

STATE BOARD OF REGENTS  
UNIVERSITY OF UTAH, SALT LAKE CITY, UTAH  
ALUMNI HOUSE  
SEPTEMBER 20, 2018

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STATE BOARD OF REGENTS  
UNIVERSITY OF UTAH, SALT LAKE CITY, UTAH  
ALUMNI HOUSE  
THURSDAY, SEPTEMBER 20, 2018

COMMITTEE OF THE WHOLE  
MINUTES

Regents Present

Harris Simmons, Chair  
Nina R. Barnes, Vice Chair  
Jessellie B. Anderson  
Wilford W. Clyde  
Marlin K. Jensen  
Patricia Jones  
JaKell Larson  
Steve Lund  
Mark Stoddard  
Teresa L. Theurer  
Thomas E. Wright

Regents Absent

Daniel W. Campbell  
Ron Jibson  
Robert S. Marquardt  
Robert W. Prince  
Cristina Ortega

Office of the Commissioner

David L. Buhler, Commissioner of Higher Education  
Elizabeth Hitch, Associate Commissioner of Academic Affairs  
Kimberly L. Henrie, Associate Commissioner for Planning, Finance and Facilities

Institutional Presidents Present

Ruth Watkins, University of Utah  
Noelle Cockett, Utah State University  
Scott L. Wyatt, Southern Utah University  
Astrid S. Tuminez, Utah Valley University  
Richard B. Williams, Dixie State University  
Deneece G. Huftalin, Salt Lake Community College  
Norm Tarbox, Weber State University

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

**Chair Simmons called the meeting to order at 1:34 p.m.** He noted we would focus on Capital Facilities and turned the time over to Rich Amon, Assistant Commissioner for a review of the process.

The Regents heard presentations on the following proposed state-funded projects:

- Utah State University – Center for Languages and Cultures
- Snow College – Social Science and General Education Building
- Dixie State University – Science Building
- Salt Lake Community College – Herriman Campus Building

- Utah Valley University – New Business School Building
- University of Utah – Interdisciplinary Physical Science Ed.
- Weber State University – Noorda Eng. And Applied Science
- Southern Utah University – Technology, Eng., and Design

Chair Simmons asked Regent Anderson to talk about the Our Schools Now initiative that will be on the upcoming voter's ballot in November.

Regent Anderson gave a brief update stating Regent Marquardt and former Regent Karras have been more involved in this Our Schools Now project than they ever imagined. They reached a compromise with the legislature to attempt to get a ten cent gas tax passed. This would mean approximately 25 million in new money for higher education; UVU receiving three million, U receiving seven million, SLCC three million, SUU five million, DSU one million, WSU three million, Snow College one million. This is very important and will be rolled over into performance funding. She thanked the presidents for their efforts in supporting this initiative. There is an underlying issue of great concern to anyone in higher education; each time the legislature reached out in the final days of the session, there was no mention of higher education from any legislators, which was a deal breaker for them. An agreement was finally reached with 20 percent going to higher education and 80 percent going to public education, going directly to classrooms. There is a perception that students can pay the cost of education through increased tuition. Regent Anderson encouraged everyone to get out and vote. Chair Simmons said this may be the best opportunity we will see to address issues and make a difference in a big way. President Wyatt said if this fails, the legislature might say it is clear the public is not interested in funding higher education. Commissioner said we have shared legal guidance to the presidents and said it is acceptable to share information and opinions as long as they are not making a campaign statement. Regent Jones asked if there is a strategy to relay the Regents' position on this. Commissioner and presidents signed a letter of support for this initiative and that letter can be shared; the most effective thing regents can do is to share this letter.

Chair Simmons thank everyone who has participated, especially Regent Anderson and Marquardt.

Regent Theurer motioned to adjourn meeting; the motion was seconded by Regent Barnes.

The meeting adjourned at 4:04 p.m.

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Loreen Olney, Executive Secretary

Date Approved: 11-16-2018

STATE BOARD OF REGENTS  
UNIVERSITY OF UTAH, SALT LAKE CITY, UTAH  
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SEPTEMBER 21, 2018

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STATE BOARD OF REGENTS  
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ALUMNI HOUSE  
FRIDAY, SEPTEMBER 21, 2018

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MINUTES

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Patricia Jones  
JaKell Larson  
Steve Lund  
Robert S. Marquardt  
Cristina Ortega  
Mark Stoddard  
Teresa L. Theurer  
Thomas E. Wright

Regents Absent

Daniel W. Campbell  
Ron Jibson  
Robert W. Prince

Office of the Commissioner

David L. Buhler, Commissioner of Higher Education  
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Other Commissioner's Office and institutional personnel were also present. The signed role is on file in the Commissioner's Office.

Discussion – Strategic Plan Metrics

Kimberly Henrie provided a brief PowerPoint highlighting the efforts of the Board to date on the development of system metrics. She indicated that as directed by the Board, the Commissioner and his staff have worked with the institutions in the development of the proposed metrics.

As a result of the work over the last two months, the Commissioner's Office is advancing six system metrics for the Board's discussion and consideration. Several of these metrics have been tracked over the last few years by the Board, while others, such as Classroom Space Utilization, are new. These metrics are designed as a starting point for the Board and may evolve over time to different metrics that may better capture what the Board is trying to accomplish and measure. These six metrics include the following:

- Five-year college participation rate for high school graduates
- Utah's tuition and fee rates as compared to other states
- Total number of certificates and degrees awarded between 2011 and 2020
- The annual change in total cost per award compared to the annual change in the Higher Education Price Index (HEPI)
- Classroom space utilization
- 30-year estimated return on state tax funds invested in higher education

She briefly walked through each metric and outlined the name and description, definition of the metric, benchmark, current baseline and relevant data points, a recommended goal, and challenges with the metric of which the Board should be aware. She then turned time to the Board for discussion.

Chair Simmons opened the discussion by reiterating that the Board needs to develop not only system but institution metrics and goals. The question being posed today is whether the Board is comfortable moving forward with these metrics as a starting point and if there are additional metrics they would like to include from a system perspective.

Regent Wright started the conversation by stating that our metrics should have a sense of fluidity and athleticism to them. The Board must not only look at short-term needs of the system and students but also be in it for the long-game. The metrics should be reviewed and monitored at every meeting. He indicated his preference is for more metrics vs. less. He then highlighted his thoughts about the individual metrics being proposed.

- Utah's tuition and fee rates as compared to other states

Not a big fan of this metric to measure affordability. It is a first step, but we should develop additional metrics regarding affordability from a student perspective

- The annual change in total cost per award compared to the annual change in the higher education price index

Regent Wright believes that this metric is very important and one that we should continue to review and refine. We have a responsibility to the students and tax payers to demonstrate how we are effectively utilizing the resources they have given us. Are we providing the best value we can?

- Classroom space utilization

Recognizing that this is a relatively new data set and more information will be coming, Regent Wright expressed that he is a fan of this metric.

Additional thoughts on system metrics (or metrics that we should at least track in some form)

- Construction costs for facilities as compared to the private sector (not the costs from five years ago, but to today's market –are we competitive?)

Regent Clyde agreed that it may be interesting to see this information – maybe not as a system metric, but in the Finance and Facilities or the Capital Facilities Committee. He expressed that we should look at the design phase carefully. If you design the wrong building, costs will increase over time.

- Consider reviewing budget vs. actual expenditures post-construction for each building

Regent Marquardt indicated that he likes the direction that has been presented regarding metrics and the overall number of metrics seems like a reasonable place to start. He shared his specific thoughts on the following metrics.

- Utah's tuition and fee rates as compared to other states  
Similar to Regent Wright, this particular metric is one that seems to work against us. Where we compare to the rest of the country is not resonating with our stakeholders and partners. He recommended that perhaps we look at a metric focused on unmet student financial aid.
- Total number of certificates and degrees awarded between 2011 and 2020  
Using a raw number of awards does not appear to be very useful in measuring timely completion. He recommended perhaps we should move towards a metric that measures the graduation rate for the system as well as the institutions.

President Watkins indicated her support and appreciation for the work of the Commissioner's Office related to system metrics. She is an avid supporter of metrics for the institutions and commented on how well the University of Utah is doing on some very key metrics for their institution.

Regent Jensen indicated his support for system metrics and reiterated that as the Board develops institution metrics and goals, it will be important to ensure that the Board recognize that each institution has different strengths and levels of sophistication. Metrics should be developed for each institution to help enhance and improve overall performance in key areas.

Vice Chair Barnes expressed she feels that proposed metrics are a good step and appear to be focused on addressing key areas of the Board's strategic plan. She expressed her concern that the current recommendation for metrics does not appear to directly address timely completion issues identified by the Regent Work Group earlier this year and specifically for transfer students.

Regent Theurer echoed Vice Chair Barnes and expressed that in every meeting with students, transfer of credit is one of the biggest challenges facing our students. She expressed a strong desire for the system to take action to strengthen the ability for students to transfer as "Juniors" into the receiving institution (including the program majors – not just general education).

Associate Commissioner Liz Hitch shared with the group the efforts that have been made in this area including the 31 different majors meetings and graduation maps that institutions have put into place. To better understand what students are experiencing, the Commissioner's office is doing an analysis of the programs where this appears to be the largest issue and those that affect the largest numbers of students.

President Huftalin shared that from what she has seen and heard for SLCC students, the challenge is Business programs. She indicated she and President Watkins are specifically looking at the transfer issues for SLCC to UU.

Vice Chair Barnes asked the Commissioner to work on incorporating at least one metric for timely completion knowing that it may evolve over time including looking at the IPEDS 150% graduation rate as a starting place.

Regent Theurer also suggested perhaps looking at the new IPEDS Outcomes measures.

Regent Jones asked about a metric for workforce. She mentioned that she has recently become aware of work being done by Gallup to develop an employability metric. She asked the Commissioner to look into this possibility. President Tuminez echoed the importance of finding a metric in this area.

Chair Simmons then shared his concern that the proposed Return on Investment (ROI) measure is one that the Board really cannot influence and does not seem to align as well with the strategic plan. He recommended this metric be removed.

The session then concluded with the following direction provided to staff regarding system and institution metrics from the Chair.

1. Remove the ROI metric
2. Add a system metric related more directly to timely completion such as the IPEDs Outcome or 150% time to graduation
3. Continue to look for a second affordability metric (perhaps as part of the outcome for the tuition and student aid policy review)
4. Work with the institutions to specifically identify metrics and goals which will align with the Board's Strategic Plan
5. Report back in November with a proposal for metrics for the Board to consider and take action on.

**Chair Harris Simmons called the Committee of Whole meeting to order at 12:27 p.m.**

#### President's Report

President Watkins began by saying critical indicators of success are rising and up at the University of Utah (U). Another indicator is that research success and impart are also up. She said she spent her summer on a bus tour; the purpose to get feedback about the U and what people need and how the U can be a more effective partner and meet the needs of the state. She said we heard the same message over and over and that is "we need more talent". In addition to STEM and degrees, they also need more diversity. She noted the U is a destination for people of great talent. In addition to the bus tour this summer, they have recruited three new leaders to the institution. She then invited four students to share their experiences at the U.

Watkins said they are celebrating the U reaching the 70% six year graduation milestone. This has taken the work of everyone on campus. She said access without completion is a hollow promise. We must help people complete the degree they came for. The U is working with Civitas on data analytics; the goal is to identify predictors early and act on them, so we can help more people be successful.

The U has worked very hard on making sure they are reaching talented students and students of color as enrollment increases.



Watkins said she wanted to talk about research and one initiative currently is the Wellness Bus and Driving Out Diabetes. This is designed to help people get screened and receive early detection of diabetes. She said research and scholarships are up and they are very proud of that accomplishment. They have received 515 million in research funding.

The U is also celebrating some new facilities including the Gardner Commons and the Garff Executive Education Building.

Lastly, she mentioned the American Dream Challenge. The U is one of four institutions in the country selected to participate. The aim is part of the American story is a vibrant middle class; that middle class is threatened in the present and is happening here in Utah. The goal is to move the income of 10,000 families by 10 percent by 2020.

Consent Calendar (TAB P)

**On a motion by Regent Marquardt and seconded by Regent Theurer the following items were approved on the Regents' General Consent Calendar**

- A. Minutes – Minutes of the Board meeting July 20, 2018, Southern Utah University, Cedar City, Utah.
- B. Grand Proposals
- C. Awards
- D. Academic Items Received and Approved
- E. Revision to Policy R686, Student Prosperity Savings Program
- F. Revision to Policies R924, R951, and R964

Statewide College Access Advisors (TAB D)

Chair Simmons expressed his excitement about this initiative and noted Utah would be the first state to have a college advisor at every high school. This reflects the Board's strategic plan of Access and Affordability and the work of the working groups. The projected cost is just under six million and would be part of the overall budget priorities submitted. He and Commissioner Buhler have met with some of the legislative leadership and noted they are excited about it as well.

Commissioner Buhler said he is happy to share a few of the details. Just 45 percent of high school seniors go immediately on to college. Many students don't think it's possible for them to go to college or they don't know where to start, or it's complicated and they need help. A recent statewide study shows nine out of ten say college is more important than it was a decade ago and yet only 50 percent felt like college in Utah is accessible to everyone. The University of Utah has been running this program successfully and is currently in twelve high schools, and it has proven very effective in increasing college access as well as completion. They show students with a college access advisor enroll at a rate of 58 percent which is 10 percent above the statewide average and is improved with more meetings with advisors. The students are also more likely to graduate from college, particularly impactful for first-generation students. Of note is that these advisors are "near peer"; they are students who have recently graduated from college and have made a 2-3 year commitment to work in the high schools. The power of this "near peer" is important because students can relate to them. The estimated cost will be approximately 7 million annually once it is fully implemented; we are requesting just under 6 million from the legislature. To fill the gap between the 6 and 7 million we are looking at the resources coming into the Commissioner's Office to repurpose about 1 million.

Regent Theurer said the committee had a good discussion about this and noted one thing that came from the discussion is that there are some things we need to work through. We need to make sure students are being helped in a way that provides opportunities and focus on what institutions may be best for that student; training will be important. We also need to make sure the advisors will be accepted by students into the high schools.

Regent Jones noted high school counselors are overworked and said every counselor she has talked with has expressed how wonderful this initiative is to augment their work. She is very excited about this and can think of nothing else that will help to achieve the goals of the Board.

Regent Ortega said this is a win-win for students and college advisors. This is a great foundation for students to get connected to the institution they want to attend. We must maintain affordability

Regent Larsen said there are a lot of things to navigate to attend college; the need is there for helping students navigate the system.

Regent Theurer said we need to make clear that these advisors are to advise each student on their own pathway.

Regent Barnes noted that fit is critically important and that is how everyone wins. She said there is a huge amount of FASFA money that is not claimed and the opportunity to have students access that money is critical in helping them be successful. Another critical piece is to have someone there to help a student regardless of demographic area. Helping student be successful is why we are all here.

Regent Wright said it is a proud moment to be a member of the Board. This is an exciting opportunity for the Board of Regents to lead.

**Regent Jones made a motion to approve as outlined in TAB D; the motion was seconded by Regent Barnes and the motion passed.**

Utah State Board of Regents 2019-2020 Meeting Schedule Approval (TAB Q)

**Regent Wright made a motion to approve as outline in TAB Q; the motion was seconded by Regent Ortega and the motion passed.**

USHE – FY2020 Operating Budget Request (TAB R)

Commissioner Buhler noted the budget aligns with the Board's strategic plan. He noted he has been working with presidents to develop the recommendation. The plan calls for an annual revenue increase equivalent to approximately 58.2 million in new tax funds, not including compensation. Tuition recommendations will come to the Board after the legislative session. **Regent Anderson made a motion to approve as outlined in TAB R; the motion was seconded by Regent Lund and the motion carried.**

USHE – Prioritization of Institutional State-Funded Capital Development Projects for 2019-20 (TAB A)

Regent Clyde noted all scores provided by Regents were used to determine the scoring for projects. The committee met yesterday to assign discretionary points and provided details on how the points were assigned.

The rankings are as follows:

1. Dixie State University – New Science Building
2. Weber State University – Noorda Engineering
3. Utah Valley University – Business School
4. Southern Utah University – Technology Engineering Design
5. Salt Lake Community College – Herriman Campus General Ed
6. University of Utah – Interdisciplinary Physical Science
7. Snow College – Social Science and General Education
8. Utah State University – Center Languages and Cultures

**Regent Clyde moved to approve the recommended Regent Priority Points and capital facilities prioritization for 2019-2020 as outline in the handout to be communicated to the State Building Board, the Governor, and the State Legislature; the motion was seconded by Regent Jensen and the motion carried.**

#### Academic and Student Affairs

Revision of Regent Policy R401, Approval of New Programs, Program Changes, Discontinued Programs, and Program Reports. (TAB C)

Regent Theurer noted the change in policy is to add a new Bachelor degree. **Regent Theurer made a motion to approve as outlined in TAB C; the motion was seconded by Regent Ortega and the motion passed.**

Access, Affordability, Completion, and Workforce Development Pass-through Funds to Institutions (TAB E)

Regent Theurer noted this is an annual report. **This is an information item only; no action was taken.**

Outreach and Access Updates: USHE Conference for Counselors and School Administrators and The Expect the Great Conference for Students. (TAB F)

Regent Theurer noted this is an annual report. **This is an information item only; no action was taken.**

University of Utah – Enrollment Strategies Presentation

Regent Theurer noted this presentation was given by Mary Parker with the University of Utah and was very informative.

#### Finance and Facilities

USHE – Tuition and Student Aid Policy and Study Update (TAB G)

Regent Stoddard noted there was a healthy discussion. The report asked the committee to consider several questions regarding the current tuition policy for the committee to consider as it expands its discussion regarding college affordability and tuition and student aid policies. The policy will come to the Board at the November meeting. Regent Wright applauded the committee for taking a look at the overall way we are addressing tuition increases. Regent Larson stated she believes that any committee addressing tuition should include the current Student Regent.

USHE – Adoption of Policy R571, *Noncapital Asset Inventory and Tracking* (TAB H)

Regent Stoddard noted this discussion is based on recommended changes from the Legislative General Auditor that came from the audit called A Performance Audit of Inventory and Security Controls at Institutions of Higher Education.

Southern Utah University – Institutional Residence Repurposing and Designation (TAB I)

Regent Stoddard noted SUU is requesting approval to repurpose the current institutional residence into a Sorenson Legacy Foundation Child and Family Development Center and designate the recently acquired residence at 11 N 200 W in Cedar City as the institutional residence as allowed under Regent Policy R207. **Regent Stoddard moved to approve as outlined in TAB I; the motion was seconded by Regent Anderson and the motion carried.**

Utah Valley University – Property Acquisition (TAB J)

Regent Stoddard noted this request is to approve approximately 60 acres of commercial/industrial land adjacent to UVU-owned property at 1200 N Mill Rd in Vineyard, Utah for \$12,900,000 (less than the appraised value of \$13,000,000) using institutional funds. **Regent Stoddard moved to approve as outlined in TAB J; the motion was seconded by Regent Barnes and the motion carried.**

Salt Lake Community College – Property Disposal (TAB K)

Regent Stoddard noted this request is to sell 38.3 acres of undeveloped property at the Jordan Campus for 6,000,000 (above the appraised value of \$5,840,000). The proceeds will be used towards the construction of the Herriman Campus project. **Regent Stoddard moved to approve as outlined in TAB K; the motion was seconded by Regent Jensen and the motion carried.**

USHE – Revision of Regent Policy R571, *Procurement* (TAB L)

Regent Stoddard noted the changes to the States Procurement Code require additional revision to R571. The proposed policy changes will align the Regent policy with statute and continue to provide procurement governance and guidance for the System of Higher Education. **Regent Stoddard moved to approve as outlined in TAB L; the motion was seconded by Regent Clyde and the motion carried.**

Utah State University – Trustee Property Actions (TAB M)

**Regent Stoddard noted this is an information item only; no action was taken.**

Salt Lake Community College – Trustee Property Actions (TAB N)

**Regent Stoddard noted this is an information item only; no action was taken.**

USHE – Annual Report on Foreign Gifts and/or Donations (TAB O)

**Regent Stoddard noted this is an information item only; no action was taken.**

Regent Theurer motioned to adjourn meeting; the motion was seconded.

The meeting adjourned at 1:49 p.m.

Date Approved: 11-16-2018

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Loreen Olney, Executive Secretary