to let the Commissioner know.

Information Technology Task Force. Chair Jordan asked the Regents if they wanted to hear an updated report from Steve Hess at the October Board meeting. The Regents indicated they were interested;; a report on the IT Task Force will be placed on the October agenda.

UCAT. Chair Jordan asked the Regents for suggestions on how to get to where they want to be in terms of planning and discussion with UCAT regarding articulation and competency-based instruction. Commissioner Sederburg said he and Associate Commissioner Martin would be meeting with the UCAT Board of Trustees the following week to walk through tuition issues. Chair Jordan said the Regents do not want the presidents to create their own ideas of articulation; rather, a system approach is needed. Commissioner Sederburg pointed out articulation occurs first in the local institution, not in the system office. If that is not available, the current policy is to determine which school in the state could be certified by accredited faculty. President Millner supported the need for a system approach. Vice Chair Beesley suggested the development of state-wide articulation for competency-based credits, with other competency needs being met by UCAT.

General Comments. Chair Jordan asked what topics the Regents would like to discuss in the next Board meeting. Regent Karras expressed his appreciation for the great work being done by the staff. President Wyatt introduced Snow's new chief academic officer, Dr. Gary Smith. President Benson offered a ten-minute tour of the business building for those who were interested. He also invited everyone to a ribbon cutting at the tennis courts at 4:00 p.m.

Adjournment

On motion by Regent Atkin and a second, the meeting was adjourned at 3:22 p.m.

Joyce Cottrell CPS, Executive Secretary

Date Approved

