

STATE BOARD OF REGENTS
SALT LAKE COMMUNITY COLLEGE, SALT LAKE CITY, UTAH
SOUTH CITY CANMPUS, 1575 S STATE STREET
MAY 18, 2018

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STATE BOARD OF REGENTS
SALT LAKE COMMUNITY COLLEGE, SALT LAKE CITY, UTAH
SOUTH CITY CAMPUS, 1575 S STATE STREET
FRIDAY, MAY 18, 2018

COMMITTEE OF THE WHOLE
MINUTES

Regents Present

Daniel W. Campbell, Chair
Jesselie B. Anderson
Nina Barnes
Marlin K. Jensen
Ron Jibson
Patricia Jones
Steven Lund
Robert S. Marquardt
Cristina Ortega
Robert W. Prince
Mark Stoddard
Alex Trujillo
Thomas E. Wright

Regents Absent

Wilford Clyde
Harris Simmons
Teresa L. Theurer
Joyce P. Valdez

Office of the Commissioner

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

Institutional Presidents Present

Ruth V. Watkins, University of Utah
Noelle Cockett, Utah State University
Brad Cook on behalf of Scott L Wyatt, Southern Utah University
President Carlston, Snow College
Matthew S. Holland, 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.

Discussion – Providing Community College Services in Utah

A discussion regarding Providing Community College Services in Utah with oral presentations by President Huftalin, Presidents Williams, President Holland and President Carlston.

Chair Dan Campbell called the Committee of Whole meeting to order at 10:54 a.m. He opened and turn the time over to President Huftalin for the President's Report.

President's Report

President Huftalin said they have had a phenomenal year and would like to share a few highlights, beginning with Washington Magazine naming Salt Lake Community College (SLCC) as one of the top 12 innovative colleges for adult learners. Both the men's and women's basketball teams were in the national tournament this year and two weeks ago celebrated commencement with one of the largest classes in SLCC history, with over 1500 students identifying as first generation students. As the communities college it is essential to connect with community partners and two important partners. Over the last year SLCC has worked on a partnership with Flourish Bakery, a nonprofit supportive community that fosters hope, health, and personal growth by employing individuals in recovery from substance abuse or those who have just reintegrated society after being incarcerated. SLCC leased out their kitchen, which was not being used at the South City Campus, Flourish provides a 12 month bakery and pastry training program as a paid internship for students. That training is then followed by an extra internship at a local hotel, restaurant, or bakery. Another example of community partnership is on display in the lobby, with an art exhibit called The Ability to Create. It shares art by adults with disabilities. Construction is wrapping up on the new Westpoint Workforce Training Education Training Center. The grand opening of this space will be September 19, 2018. SLCC is hopeful to secure funding for a campus in the southwest quadrant of the valley, where population is expected to grow to 43,000 by 2050. Students at this campus will be able to earn a certificate or degree from SLCC and then remain at the Herriman campus to complete their final two years in certain programs from the University of Utah.

SLCC has been doing significant things to increase completion rates. President Huftalin started with the program Mathways. Completing math requirements can be a huge stumbling block for students. Mathways makes sure students are taking the right courses for their field of study. Mathways allows a student who is college ready in math, complete their quantative literacy requirement in one semester. In addition, students who were not ready for college are able to proceed through the math pathway in fewer semesters. SLCC is now in the second year of the Mathways program and over a third more students are attaining their quantative literature requirement in the fall semester. They are also exploring alternative placement methods. SLCC believes Reverse Transfer Credits can create a more accurate picture of the success of SLCC. An associate degree provides value to students, but many SLCC students transfer before earning this. Reverse Transfer allows other Utah institutions to transfer back credits to allow a student to receive their associate degree from SLCC. From May 2016 to March 2018, SLCC reached out to 1166 University of Utah students about the program with 280 students responding. At Utah State University they reached out to 330 students. Another completion initiative is the SLCC Pathways. This takes all programs and organizing them in to eight areas of study. Each program shares the first 24-32 credits including the intro and general education courses.

In the area of Mental Health, intakes at the counseling clinic has increased from 146 to 214 this past fall, a 47% increase. The counseling services address PST, depression and lifestyle interventions. SLCC is invested in the whole student, not just the academic side. The goal is to provide more accessible and affordable care, and lowered wait times. When the unseen, unwritten needs of students are met, we help them succeed and ultimately complete their educational journey.

Report on Governor's Office of Management and Budget Pilot Projects – Kristen Cox, Executive Director,
Office of Management and Budget, Utah

Kris Cox noted she would be talking about what the Governors' Office has done in state government, approach, mindset, and the purpose of these pilot programs. She noted the biggest conflict in the Governor's office is the fact that demand will always outweigh the available revenue. Utah started a project four years ago to improve government performance by 25%, which they surpassed at 27.4%. They are now resetting to determine new goals. She noted in government it can be very difficult to see what is actually happening. The Governor's Office of Management & Budget has partnered with the Utah System of Higher Education to explore opportunities to significantly increase student completion rates and decrease the time to completion. To do this they have initiated three pilot programs:

Utah State University – Full Kit – package a full kit of student resources and outreach services designed to target specific areas of need. This full kit will form a level of mandatory support for first-generation students that is more intensive than anything USU has tried in the past. The target is to improve first-generation students' retention rates from 60% - 73% the first year, 56% - 62% the second year and 44% - 55% the third year.

Southern Utah University – Dual-Enrollment – All registered students of SUU are admitted to Southwest Technical College (STECH) and entitled to enroll in certificate programs, and all STECH students in certificate programs are admitted to SUU and entitled to enroll in classes for credit. The goal is to increase the number of degrees awarded to technical college students by eliminating the administrative obstacles of transferring to SUU and decrease the number of full-time SUU students who discontinue postsecondary education prior to obtaining a credential.

Salt Lake Community College – Reduce obstacles for students to pursue an educational pathway or stackable credential program in information technology that begins at a technical college and seamlessly continues to the community college. Specific IT degrees and certificates for this pilot are in the process of begin identified. Targets on enrollment and retention rates are being developed.

Utah State University representatives reported on the Full Kit program. Robert Wagner, Vice President for Utah State University, noted, like other institutions USU is very concerned and focused on retention and completion rates. A couple of years ago they initiated a student success taskforce, which has been very successful. The opportunity to use the student success taskforce along with this pilot program with the Governor's office fits nicely. They have taken a look at institutional processes to see if they are helping or hindering at student's success. What the Full Kit program has done is help adjust their sites and determine what will retain students and help them achieve completion. The first group identified is first-generation students. The idea is to get very specific on the needs of these students. The first goal with the pilot program is to look at the constraints and then remove those constraints with the idea of raising retention rates of first-generation students to that of their peers. He then ask his colleague, John to provide additional comments.

John said USU found in order for students to be successful, there is a need to make sure students and the institution understand what expectations must be met. The first step is to engage students before they actually arrive at the institution. Full Kit begins upon admission when they receive orientation materials. In

the fall students get a high dose of activities, they continue these activities in the second semester, and then decrease and phase out in the third semester. Some of the behaviors USU tracks include: did students complete a financial aid form, have they been meeting with an advisor when given opportunities, have they attended the connections programs, have they been going into the orientation modules. USU runs data during the semester to determine if students have completed these behaviors. Whether students have or have not completed these activities determines next steps. Other components to this program include personalized focused advising, timely program evaluation and degree planning audit.

Chair Campbell asked "what are some of the constraints USU found with this pilot?" John said they found students were not understanding that degree planning is necessary and noted Full Kit is in addition to what other students receive. Chair Campbell ask "will we would know the costs involved with the additional efforts involved with Full Kit?" Absolutely, USU will know what the cost is and how to scale out to other students.

Regents shared thoughts regarding conversations they had with students of Salt Lake Community College during the lunch time. Chair Campbell said he thought it was a great experience and asked if Regents would like to continue meeting with students at future meetings.

Resolution for Student Regent Alex Trujillo

Regents Barnes shared comments regarding the resolution for Regent Trujillo. She said he is a remarkable young man and has overcome many obstacles and barriers. He has been a huge contributor with the student success and focus initiative. **Regent Barnes made a motion to approve the resolution; the motion was seconded by Regent Jibson and the motion carried.**

Recognition of Chair Daniel W. Campbell

Regent Marquardt wanted to recognize Chair Campbell and thank him for what he has done as chair. Regent Marquardt said "during my time on the Board of Regents his leadership is second to none and he has really put his heart and soul into this whole operation. He has created more focus for the Board of Regents than we've had in the past and reorganized our meetings. He's had questions over the years of are we just sitting approving things and not getting into substance and discussions, he's rearranged our days and thrown out the committee meetings and put the whole thing upside down, but in a very position way and very strategic in the direction he has pushed the Board of Regents. I don't think anybody has done for outreach and advocacy for higher education what Dan has done. He's spent endless hours at the legislature, more than any chair I've seen and almost rivaling what Dave is going up there. He is reaching out to the business community and created a much stronger alliance with the board of trustees than we've had before, so we're really operating as one team and has a very good relationship with the presidents of the institutions and friendship with a governor and that doesn't hurt anything. He has stood up very strong to the governor on certain issues as well as the legislature and he's dealt with a number of difficult issues. A good friend of all of us. So I really want to thank Dan for all the time and effort he's put in. I really appreciate what you've done here, you've been a good friend and thank you Dan".

Chair Campbell expressed his gratitude for the opportunity to serve as Chair. He said it has been a privilege to work with the presidents, the commissioner's office and fellow regents. "We are involved in a good work and it is a pleasure being engaged with others that share that vision". He said the successes we've had is not because of the leadership but because of the regents and others involved in the process. He appreciates the fact regents have been fully engaged and said it makes a difference.

Consent Calendar (TAB A)

On a motion by Regent Jones and seconded by Regent Wright, the following items were approved on the Regents' General Consent Calendar:

- A. Minutes – Minutes of the Board meeting March 30, 2018 Dixie State University, St. George, Utah, Regent Study Session April 12 & 13, 2018, Thomas S. Monson Center, Salt Lake City, Utah, Board of Regents Meeting April 20, 2018, Utah Valley University, Orem, Utah.
- B. Grant Proposals
- C. Awards
- D. Academic items Received and Approved

Report from the Nomination Committee and Election of Chair and Vice Chair

Regent Jensen shared a section from Utah code that gives the Board authority to elect the Chair and Vice Chair as well as a section from the Regents bylaws. The approach of selecting the new Chair and Vice Chair was to be neutral and each member of the nominating committee contacted several regents. They began by indicating Regent Harris H. Simmons had been nominated to be Regent Chair and asked each regent to express an opinion about the nomination. Regents unanimously supported the nomination and based on that feedback **Regent Jensen made a motion to nominate Regent Harris H. Simmons to become Chair; the motion was seconded by Regent Wright and the motion carried.** Regents were also asked for nominations for Vice Chair. The majority of nominations were for Regent Nina R. Barnes. **Regent Jensen made a motion to nominate Regent Nina R. Barnes to become Vice Chair; the motion was seconded by Regent Trujillo and the motion carried.**

Adoption of Policy R211, *President Emeritus Designation* (TAB B)

Commissioner Buhler noted this policy is to have a system approach to designate a retiring president as President Emeritus. This is an honorary designation that does not include compensation or other benefits, but to recognize those in our system that have made significant contributions and leadership, and who are either retiring, leaving administration or returning to the faculty. **Regent Anderson made a motion to approve as outline in TAB B; the motion was seconded by Regent Barnes and the motion carried.**

Designation of David W. Pershing as President Emeritus of the University of Utah

Regent Anderson moved to have the Board of Regents grant Dr. David W. Pershing the designation of President Emeritus of the University of Utah; the motion was seconded by Regents Ortega and the motion carried.

2018 Strategic Initiatives (TAB C)

Commissioner Buhler noted previously the Board set as strategic priorities: affordable participation, timely completion, and research and workforce. We are now adding a fourth priority which is capacity and growth. In November Chair Campbell established regent working groups to work on these priorities. The working groups have identified six initiatives. In addition the Board has created a Communications Group that will be working on a communications plan. The six initiatives include:

Automatic Acceptance Program – This will help high school students and their parents know what options are available for college.

Statewide Data Strategy – This includes data analytics that institutions are doing, stackable credits.

Student Aid and Tuition

Mental Health

Improving Information on Workforce Options
StepUp

In each of these areas we will develop specific metrics, timelines, and work plans. We will update the strategic plan and should have this ready for the Board at the November meeting. Commissioner also noted next year will be the 50th year of the Utah State Board of Regents. He said we should not only reflect on what has happened over the last 50 years, but where we are going over the next 50 years. **Regent Jensen made a motion to approve as outlined in TAB C; the motion was seconded by Regent Lund and the motion carried.**

Revision of Policy R312, Configuration of the Utah System of Higher Education and Institutional Missions and Roles (TAB D)

Regent Jensen read TAB D memo. **Regent Jensen made a motion to approve as outlined in TAB D; the motion was seconded by Regent Barnes and the motion carried.**

FINANCE AND FACILTITES

University of Utah – Property Disposal (TAB E)

Jason Perry, VP Governmental Relations, U noted the U is requesting permission to sell the parking lot across the street from the Thomas Monson Building. It is 2.2 acres and was appraised for approximately \$850,000. Regent Campbell asked how this would affect accessibility to the Thomas Monson Building. Jason said 17 of the current 24 parking stalls will be replaced. There is also a parking lot owned by Zions bank and they have agreed to allow this parking to be used for overflow parking which will more than accommodate needs. **Regent Stoddard made a motion to approve as outlined in TAB E; the motion was seconded by Regent Jibson and the motion carried.**

University of Utah – Lease Renewal (TAB F)

Jonathan Bates, Exec Director of Real Estate, U noted the U is requesting approval to make an amendment to an existing lease space in Research Park. This has been the home of the department for the last 13 years; the amendment will extend the lease for 5 years. Chair Campbell asked if nothing is highlighted in the item can we assume there is no potential conflict of interest. Kimberly Henrie confirmed that is correct. **Regent Stoddard made a motion to approve as outlined in TAB F; the motion was seconded by Regent Jensen and the motion carried.**

Utah State University – Series 2018 Research Revenue Bonds (TAB G)

Dave Cowley, VP for Business and Finance, USU is seeking approval to issue revenue bonds for the Space Dynamics Lab phase two. Blake Wade is bond counsel and Zions Public Financial is the financial advisor. **Regent Stoddard made a motion to approve as outlined in TAB G; the motion was seconded by Regent Jibson and the motion carried.**

Dixie State University – Property Acquisition (TAB H)

Paul Morris, VP of Administrative Services, DSU said DSU is seeking approval to purchase 1.29 acres of property located just south of campus. It is important to know DSU owns three parcels adjacent to this property. With the purchase of this property DSU will have approximately 3 acres contiguous to campus. DSU had the property appraised for a value is \$900,000, the owner had it appraised for a value of \$1.29

million and they have come to an agreement to purchase the property for \$1,130,000. DSU Board of Trustees has already approved the purchase. **Regent Stoddard made a motion to approve as outlined in TAB H; the motion was seconded by Regent Wright and the motion carried.**

Utah Valley University – Institutional Residence Repurposing (TAB I)

Val Peterson, VP of Finance and Administration, UVU said UVU is requesting approval to repurpose the Institutional Residence and make it an alumni house. UVU will offer the new president a housing stipend. **Regent Stoddard made a motion to approve as outlined in TAB I; the motion was seconded by Regent Ortega and the motion carried.**

Utah Valley University – Non-Traditional Arrangement (TAB J)

Val Peterson, VP of Finance and Administration, UVU noted UVU is requesting approval to enter into an agreement with RSL Youth Academy Foundation (RSL) to create an indoor soccer facility. RSL will construct at their cost and UVU would lease for \$1.00 per year for the next 40 years. UVU will receive in return the ability to use the facility from 6:00 am – 4:00 pm; the men's and women's soccer program will use for practice. RSL will also donate 2.6 million to the UVU Foundation which will be used to build soccer facilities. **Regent Stoddard made a motion to approve as outlined in TAB J; the motion was seconded by Regent Wright and the motion carried.**

Salt Lake Community College – Series 2018 Student Building Fee Revenue Bonds (TAB K)

Dennis Klaus, VP for Business Services, SLCC noted SLCC is requesting a 13 million bond for a student center on the Jordan campus. This will be a 10 year term with the interest rate estimated to be between 2.5 and 3 percent. Chair Campbell noted this request is for 15 million because they are allowed to add additional money for incidental costs. What will the addition 2 million be used for? Dennis noted they don't anticipate it to be 2 million; there is a need for SLCC to have reserve funds. **Regent Stoddard made a motion to approve as outlined in TAB K; the motion was seconded by Regent Jones and the motion carried.**

Snow College – Tuition Schedule Implementation for 2018-2019 (TAB L)

Jake Dettinger, Business VP, Snow College said Snow is requesting an exemption to Policy R510. Snow is asking to delay implementation of the 2018-19 tuition schedule until Fall semester. This is because the tuition schedule is out of compliance with the policy. As a result Snow is adjusting their schedule but in doing so increased the tuition for 1 credit by 114% and 2 credits by 110%. The delaying of implementation would result in a loss of approximately \$20,000. **Regent Stoddard made a motion to approve as outlined in TAB L; the motion was seconded by Regent Lund and the motion carried.**

USHE – Enrollment Forecasts (TAB M)

Kimberly Henrie, Associate Commissioner, USHE noted the enrollment projections for the next 10 years indicate USHE will grow an additional 49,000 students. The enrollment growth has slowed slightly from last year's projections. The enrollment projections will be used for the capital development prioritization process in terms of determining needs for buildings. It also influences needs in the budget development process. **Regent Stoddard made a motion to approve as outlined in TAB M; the motion was seconded by Regent Jensen and the motion carried.**

USHE – 2018-19 Performance Funding Model and Allocations (TAB N)

Kimberly Henrie, Associate Commissioner, USHE noted USHE received 3.8 million in new resources for performance funding during the last legislative session. Half of the USHE institutions received 100% of the money they could earn, two institutions, DSU and UVU, will receive 50% of their allocation, Snow College will receive 87.5% and SLCC will receive 75%. In July the Commissioner's Office will report back to the Board on how the institutions plan to use these dollars. Regent Marquardt stated in theory performance funding sounds like a great idea, but in practice it does not work. With an uncertain base of funding from year to year, it makes it difficult for institutions to plan in the future. He said there is a discrepancy and no way to deal with the priorities and feels like this process needs to be reworked. You cannot set up ongoing programs with one-time funding. Chair Campbell agreed. President Huftalin is grateful for funding but this year the market demand category proved very frustrating because of the way it is tracked. Chair Campbell noted we can't change the fact there is performance funding but we can communicate with legislators. President Holland echoed and said performance funding should be concrete, perceptive and we are not there yet and we have some fundamental problems. President Watkins agreed the goals are right, but the formula needs work. Regent Jones asked where we go from here. Commissioner said it's really out of our hands but we will continue to have dialogue. Regent Jones said this warrants more discussion with Presidents and then Regents can put together suggestions to move forward. **Regent Stoddard made a motion to approve as outlined in TAB N; the motion was seconded by Regent Marquardt and the motion carried.**

USHE – Revision of Policy R513, *Tuition Waivers and Reductions* (TAB O)

Commissioner Buhler noted this revision incorporates the statutory changes from HB300. In addition this designates 10% of the discretionary resident waivers be used for need based aid, sets caps for the first time on non-resident discretionary waivers, and directs the Commissioner's Office to perform a study, using an outside consultant, on a compressive review on student aid policies related to resident and non-resident students. Given the capacity challenges we have in the state, we should begin thinking about what is the proper mix of resident to non-resident student at our institutions. Regent Marquardt stated this is really just a first step. Chair Campbell agreed and noted we don't yet know if these are event the right caps, but gives a starting point. **Regent Stoddard made a motion to approve as outlined in TAB O; the motion was seconded by Regent Marquardt and the motion carried.**

USHE – Capital Development Prioritization (CDP) Cycle 2019-20 – Adoption of Priority Guidelines (TAB P)

Rich Amon, Assistant Commissioner, USHE noted this item it to adopt guidelines for 2019-20 process. This is largely the same process as last year. There are two parts to this: quantitative assessment for needs and the qualitative piece. This is to adopt the guideless for the qualitative piece. Regent Barnes asked Regent Marquardt to explain the entire process. Campbell asked if this needs to be approved today or is there time for further discussion. Rich Amon noted it is up to the Regents but noted it should be approved sooner than later. Regent Marquardt noted it would be too late to approve guidelines in July as the institutions need guidance quickly. **Regent Marquardt made a motion to approve TAB P as modified to combine the two capacity metrics and increase the point value to 4; the motion was seconded by Regent Stoddard and the motion carried.**

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

Regent Stoddard noted as required by R703, SLCC notified the Board that its Board of Trustees approved the acquisition of property contiguous to the Redwood Campus for \$330,000 at the July 2017 Trustee meeting. This is an information only; no action was taken.

USHE – Capital Improvement Update for 2018-19 (TAB R)

Regent Stoddard noted the State building Board allocated over \$62 million to USHE institutions for capital improvement projects in FY 2019. This is an information item only; no action was taken.

USHE – Institutions' Health Plan Changes 2018-19 (TAB S)

Regent Stoddard noted several institutions' insurance plans will be experiencing design changes to help manage cost increases. This is an information item only; no action was taken.

Regent Stoddard motioned to move into executive session for the sole purpose of discussing the character, professional competence, or physical or mental health of individuals. The motion was seconded by Regent Trujillo and the motion carried.

The meeting adjourned at 2:56 p.m.

Loreen Olney, Executive Secretary

Date Approved: July 20, 2018