



**Utah System of Higher Education  
Utah State University  
Thursday, May 18, 2023**

**COMMITTEE OF THE WHOLE  
MINUTES**

**Board Members Present**

Lisa-Michele Church, Chair  
Jessellie Anderson, Vice Chair  
Grace Acosta  
Stan Albrecht  
Julie Beck  
Stacey Bettridge  
Rich Christiansen  
Hope Eccles  
Korianne Gibson  
Patricia Jones  
Arthur Newell  
Shawn Newell  
Steve Starks  
Scott Theurer  
Xitlalli Villanueva  
Rick Wheeler

**Board Members Absent**

Sanchaita Datta

**Office of the Commissioner**

Dave Woolstenhulme, Commissioner  
Geoff Landward, Deputy Commissioner  
Nate Talley, Deputy Commissioner and CFO  
Taylor Adams, Associate Commissioner for Strategic Initiatives  
Alison Adams-Perlac, General Counsel  
Trisha Dugovic, Director of Communication  
Malin Francis, Director of Facilities and Planning  
Brynn Fronk, Executive Assistant to the Utah Board of Higher Education  
Jared Haines, Senior Advisor for Technical Education  
Julie Hartley, Associate Commissioner of Academic Education  
Carrie Mayne, Chief Economist  
Hilary Renshaw, Associate General Counsel  
Katie Mazzie, Director of Student-Center Initiatives  
Dave Pulsipher, Senior Assistant Commissioner  
Brian Shuppy, Senior Assistant Commissioner for Budget and Planning  
Melissa Van Hien, Executive Assistant to the Commissioner  
Scott Wyatt, Senior Executive Director of Statewide Online Education  
Kim Ziebarth, Associate Commissioner of Technical Education

**Institutional Presidents Present**

Darin Brush, Davis Technical College  
Mindy Benson, Southern Utah University  
Chad Campbell, Bridgerland Technical College  
Clay Christensen, Mountainland Technical College

Brad Mortensen, Weber State University  
Taylor Randall, University of Utah  
Jordan Rushton, Dixie Technical College  
Jim Taggart, Ogden-Weber Technical College

Noelle Cockett, Utah State University  
Paul Hacking, Tooele Technical College  
Deneece Huftalin, Salt Lake Community College  
Stacey McIff, Snow College

Astrid Tuminez, Utah Valley University  
Aaron Weight, Uintah Basin Technical College  
Richard Williams, Utah Tech University  
Brennan Wood, Southwest Technical College

### Other Guests

Sara-Ashley Adkins, Senior, Weber High School  
Rick Allen, Vice President of Programs, BAE Systems  
Cathy Anderson, Chief Financial Officer, University of Utah  
Rick Bouillon, Associate Vice President for Workforce and Economic Development, Salt Lake Community College  
Chad Burchell, Vice President for Instructional Services, Ogden-Weber Technical College  
Darryl Butt, Dean of the Graduate School, University of Utah  
Betsy Cantwell, Guest  
Wendy Carter, Executive Vice President and Provost, Bridgerland Technical College  
Dave Cowley, Vice President for Finance and Administrative Services, Utah State University  
Aaron Davis, Biological Sciences, Utah Tech University  
Sydney Dickson, Superintendent, Utah State Board of Education  
Aimee Edwards, Executive Director, BioHive  
Natalie El-Deiry, Director of Immigration and New American Integration, Governor's Office of Economic Opportunity  
Stephanie Frohman, SVP of Strategy and Partnerships, Economic Development Corporation of Utah  
Hector Guadarrama, Guest  
Rebeca Guadarrama, Guest  
Jordan Hill, UAP Chair, Global Leader of Learning and Talent Development, Boeing Company  
Jake Hinckley, Director of Workforce Development, Sunroc  
Ann Millner, Utah State Senator  
Renee Milne, Associate Vice President for Student Services, Bridgerland Technical College  
Scott Nowlin, ASFS-Strategic Systems Chief Engineer, BAE Systems  
Blake Oyler, Supervisor-Event Tech, Utah State University  
Greg Paras, Deputy Director, Department of Workforce Services  
Curtis Pendleton, Senior Director for Sponsored Programs, Utah Valley University  
Val Peterson, Vice President for Administration/Strategic Relations, Utah Valley University  
Bill Plate, Vice President for Marketing and Communications, Utah State University  
Danette Pulley, Vice President of Community Growth, Foundation Executive Director, MarketStar  
Beth Rhoades, Executive Director of Programs, Online and Continuing Education, Weber State University  
Abraham Rodriguez, Student Body President, Utah State University  
Marguerite Samms, Vice President and Chief Learning Officer, Intermountain Healthcare  
Sidni Shorter, CEO, Black Chamber of Commerce  
Jeff Shumway, Director of the Office of Professional Licensure, Department of Commerce  
Zach Smith, Managing Partner and Practice Leader, WittKieffer  
Wayne Vaught, Provost/Sr. Vice President for Academic Affairs, Utah Valley University  
Joe Wheeler, Systems Administrator, University of Utah  
Ken White, Vice President and Dean, Utah State University  
Matt White, Vice President for Advancement, Utah State University  
Jacob Wright, Senior Budget and Planning Analyst, Governor's Office of Planning and Budget  
Kristina Yamada, CTE Education Specialist, Utah State Board of Education

Chair Church called the meeting to order at 7:30 a.m.

**Board member Shawn Newell made the motion to go into closed session for the purposes of discussing the character, professional competence, or physical or mental health of an**

**individual(s). Board member Acosta seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

### *Closed Session*

**Vice Chair Anderson made a motion to end closed session; Board member Shawn Newell seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

### **Committee of the Whole**

#### *Student Report*

Cody Guadarrama from Bridgerland Technical College and McKenna Rogers from Utah State University each provided a student report. This was an information item only; no action was taken.

#### *Deliverables Report*

Chair Church thanked everyone for their efforts in completing the Board's goals and highlighted the following accomplishments of the Board:

1. Course alignment in the technical colleges
2. Clock to credit-hour conversion
3. Building request prioritization
4. Shared Services initiative
5. Common Application
6. Support of the tuition freeze
7. Performance Funding goals
8. More mental health resources
9. Statewide Online initiative started from the presidents' point of view
10. Appointing four new presidents
11. Deep dive on the four pillars of the strategic plan

Chair Church recognized President Noelle Cockett and thanked her for her leadership at Utah State University. This was an information item only; no action was taken.

#### *Committee Reports*

Board Committee Chairs Stan Albrecht, Shawn Newell, Scott Theurer, and Arthur Newell provided summaries from the April 2023 Academic Education, Technical Education, Student Affairs Committee meetings and the May 2023 Financial and Facilities Committee meeting. This was an information item only; no action was taken.

#### *Policy R312 Revision*

Associate Commissioner Julie Hartley provided an overview of the Policy R312 revisions. She highlighted a few sections of the policy draft posted in the materials. There was discussion regarding the differences between the USU Land Grant and Extension role and the responsibility of the University of Utah to provide outreach and continuing education as the state's flagship university. A president raised concern about duplication in the technical college role and regional universities, to which Julie Hartley responded. Board member Arthur Newell requested to add that collaborations are happening with regional and community colleges, not just the research universities. **Board member Albrecht moved to approve the attached draft of Policy R312. He also moved that after completion of the NCHEMs Community College Study, the Board engage in detailed conversations about the changing demographic and workforce needs of the state and whether**

**institutional roles as currently defined are adequate to meet them. And we'll add the additional language that Julie Hartley suggested. Board member Jones seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Policy R315 Revision*

Julie Hartley reviewed the proposed changes to Policy R315. Board member Theurer requested the Board receive the summary report annually, to which Julie said she would add to the policy. There was discussion amongst the Board members regarding accessibility to students, quality, and elevating the success rate. **Board member Jones moved to approve the attached draft of Policy R315. She also moved to engage in future conversations to identify and address possible gaps in geographic access to higher education within the state with the changes we have discussed. Board member Starks seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Policy R401 Revision*

Julie Hartley explained that Policy R401 outlines the types of programs institutions can offer. The focus with the proposed amendments is on section 7, which concerns out-of-role program approvals. Julie reviewed the new process criteria for program approval. Board member Arthur Newell pointed out a redundancy in section 7.1.5, which Associate Commissioner Hartley said they would fix. **Board member Christiansen moved to approve the update to Section 7 of Policy R401 in order to lift the moratorium on out-of-role program proposals with the correction that was just highlighted. Board member Jones seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

**Board member Albrecht moved to lift the moratorium on out-of-mission program approvals. Board member Acosta seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Presidential Evaluations Policies Revisions*

Chair Church explained the purpose of the changes to the presidential evaluation policies. There was a discussion amongst the Board members regarding the changes to the policies, specifically the liaison portion. Board member Theurer proposed an amendment to R208, section 4.4, to be more information oriented. Board member Beck went on record that she opposed the establishing of a liaison role. **Board member Theurer moved to approve the changes to R208 as been proposed by staff and the leaders of the Board of Higher Education. Board member Arthur Newell seconded the motion.**

**Board member Beck moved to table the consideration of R208. Board member Wheeler seconded the motion. A roll call vote was done, and all Board members in attendance voted no except for Board members Acosta, Beck, and Wheeler. The motion failed.**

**Board member Theurer moved to approve R208 as amended on 4.4 to say will substitute may request or will be provided. Board member Arthur Newell seconded the motion. Board members Wheeler and Beck opposed, all other Board members in attendance voted to approve. The motion passed.**

Chair Church reviewed the proposed changes to Policy R209. **Board member Arthur Newell moved to adopt the proposed amendments to Board Policy R209, *Evaluation of Presidents*. Vice Chair Anderson seconded the motion. Board member Beck opposed the motion, and all other Board members in attendance voted to approve. The motion passed.**

A concern was raised about the timing of the formal presidential evaluations, which the Board members discussed.

#### *Interim President Discussion*

Chair Church shared that in the appointment letter for interim presidents, there may or may not be an agreement that the interim president will not be allowed to apply for the president position. The Board will not change the policy but will leave the option open for the future Board. This was an information item only; no action was taken.

#### *Research Priority of the Board's Strategic Plan*

Board member Albrecht explained that the Academic Education Committee revised and developed a research priority for the Board. He read the language that was added to the policy. There was a discussion about the role of technology transfer. **Board member Villanueva moved to adopt a research pillar and instruct the Commissioner's office to go forward and put it in the strategic plan with the strategies and tactics that all the other pillars have. Board member Wheeler seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

#### *Resolution on Freedom of Expression*

Board member Christiansen introduced the Resolution on Freedom of Expression. He explained there are three motivations behind the resolution. One, we can have differences of opinion in a civil, responsible way. Two, consistency for the system to protect presidents, and three, protect the big issue that will hit the state in the next year or two. The Board members expressed support for the resolution. Board member Villanueva had concerns with the implementation and asked for an update from presidents in six months about how it has worked for the institutions. **Board member Villanueva moved to adopt the Resolution of Freedom of Expression, and also have a report back in six months from the presidents as to how it's working for them. Board member Christiansen seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

#### *State Aid Policy Revisions*

Senior Assistant Commissioner Dave Pulsipher highlighted the proposed new policies, revisions the policies, and policies for rescission. **Board member Starks moved to approve the proposed creation, revision, or elimination of these 22 policies. Board member Eccles seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

#### *Board Scholarship Allocations*

Dave Pulsipher explained the Promise Scholarship allocation to the Board members. Board member Eccles asked Dave to explain what is included in the cost of attendance, to which Dave answered.

**Board member Jones moved to:**

- 1. Allocate both the ongoing appropriation for the New Century Scholarship and \$6 million from the New Century Scholarship fund balance to the Utah Promise Program.**
- 2. Authorize institutions to carry forward allocations from the \$6 million New Century fund balance until June 30, 2026.**

**Board member Shawn Newell seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*USU Series 2023 Revenue Bonds*

Dave Cowley, Vice President for Finance and Administrative Services at Utah State University, reviewed the request with the Board members. **Board member Eccles moved to approve the proposed Authorizing Resolution to issue General Revenue bonds for Utah State University. Board member Starks seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*UU Series 2023B Revenue Bonds*

Cathy Anderson, Chief Financial Officer at the University of Utah, explained the request to the Board members. Board member Theurer asked about the financial changes to the request, which Cathy explained was due to the cost of construction and supplies. **Board member Shawn Newell moved to approve the proposed Authorizing Resolution to issue General Revenue bonds for the University of Utah. Board member Jones seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Policies Revisions to R701, R741, R742, R744, & R745*

Deputy Commissioner and Chief Financial Officer Nate Talley explained the proposed policy revisions to the Board. **Vice Chair Anderson moved to adopt the proposed revisions to policies R701, R741, R742, R744, and R745. Board member Christiansen seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Annual Non-Dedicated Project Prioritization Determination*

Nate Talley explained the process of reviewing and prioritizing non-dedicated projects by following the newly adopted policies. **Board member Wheeler made a motion that the Board does not newly review and prioritize institution non-dedicated project requests for Fiscal Year 2025. Vice Chair Anderson seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.** Board member Arthur Newell pointed out that this action does not exclude the new Board from reprioritizing next year for the new three-year cycle. Commissioner Woolstenhulme stated land bank requests are not included.

*Policy Revisions to R821 and R824*

Nate Talley and Board member Arthur Newell reviewed the proposed changes to policies R821 and R824. President Huftalin recommended the Board consider raising the cap on the scholarship issued through USHE as the policy changes will affect a lot of staff. Commissioner Woolstenhulme responded that he could advocate adding more funds to the scholarship fund to allow more employees to use it. **Board member Arthur Newell moved to adopt the proposed revisions to policies R821 and R824. Board member Beck seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Consent Calendar*

**Board member Theurer moved to remove Utah Valley University Capital Development Project from the Consent Calendar and also the Utah Tech University Financial Ratio Report Follow-up from the Consent Calendar for brief discussions by this Board. Board member Acosta seconded the motion. Board members Jones and Beck opposed the motion, and all other Board members in attendance voted unanimously in favor. The motion passed.**



**Board member Acosta moved to approve the Consent Calendar. Board member Eccles seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*UVU Capital Development Project*

Nate Talley reviewed the timeline of the UVU Capital Development Project, which was reviewed and approved by the Board in 2022. The Board members, Commissioner Woolstenhulme, and President Tuminez discussed the approval process the project went through, from being a non-state funded project to receiving a substantial appropriation to now approving the project. They also discussed its possible impact on future proposed projects from institutions. **Board member Acosta moved to approve the appropriation as originally drafted with a caveat that we put people on notice that we may not approve the next one or we may cause problems in the future because this is not the way to do it. Board member Theurer seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

*Utah Tech University Financial Ratio Report Follow-Up*

Nate Talley provided background on the viability ratio using Utah Tech University as the teaching base. The Board members and President Williams discussed the financial ratios. This was an information item only; no action was taken.

*Utah Board of Higher Education Resolution of Appreciation*

On behalf of the presidents, USHE staff, and himself, Commissioner Woolstenhulme thanked the Board for their service. He mentioned the Resolution of Appreciation that was included in the material packet. This was an information item only; no action was taken.

*Council of Presidents Report*

President Cockett provided a report from the degree-granting presidents. President Campbell shared perspectives from the technical college presidents. This was an information item only; no action was taken.

***DISCUSSION: WORKFORCE ALIGNMENT***

*Introduction*

Senator Ann Millner was unavailable to provide an introduction, so Associate Commissioner Vic Hockett gave the introduction. This was an information item only; no action was taken.

*Data Dashboard*

Carrie Mayne provided an overview of the workforce data and tools available on the dashboard. This was an information item only; no action was taken.

*Why Connecting TRU to Higher Education is Essential for Students and Industry*

Vic Hockett presented the following items to the Board members:

- Creation of Talent Ready Utah – Statutory Role & Mission
- TRU Board, Workforce Committee for UBHE, Subcommittee of the Commission
- Workforce Alignment Pillar Rebuild – Strategies and Tactics
- Customers We Serve – Connection to the Workforce
- ROI for Students, Industry, and State

- Legislative Wins

This was an information item only; no action was taken.

*What can TRU Do with K12 to Better Prepare Our Future Students?*

Rachelle Ackley, Talent Ready Utah Program Manager of K-12 Initiatives, presented the following items to the Board members, with a few additional guests:

- K12 Computer Science Master Plan and Computer Science Grants – Kristina Yamada, CTE Education Specialist, Utah State Board of Education
- Talent Ready Utah Pathways – Work-Based Learning Partnerships
  - Utah Aerospace Pathways Program – Jordan Hill, UAP Chair, Global Leader of Learning & Talent Development, Boeing Company
  - Tech Sales Pathway Program – Danette Pulley, Vice President of Community Growth, Foundation Executive Director, MarketStar, and Sara-Ashley Adkins, Senior, Weber High School
- FY24 Continuous Improvement
  - Statutory Role
  - Workforce Alignment Pillar – Strategic Plan

This was an information item only; no action was taken.

*How Can TRU Programs Ensure Students are Armed with Workforce Ready Skills in Partnerships with Industry & Institutions?*

Peter Reed, Talent Ready Utah Program Manager of Higher Education Initiatives, presented the following items to the Board members, with a few additional guests:

- Learn to Work and the Healthcare Workforce Initiative
- Utah Works Spotlight
  - SLCC Programs – Rick Bouillon, Associate Vice President for Workforce and Economic Development, Salt Lake Community College
- Talent Ready Connections
  - Ogden-Weber Technical College – Chad Burchell, Vice President for Instructional Services
  - Weber State University – Beth Rhoades, Executive Director of Programs, Online and Continuing Education, Weber State University
- Deep Tech – Emerging Technology Workforce
  - 13 Collaboration – UVU & USU – Curtis Pendleton, Senior Director for Sponsored Programs, Utah Valley University
  - Human Genomics – Aaron Davis, Biological Sciences, Utah Tech University
- Utah's Return to Work Initiative
  - Women in Technology & Science – Aimee Edwards, Executive Director, BioHive
- FY24 Continuous Improvement
  - Statutory Role
  - Workforce Alignment Pillar – Strategic Plan

*Education Panel*

The Education Panel was canceled due to time restraints. However, Superintendent Sydnee Dickson addressed the Board. This was an information item only; no action was taken.



### *Government Panel*

Vic Hockett moderated the Government Panel with the following panelists:

- Natalie El-Deiry – Director of Immigration and New American Integration, Governor's Office of Economic Opportunity
- Stephanie Frohman – Senior Vice President of Strategy and Partnerships, Economic Development Corporation of Utah
- Greg Paras – Deputy Director, Department of Workforce Services
- Jeff Shumway – Director of the Office of Professional Licensure, Department of Commerce

This was an information item only; no action was taken.

### *Industry Panel*

Vic Hockett moderated the Industry Panel, which included the following panelists:

- Rick Allen – Vice President of Programs, BAE Systems
- Jake Hinckley – Director of Workforce Development, Sunroc
- Marguerite Samm – Vice President and Chief Learning Officer, Intermountain Healthcare
- Sidni Shorter – CEO, Black Chamber of Commerce

This was an information item only; no action was taken.

### *Previously Funded Capital Projects Costs Overrun Status Update*

Nate Talley updated the group that work is being done on this issue. This was an information item only; no action was taken.

### *Institution Budget Stress Testing Framework Overview*

Nate Talley provided an overview of the Institution Budget Stress Testing Framework. The purpose of the framework is to identify specific risk factors and scenarios that offer a baseline projection, identify those risks, quantify what the range is around those risks over a five-year risk period, and see whether or not those shocks and stresses to an institution's budget are concerning or require a higher level of rainy-day funds or other reserves to be able to address. This was an information item only; no action was taken.

### *Motion to Adjourn*

**Board member Starks moved to adjourn; Board member Eccles seconded the motion, and the Board members in attendance voted unanimously in favor. The motion passed.**

The meeting adjourned at 4:40 p.m.

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Geoffrey Landward, Secretary

Date Approved: