

STATE BOARD OF REGENTS
UTAH STATE UNIVERSITY, LOGEN UTAH
TAGGART STUDENT CENTER
JULY 15, 2011

COMMITTEE OF THE WHOLE
MINUTES

Regents Present

David J. Jordan, Chair
Bonnie Jean Beesley, Vice Chair
Brent L. Brown
Keith M. Buswell
Daniel W. Campbell
James T. Evans
Katharine B. Garff
Meghan Holbrook
Nolan E. Karras
Robert S. Marquardt
Carol Murphy
Jed H. Pitcher
David E. Smith
Mark R. Stoddard
Teresa L. Theurer
John H. Zenger

Regents Excused

Jerry C. Atkin
France A. Davis
Marlon O. Snow

Office of the Commissioner

William A. Sederburg, Commissioner
Elizabeth Hitch, Associate Commissioner for Academic Affairs
Cameron Martin, Associate Commissioner for Economic Development and Planning
Gregory L. Stauffer, Associate Commissioner for Finance and Facilities
David Feitz, Associate Commissioner and Executive Director, UHEAA
Holly Braithwaite, Director of Communications
Gary S. Wixom, Assistant Commissioner for Academic Affairs

Phyllis C. Safman, Assistant Commissioner for Academic Affairs
Melissa Miller Kincart, Assistant Commissioner for Outreach and Access
Blair K. Carruth, Assistant Commissioner for Academic Affairs
Carson Howell, Utah Data Alliance Policy Research Manager
Andrew J. Stone, Special Assistant to the Commissioner
Jeff Aird, UCAP Program Manager

Institutional Representatives

Dixie State College, President Stephen D. Naduald
Salt Lake Community College, Cynthia A. Bioteau
Snow College, Scott L. Wyatt
Southern Utah University, Provost Bradley J. Cook
Weber State University, Norman C. Tarbox, Vice President for Administrative Services
Utah State University, Stan L. Albrecht
Utah Valley University, President Matthew S. Holland, Utah Valley University
University of Utah, David W. Pershing, Senior Vice President for Academic Affairs

Other institutional personnel were also present. The signed role is on file in the Commissioner's Office.

The Regents began the day with the Utah State University Board of Trustees for breakfast. Chair Jordan called the Regents to order in the Committee of the Whole at **9:17 a.m.**

Commissioner's Report

See attached for Commissioner's report covering Utah's National Standing on Efficiency and Technical Education in Utah.

Presidents' Reports

President Cynthia A. Bioteau

President Bioteau reported that Salt Lake Community College's (SLCC) CTE component is important including a great commitment to credit bearing CTE courses as well as job training. President Bioteau also reported that this September SLCC will be one of 12 community colleges selected nationally, by the American Association of Colleges and Universities, to participate in a three year roadmap to success program. Starting this September SLCC will select 600 incoming students who will take self paced developmental math program, paired with a Learning Enhancement Study course, and who will also be engaged in an e-portfolio where students will post key pieces of their learning throughout their education.

Vice President Norm Tarbox

Vice President Tarbox reported that with the help of the Commissioner's Office, Weber State University (WSU) has been going through the peer selection process. The closest peer to WSU is Utah Valley University, but beyond that there are very few universities across the country that embrace career and

technical education, associate degree, bachelorette degree and cadre of professional masters degrees. In addition, as a result of the budget cuts, WSU has had to shed 10% of its workforce, of that percentage two-thirds of that was on the administrative side and one-third was on the teaching side. WSU has done its very best to preserve and expand its teaching capacity during difficult times.

Senior Vice President David Pershing

Senior Vice President David Pershing reported that they were excited to host the Pac 12 Day at the capitol on July 1st. While much of the press has been about the athletics side, but some there are some exciting collaborations on the academic side including academic programs and libraries. This is a complete win for the university. Senior Vice President for Health Sciences Vivian Lee is now in place and will be a wonderful addition to the university. Enrollments are continuing to grow and the number of applications is up for fall. Finally, the University of Utah is in the middle of the search for the next president.

President Stephen D. Nadauld

President Nadauld reported that Summer Term enrollment is up double digits and projections suggest that Fall enrollment will see a 9-10% increase. The Holland building is nearing the one-third point and is on budget and schedule for completion in May 2011. The 2nd annual Documentary Utah Film Festival is receiving submissions from around the world and almost every state in the US, instantly making it a noted film festival. This year a feature film highlights the life of Wayne Newton, who will be coming to perform at Tuacahn as part of the festival. The co-anchor of the student television station at Dixie was just names Miss Nevada. Finally, a new coach for the women's golf as joined Dixie State College to start a new women's golf team which is aligned with their goal of expanding their athletic conference.

President Matthew S. Holland

President Holland reported that they were pleased to sign an agreement with Qinghai Normal University, a sister institution in China, as part of Governor Herbert's China Trade Mission. Steve Roy, from USTAR, will be the new Associate Vice President for Economic Development which is great timing as the new Business Resource Center is set to open soon. Summer Bridge Conference was successful as they expand the program targeting underserved students. Finally, a unique thing Utah Valley University (UVU) is doing to meld great university education and career and technical education is to continue work on a white paper that will address a dozen key initiatives including the admissions policy to keep UVU open and accessible while moving forward their academic mission.

Provost Bradley J. Cook

Provost Brad Cook reported that on July 1st Rosanita Cespedes started at Southern Utah University (SUU) as the new Director of Hispanic Center of Academic Excellence. This year marks the 50th anniversary of Utah Shakespeare Festival. SUU has partnered with China's Hubei Opera to celebrate the live of Helen Foster Snow born in Cedar City with their performance of *The Dream of Helen*. SUU's golf champion, Jeff Evans, won the 113th annual State Amateur. Finally, the new science facility is set to open.

President Stan L. Albrecht

President Albrecht reported that a new agriculture building was under construction and Utah State University will be building a new business building. President Albrecht welcomed USU-CEU Chancellor Joe Peterson.

Chair Jordan deferred the Resolutions on the agenda to the afternoon Committee of the Whole.

President Scott L. Wyatt

President Wyatt reported that the UCAP project has been the most exciting thing in the last several years for Snow College. The summer has been transformative including a new dorm under construction and the Juilliard Summer Workshops with students from all over the world and country on campus.

Chair Jordan dismissed the Regents at **10:05 a.m.** for meeting of the Board Committees from 10:15 to 11:30 followed by a Closed Regents Executive Session Lunch from 11:45 a.m. to 1:30 p.m.

Chair Jordan called the Board of Regents Committee of the Whole back to session at **1:35 p.m.**

Chair Jordan invited President Albrecht to introduce Mark R. McLellan, the new Vice President for Research and Dean of the School of Graduate Studies. President Albrecht explained that the decision was made to combine the Vice President for Research position with the Dean of Graduate Studies position into one. Vice President McLellan comes most recently from the University of Florida in Gainesville where he was Dean of Research.

Chair Jordan turned the floor over to Regent Smith who invited all to attend the Regents to the Utah Student Association Golf Tournament on August 15. The Utah Student Association is a group of Utah Student Body Presidents who advocate for higher education.

Chair Jordan turned the floor over to Regent Karras, Chair of the Finance Committee for his report.

Reports of Board Chairs

Finance/Facilities Committee

Utah State University – Campus Master Plan (Tab A).

Utah State University, in compliance with Regents policy, has requested approval of their updated Campus Master Plan, which was last reviewed and approved by the Regents in August of 2009. **It was moved by Regent Karras and seconded by Regent Brown, to approve the updated Utah State University Campus Master Plan as indicated in Tab A. The motion carried.**

Utah State University – Ground Lease, Brigham City Campus (Tab B).

Utah State University (USU) has requested authority, under Regents' Policy R712 – Non-traditional Arrangements for Development of Campus Facilities to enter into a Public/Private Partnership through a ground lease for the development of commercial property on the future Brigham City campus site. After thorough discussion and cautioning on the part of several Regents, the Finance Committee recommends approval. **It was moved by Regent Karras and seconded by Regent Marquardt to approve USU's request as outlined in Tab B. The motion carried.**

Utah State University – Main Campus Ground Lease For Student Housing Development (Tab C).

Utah State University has requested authorization under R712, to enter into a Public/Private Partnership through a ground lease for the development of student housing and commercial property on the west side

of 800 East as shown in Exhibit A. The proposed commercial space is designed to serve the needs of the campus in addition to "high end" housing that will alleviate housing needs. **It was moved by Regent Karras and seconded by Regent Pitcher to approve the ground lease as outlined in Tab C. The motion carried.**

Utah State University – Sale of Building on the Innovation Campus (Research Park) (Tab D).

Utah State University (USU) has requested authorization to sell the building located at 1780 Research Parkway on the Innovation Campus. USU plans to sell the building to Woodbury Corporation who will provide the needed renovations. Woodbury will then lease space to USU until the end of the ground lease in which USU will regain ownership. **It was moved by Regent Karras and seconded by Regent Holbrook to approve the building sale as indicated in Tab D. The Motion carried.**

Peer Institutions List – Utah State University (Tab E).

Utah State University is the seventh institution to have their peer list recently updated by the Commissioner's Office. Peer institutions are used for various financial and statistical comparisons and are necessary to update with the evolving nature of institutions. **It was moved by Regent Karras and seconded by Regent Pitcher to approve the Peer Institutions List as outlined in Tab E. The motion carried.**

Dixie State College – Married Student Housing (Tab F).

Dixie State College (DSC) has requested authorization to purchase an existing 16 unit apartment building to be used for married student housing. Additional housing is needed as DSC experiences rapid growth. **It was moved by Regent Karras and seconded by Regent Holbrook to approve the property purchase as outlined in Tab F. The motion carried.**

Southern Utah University – Revenue Bond Refinance (Series 2003 Student Housing) (Tab G).

Southern Utah University has requested authorization to refinance its Series 2003 Auxiliary System and Student Building fee Revenue and Refunding Bonds. Refinancing will give SUU substantial savings. **It was moved by Regent Karras and seconded by Regent Stoddard to approve the revenue bond refinance. Regent Holbrook excused herself from the vote. The motion passed.**

Salt Lake Community College – Airport Property Lease (Tab H).

Salt Lake Community College (SLCC) has requested approval to lease the entire building located at 2150 Dauntless Avenue in the One Airport Center for instructional use. SLCC has been using another leased space for this purpose; however the building is out of service causing SLCC to relocate the classes taught there. Regent Karras explained that they were receiving a competitive price on the lease. **It was moved by Regent Karras and seconded by Regent Marquardt to approve the lease as indicated in Tab H. The motion carried.**

Budget Work Programs (Tab I).

The Regents have been requested to approve the Work Program Revisions by approving the final Work Program Revision of FY 2011 and 2012. The term "Work Program" refers to the revenue and expenditure allotment schedules submitted to the State Division of Finance. They are the basis for disbursement of state appropriated funds to the institutions. **It was moved by Regent Karras and seconded by Regent**

Brown to approve the Consent Item Work Program Revisions as outlined in Tab I. The motion carried.

Regent Karras asked that the Regents read the items under Information including One-Time Funding Initiatives (Tab J), Snow College Revenue Bond Sale Follow-up (Tab K), and UTA Contract Updates (Tab L).

Chair Jordan thanked Regent Karras at the conclusion of his Finance and Facilities Committee report and asked that Regent Zenger begin his report on the Programs and Planning Committee.

Programs/Planning Committee

Regents' Policy R461 Revision (Tab M).

Regents' Policy R461 (Admission, Access and Articulation) has undergone revisions to correct errors and reflect changes in the Utah System of Higher Education. The revisions have had the careful review and approval of the Chief Academic Officers. **It was moved by Regent Zenger and seconded Regent Garff to approve the updated Policy R461. The motion carried.**

Snow College – Mission Statement Revision (R312 Revision) (Tab N).

Regent Zenger explained that Snow College requests a revision to its mission statement as it appears in R312. President Wyatt explained that while the changes are minor it describes the innovative culture of Snow College. **It was moved by Regent Zenger and seconded by Regent Holbrook to approve the Mission Statement Revision for Snow College. The motion carried.**

University of Utah – Bachelor of Art / Bachelor of Science in Ethnic Studies (Tab O), Utah State University – Bachelor of Art in Global Communication (Tab P), Southern Utah University – Bachelor of Art / Bachelor of Science in General Studies (Tab Q), Southern Utah University – Minor in Women and Gender Studies (Tab R).

Regent Zenger explained that Tabs O, P, Q, R are all degree proposals or proposal for a minor. **After review by the PRC and by the Programs/Planning Committee, it was moved by Regent Zenger and seconded by Regent Garff to approve the three new bachelor degrees and one new minor. The motion carried.**

Salt Lake Community College – Associate of Applied Science in Mortuary Science (Tab S).

It was moved by Regent Zenger and seconded by Regent Campbell to approve the new Associate of Applied Science in Mortuary Science as outlined in Tab S. The motion carried.

New Emphases (Tab T)

Regent Zenger explained that Tab T contains proposals for areas of emphases in various degrees. In a prior meeting of the PRC they agreed that in the future it would be appropriate for the Commissioner's Office and PRC to review the proposals, but that they not be brought before the Board of Regents for formal approval. According to the Regents Bylaws it is necessary for the Regents to approve the emphases. Regent Zenger reminded the Regents that emphases are shown on students' transcripts and is helpful for students in starting new careers. **It was moved by Regent Zenger and seconded by Regent Smith to approve the new emphases as outlined in Tab T. Senior Vice President David Pershing**

explained that emphases on transcripts are of value in that it allows employers to see quickly what students have concentrated their work in. This is a trend seen nationally. **The motion carried.**

Regent Zenger concluded his report of the Programs/Planning Committee.

Resolutions

Dr. Orville Darrell Carnahan Sr. Chair Jordan read a Resolution for Dr. Carnahan who served the Utah System of Higher Education during his career including as Associate Commissioner and President of both Southern Utah State College and Utah Technical College at Salt Lake. **Regent Zenger moved adoption of the resolution and was seconded by Regent Stoddard. The motion carried unanimously.**

Jerry C. Atkin. Chair Jordan read a Resolution of Appreciation for Jerry C. Atkin who served as an esteemed member of the Utah State Board of Regents for over a decade and brought business savvy and economic analysis to the efforts of the Board. **Regent Holbrook moved adoption of the resolution and was seconded by Regent Campbell.** Regent Karras remarked that Jerry Atkin had a big impact on UHEAA and he will be missed. **The motion carried unanimously.**

Brent L. Brown. Chair Jordan informed the Regents that the Governor has asked Brent Brown to serve on the Governor's Office Economic Development Board. This is recognition on the Governor's part that Brent Brown's business acumen is needed. Chair Jordan read a Resolution of Appreciation for Brent L. Brown who served as an honored member of the Utah State Board of Regents since 2009 and brought a business perspective to passionately support education in Utah. **Regent Holbrook moved adoption of the resolution and was seconded by Regent Garff. The motion carried unanimously.** Regent Brown added that he has felt passionate about the value of education and that businesses are worth nothing unless they have educated people moving them forward.

Presidential Salary Adjustments (Tab U)

Chair Jordan announced this agenda item has been tabled until the next meeting in September. The Board of Regents did not take action on this item.

General Consent Calendar (Tab V)

On a motion by Regent Theurer and second by Regent Zenger, the following items were approved on the Regents' General Consent Calendar:

- A. Minutes – Minutes of the Regular Board Meeting held May 20 at Weber State University, Ogden, Utah
- B. Grant Proposals
- C. Awards
- D. Academic Items Received and Approved

Approval of Meeting Schedule (Tab W)

On a motion by Regent Stoddard and a second by Regent Holbrook, the meeting schedule of the Board of Regents for the academic year of 2011-2012 was approved. The schedule is as follows:

September 16, 2011, Dixie State College

November 18, 2011, Utah Valley University

January 20, 2012, University of Utah

March 30, 2012, Southern Utah University

May 18, 2012, Snow College

Snow College Mission Conversation

Chair Jordan introduced the Snow College Mission Conversation and explained that a proposal will be coming through the PRC to approve a four year Music degree at Snow College, specifically a Bachelor of Music in Commercial Music. This would be the first four year degree at Snow College. Chair Jordan gave some background to the discussion by explaining that when President Wyatt first brought the item forward, he had discussion with Utah State University, which has a unique mission for providing four year degrees in rural areas of the state, regarding if it would be possible for Utah State University to offer this degree on the campus of Snow College. Chair Jordan reminded the Regents that this was not an action item, but a discussion. He asked the Regents to think about the large question of what is the best for the system, does it make most sense to allow Snow College to offer this degree or for the Board to mandate that Utah State University offer this degree on the campus of Snow College.

Chair Jordan turned the floor over to President Wyatt who presented on Snow College's mission. President Wyatt reported that Snow College wants five things: to remain a community college, to help with the 2020 plan, to serve needs of community, to fulfill their mission of the college, and finally Snow College invites any university to offer programs on their campus as they want to expand opportunities.

President Wyatt continued that Snow College is a successful community college, as announced at the last Regents meeting, the Aspen Institute has found Snow College in the top 10% of the 1200 community colleges in country. Utah has a unique system of higher education; it is a blended state not a tier system. President Wyatt gave a history lesson of how the institutions evolved over the years showing the significant mission growth of each institution, in response to the system's need and growth. However, Snow College has not seen a mission change, albeit the third oldest institution in the system.

President Wyatt continued that Snow College does not want a mission change. R312 states that Comprehensive Community Colleges, such as Snow College, "generally include institutions where all degrees are at the associate's level, or where bachelor's degrees account for less than 10% of all undergraduate degrees". Community Colleges have nationally changed to reflect the needs of their communities by offering limited bachelor's degrees. President Wyatt also cited the 2020 plan which states that the Regents may consider expanding the number and type of degrees Snow College offers. Snow College is not asking for a mission change, but a mission fulfillment.

The only school in Utah that delivers a commercial degree in music is BYU. A Commercial Music degree is one where a student chooses from a performance, technician or song writing and composition track, it is a degree intended to prepare a person to go to work. As a community college, Snow College is prepared to offer CTE like training, training to prepare students for a job.

Last piece to President Wyatt's presentation was to discuss the economic situation of the area Snow College serves. However San Pete County has an interesting art community and estimates that one out of 20 make a living in the arts. A person can live in Ephraim and sell and perform all over the world, which is unique to the area. Snow can help develop the commercial arts and help brand the county. Finally, Snow College wants to stay a community college and to fill their mission.

Chair Jordan reminded the Regents that the question at hand is not whether to approve or disapprove a 4 year degree at this time, but rather whether the Regents should ask Utah State University to offer it at Snow. He reminded the Regents that they changed the mission of Utah State University to provide four year degrees in rural areas of Utah.

Regent Brown reported that he and Regent Holbrook went to Snow College as part of a charge of the Regents to see for the campus and culture themselves. Regent Brown recommends the Snow College proposal be approved. Regent Holbrook stated that the proposal fits for Snow College in the Carnegie Classifications for community colleges in that 10% of degrees could be four year degrees.

The Regents discussed several ways to think about the issue including, having other institutions submit proposals to bring the program to Snow's campus, looking at this issue through the lens of the 2020 plan, making exceptions for unique scenarios, analyzing costs, accounting for the culture of Ephraim, the use of existing Snow faculty, and accreditation.

Utah State University's Provost Ray Coward spoke to the state of the system in tough financial times. Provost Coward also spoke to delivering programs in rural Utah, they have been successful in delivering programs, however "the grease" for that has been HB 185 which provided funding for faculty.

Regent Zenger asked that when Snow College brings their proposal to the PRC to propose two to three alternatives, including cost structure and other aspects such as what other courses Snow would need to offer. Chair Jordan asked Regent Zenger to work with the PRC and OCHE staff to work through the issues.

Many Regents agreed that the unusual discussion was a good conversation to start thinking about this issue.

Chair Jordan reminded the Regents of the Retreat on September 15, 2011.

The Board of Regents Committee of the Whole adjourned at **3:15 pm**.

Kirsten Schroeder, Executive Secretary

Commissioner's Report

State Board of Regents
Utah State University
July 15, 2011

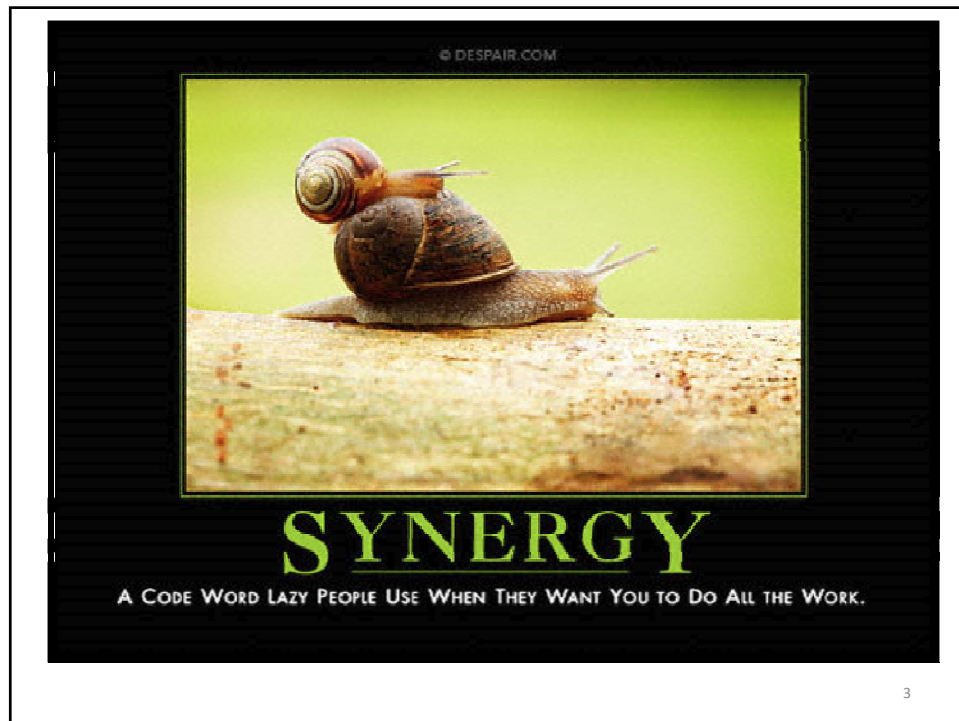


Presented by:
William A. Sederburg



TRADITION

JUST BECAUSE YOU'VE ALWAYS DONE IT THAT WAY
DOESN'T MEAN IT'S NOT INCREDIBLY STUPID.



Quick Update

- Text book Policy
- Return on Investment Survey
- UCAP Life Sciences Initiative
- Presidential Search- University of Utah
 - presidentalsearch.utah.edu
- Salary Equity Study
 - Faculty & Staff



Upcoming Events

- August 15th
 - Utah Student Association Golf Tournament
8-1 at Riverside Country Club- Provo, UT
- August 17th
 - Higher Education Appropriations
9-1 at the Mountainland Applied Technology College
Thanksgiving Point Campus
- August 26th
 - Roles & Authorities Meeting
10-2 at the Commissioners Office
- September 15th-16th
 - Regents Retreat
 - Board of Regents Meeting
Dixie State College



New Regent

- Thomas D. Leavitt
 - Dixie State College
 - Communications
 - Wedding
 - July 15, 2011

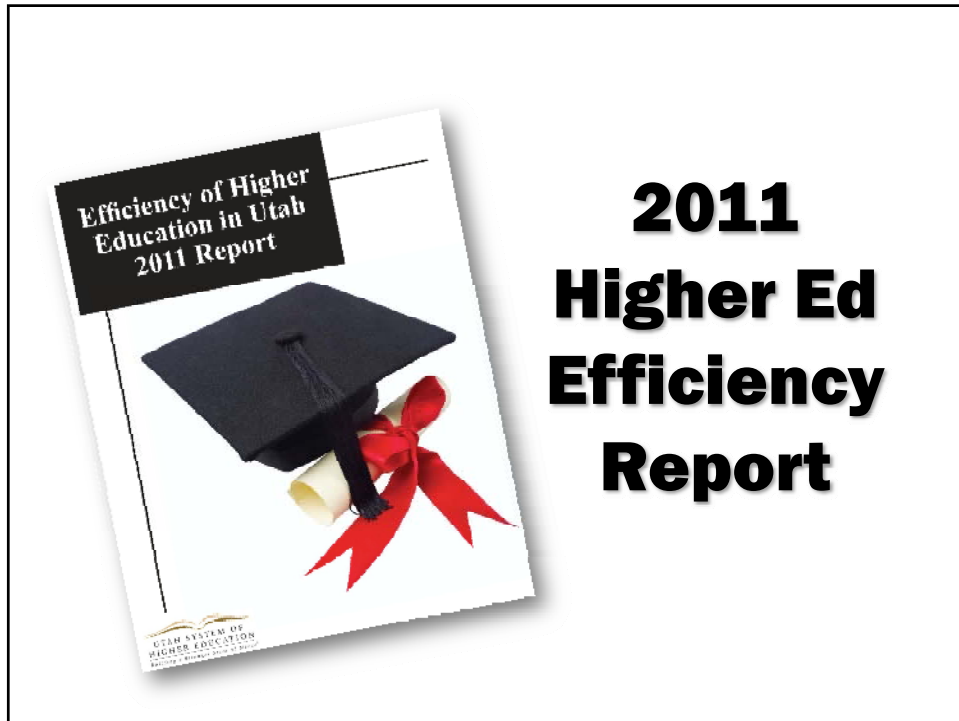


U of U- Chief Information Officer

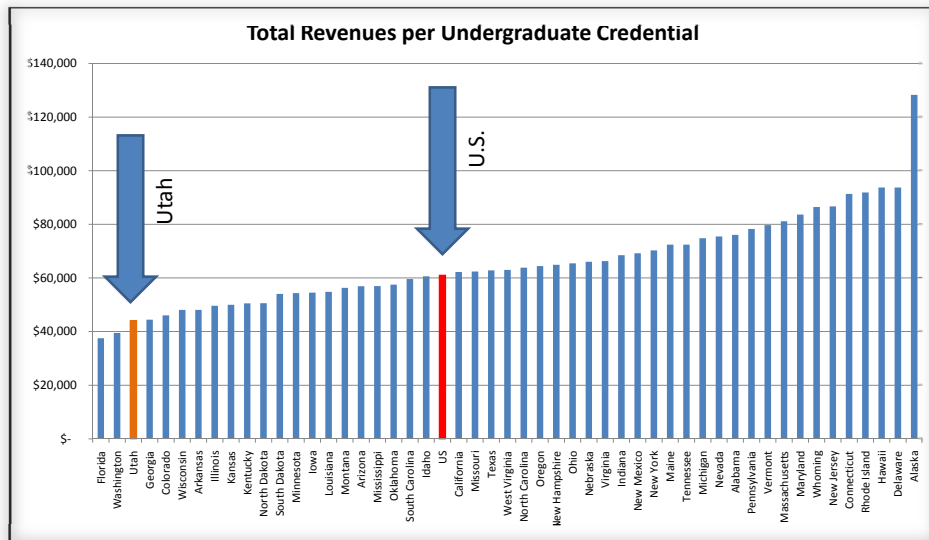


Eric Denna

Assistant Commissioner & CIO
Former CIO- BYU & LDS Church

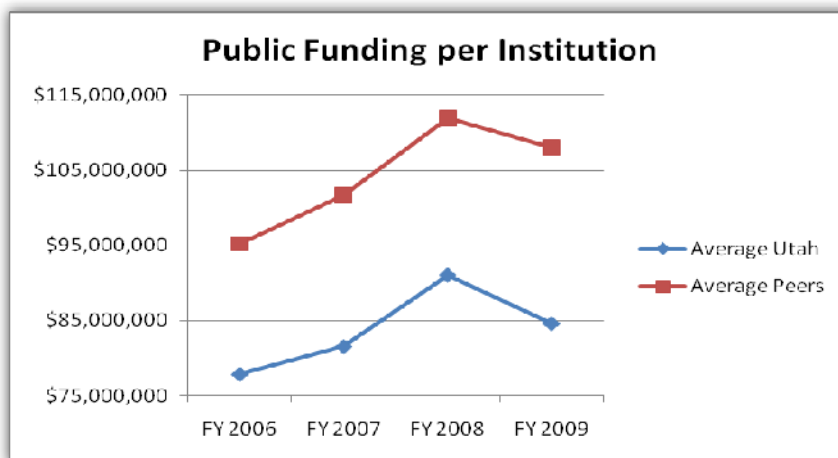


State Comparison



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Efficiency in Utah Higher Education



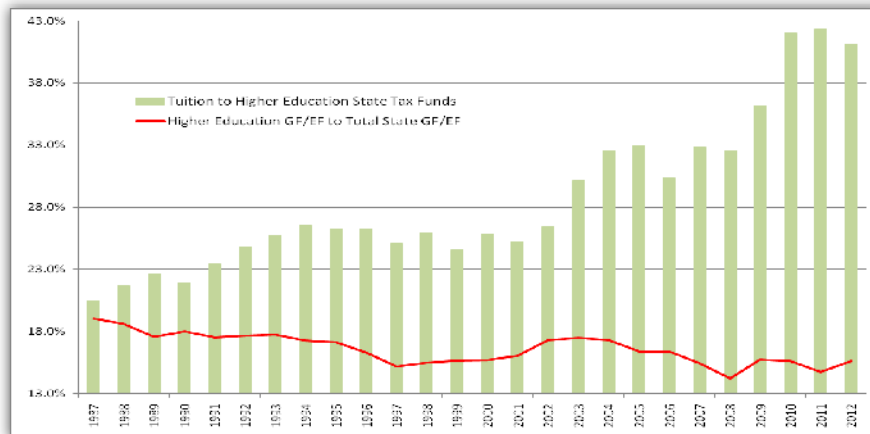
State and Local Funding

- Hypothetical institution

- Single average

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Efficiency in Utah Higher Education



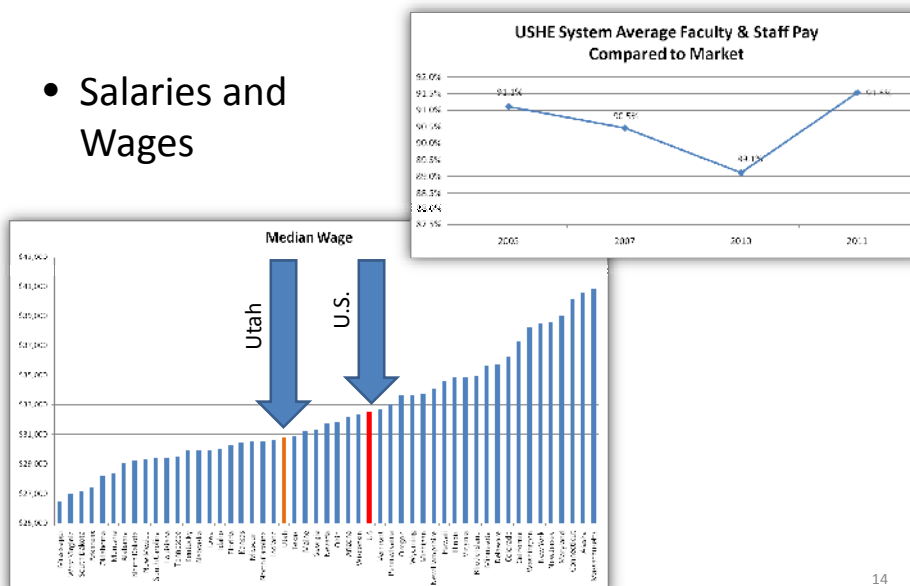
- Funding Trends
 - Greater tuition

- Less GF/EF

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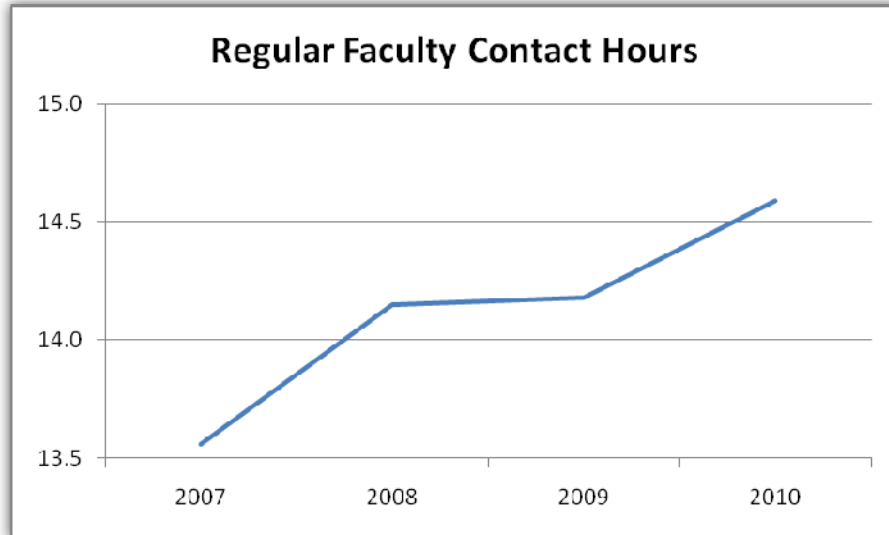
Efficiency in Utah Higher Education

- Salaries and Wages



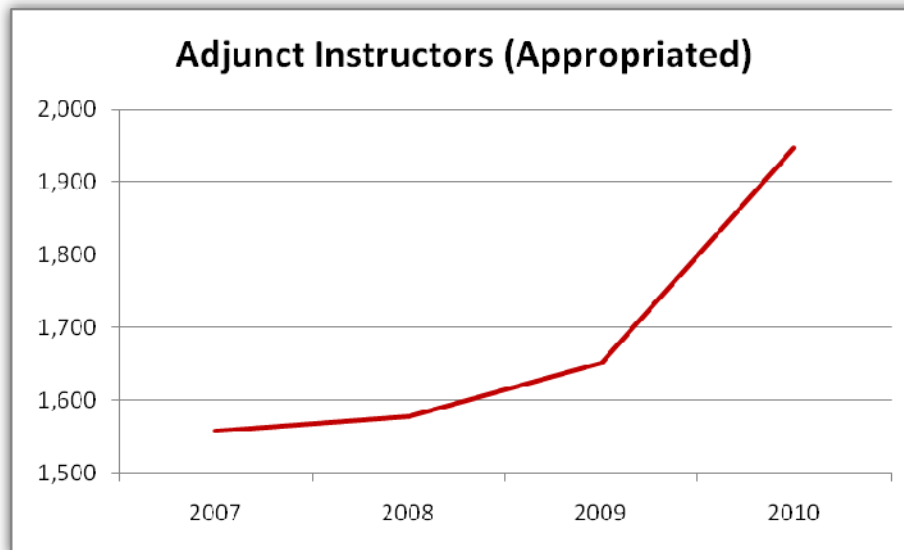
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Efficiency in Utah Higher Education



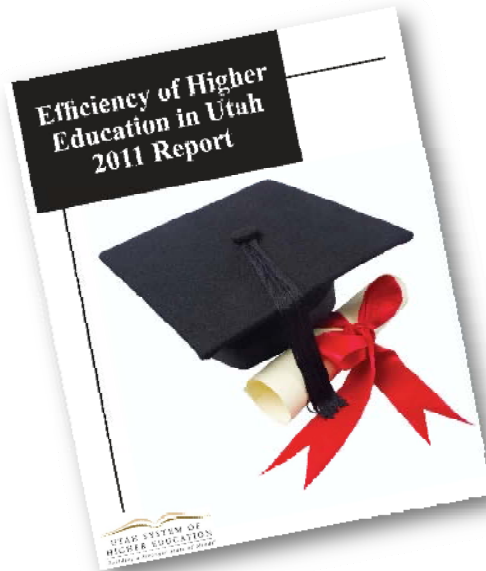
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Efficiency in Utah Higher Education



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Why Are We So Efficient?



- Transferability of Credits
- Classroom Efficiencies
- Concurrent Enrollment
- Technology and Library
- Low Salaries

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Transferability of Credits

- Average Utah student attends 1.8 colleges or universities before completing a degree
- Seamless transfer from two- to four-year programs
 - Students transfer between state institutions without taking the same class twice
 - Common course numbering
 - Standardized learning outcomes



Classroom Efficiencies

- Institutional flexibility for campus presidents
- Hiring of adjunct professors
- Full-time faculty do more
 - Increased contact hours
 - More sections with larger class sizes
- Maximize classroom utilization



Concurrent Enrollment

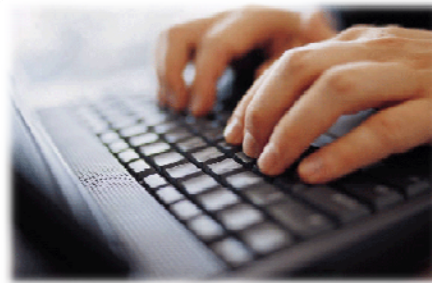
- In 2009, nearly 30,000 students took at least one concurrent enrollment course
- Associate's degree requirements before high school graduation



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Technology and Library Services

- Higher Education Technology Initiative (HETI)
 - Security audits, coordinates infrastructure, provides system-wide backup and recovery
 - Saved over \$1 million last year
- Utah Academic Library Consortium
 - Pools Utah and Nevada resources to purchase licenses for online journals



Technology and Library Services

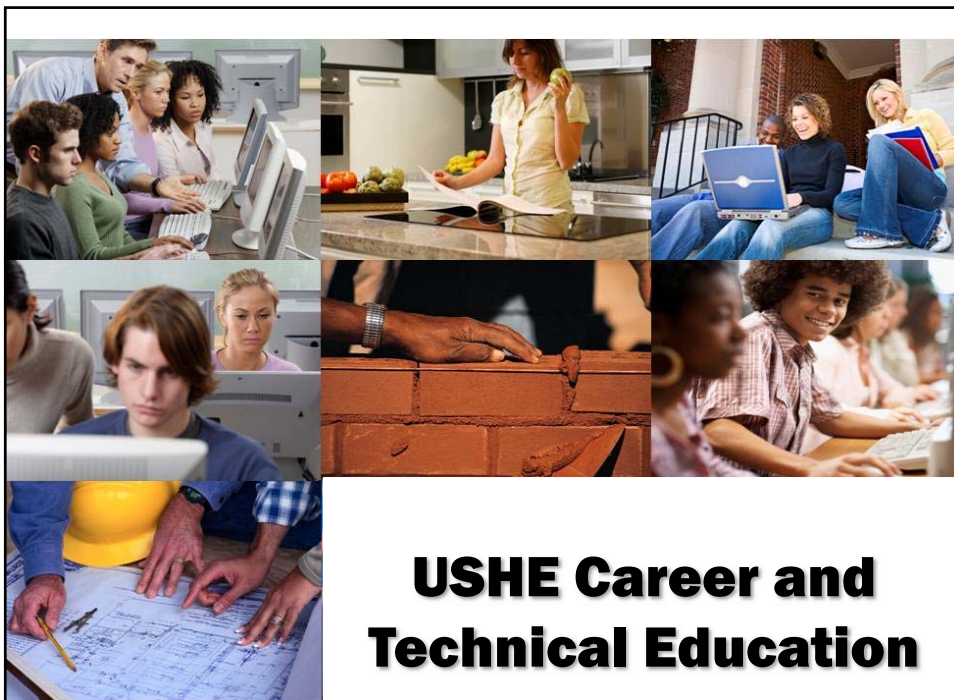
- Utah Education Network (UEN)
 - Provides technological “backbone” for online courses
 - UEN manages all system network, distance learning and software applications
 - In 2010, Utah students accessed UEN’s system more than 20.6 million times



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Salary Levels

- 91.5% of National Average
- Three Years of Salary Freeze
- Currently Under Review & Analysis



USHE Career and Technical Education

Membership Hours

	USHE	UCAT
Membership Hour Equivalent		
Actual Membership Hours	1,242,194	4,742,795
Actual STIT/Custom Fit Hours	61,001	271,020
+ Credit Hours * 30	11,073,630	-
Total Membership Hour Equivalent	12,376,825	5,013,815

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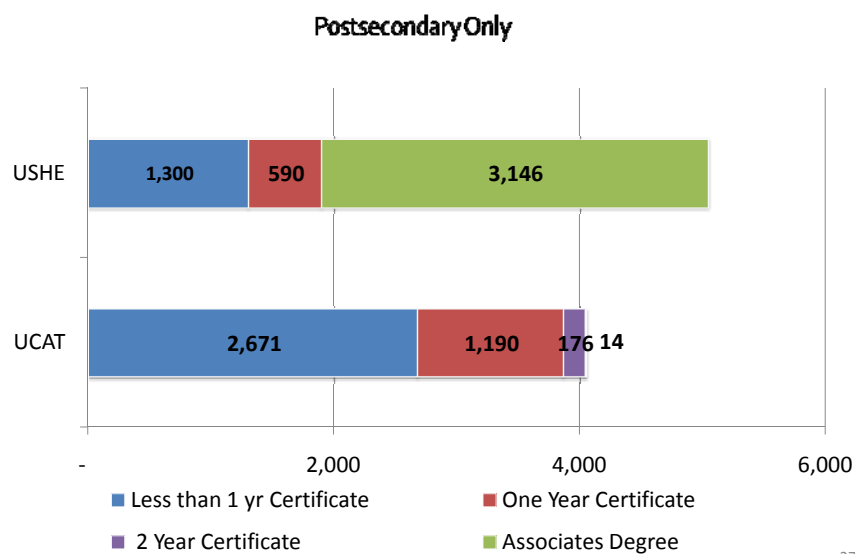
USHE Institutions

- USHE offers more than 350 different CTE programs of study-

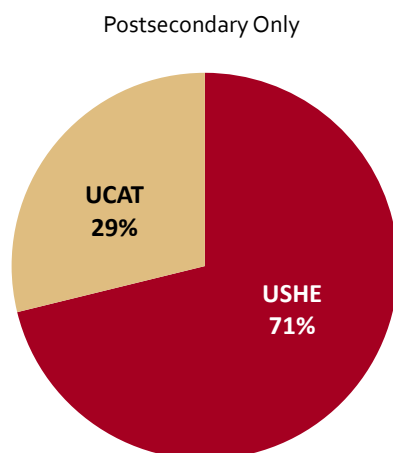
- USU (CEU): 42
- Snow: 33
- Weber: 34
- SUU: 17
- Dixie: 20
- UVU: 60
- SLCC: 162



CTE Certificates & Degrees Awarded



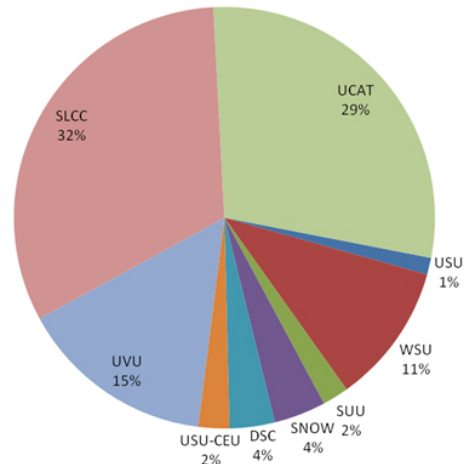
Full-time Equivalent Enrollments



USHE database & 2009-2010 UCAT Annual Report

CTE Full-Time Equivalencies

Career and Technical Education Full-Time Equivalencies
Based on Perkins, STIT and Custom Fit Data from 2009-10
USHE and UCAT



1 Full Time Equivalent (FTE) = 30 credit hours OR 900 membership hours

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Top Five USHE CTE programs '09-'10

1. Health Professions
2. Business, Management, Marketing
3. Engineering Technologies
4. Homeland Security, Law Enforcement, Firefighting
5. Personal and Culinary Services



Source: IPEDS 2010 completion Survey

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Update from the Presidents



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Highlights for Today

- Program Approvals
- Utah State University Campus Master Plan
- Snow College Conversation





UTAH SYSTEM OF
HIGHER EDUCATION

Building a Stronger State of Minds