

UNIVERSITY OF UTAH
BOARD OF TRUSTEES MEETING
February 13, 2024

TRUSTEES PRESENT

Christian Gardner (Chair)	J. Steve Price
Katie Eccles (Vice-Chair) (via Zoom)	Bassam Salem
Maria Garciaz	Glenn Seninger
Jack O'Leary	Jim Sorenson (via Zoom)

EXCUSED

David Parkin

UNIVERSITY REPRESENTATIVES PRESENT

Cathy Anderson	Chief Financial Officer and Vice President for Administrative Services
Anna Carpenter	Special Advisor to the President
Megan Cortez	Administrative Officer, PR/Communications
John Creer	Chief Real Estate Officer
Jerome Davies	Chief Philanthropy Officer
Shanti Deemyad	President, Academic Senate
Michael Good	Senior Vice President, Health Sciences
Chase Hagood	Dean, Undergraduate Studies
Mark Harlan	Athletic Director
Gina Hawley	Chief Operating Officer, University of Utah Health
Jeff Herring	Chief Human Resources Officer
Steve Hess	Chief Information Officer
Ischa Jensen	Associate Executive Director of System Planning, University of Utah Health
Teresa Kehl	Special Assistant to the President
Jeff Labrum	Chief Operating Officer
Laura Marks	Special Assistant to the Senior Vice President for Academic Affairs
Lori McDonald	Vice President, Student Affairs
Mitzi Montoya	Provost/Senior Vice President for Academic Affairs
Chris Nelson	Chief University Relations Officer & Secretary to the University
Charlton Park	Chief Financial Officer, University of Utah Hospitals and Clinics
Rob Patton	Executive Communication Manager, Marketing and Communication
Taylor Randall	President
Andrea Thomas	Chief Experience Officer
Phyllis Vetter	Vice President and General Counsel
Mary Ann Villarreal	Vice President of Equity, Diversity and Inclusion
Danny Wall	Administrative Director, Real Estate
Rebecca Walsh	Associate Director of Communications, Marketing and Communication
Karen West	Liaison to the Board of Trustees
Marie Wintress	President-elect, Staff Council
Shawn Wood	Manager, PR/Communications
Heidi Woodbury	Vice President for Institutional Advancement

OTHERS ATTENDING

Julie Hartley Associate Commissioner of Academic Education, Utah System of Higher Education
 Audrey Iffert-Saleem Consultant
 Auden Laurence Consultant, McKinsey

UNIVERSITY REPRESENTATIVES

Jaysen Jensen Election Director, ASUU
 Joe Boyden ASUU Candidate, Boyden Ticket
 Areesha Nazir ASUU Candidate, Tsang Ticket
 Milan Subotic ASUU Candidate, Subotic Ticket
 Aynaelyssya Thomas ASUU Candidate, Subotic Ticket
 Brendan Tsang ASUU \ Candidate, Tsang Ticket

CALL TO ORDERInformation: 1.01 – Call to Order

The meeting of the Board of Trustees was called to order at 8:09 a.m. in the Cleone Peterson Eccles Alumni House, Sorenson Legacy Foundation Boardroom. Chair Christian Gardner welcomed Trustees and others in attendance. He excused Trustee David Parkin who was unable to attend.

GENERAL CONSENT

Action (Consent): 2.01 – Minutes of the December 12th Meeting of the Board of Trustees

Action (Consent): 2.02 – Faculty and Staff Matters and Sabbatical Requests (Appendix I)

Action (Consent): 2.03 – Sponsored Projects Report (Appendix II)

Action (Consent): 2.04 – University Leases (Appendix III)

Action (Consent): 2.05 – Report of Investments Portfolio for the Months of November and December (Appendix IV)

Action (Consent): 2.06 – Faculty Awards (Appendix V)

Action (Consent): 2.07 – Revise – Policy 6-002 The Academic Senate and Senate Committees: Structure, Functions, Procedures (Appendix VI)

Action (Consent): 2.08 – Revise – Policy 6-300 The University Faculty – Categories and Ranks (Appendix VII)

Action (Consent): 2.09 – Revise – Policy 6-304 University Promotion and Tenure Advisory Committee (Appendix VIII)

Action (Consent): 2.10 – Revise – Policy 6-404 Test Optional Undergraduate Admissions (Appendix IX)

Action (Consent): 2.11 – Academic Unit Change – Division of Games to College Architecture + Planning (Appendix X)

Action (Consent): 2.12 – New Certificate – Medical Products Regulatory Affairs (Appendix XI)

Action (Consent): 2.13 – New Emphases – Occupational Health Psychology (Appendix XII)

Action (Consent): 2.14 – New Emphasis – Mining Safety (Appendix XIII)

Action (Consent): 2.15 – Naming – Kent and Deborah Bowman Conference Room in the Impact and Prosperity Epicenter (Appendix XIV)

Action (Consent): 2.16 – Naming – Okland Construction Conference Room in the Impact and Prosperity Epicenter (Appendix XV)

Action (Consent): 2.17 – Naming – Bill & Child Room in the Orrin G. Hatch Center (Appendix XVI)

Action (Consent): 2.18 – Naming – Sandi J. Behnken & Helen C. Patterson Lobby and the Behnken Stage in the Meldrum Theatre (Appendix XVII)

Action (Consent): 2.19 – Naming – Talmage Studio in the College of Architecture + Planning (Appendix XVIII)

Action (Consent): 2.20 – Capital Facilities Projects for Consent (Appendix XIX)

Motion to approve the Consent Calendar, by Jack O’Leary, second by Maria Garciaz. Final Resolution: Motion Approved. Aye: Katie Eccles, Maria Garciaz, Christian Gardner, Jack O’Leary, J. Steve Price, Bassam Salem, Glenn Seninger, Randy Shumway, Jim Sorenson

Background materials are included in the Appendices (as noted above) and are on file in the office of the Secretary to the University.

ACTION AGENDA

Action: 3.01 – Approval to Bond for University of Utah Health (“UHealth”) In-Patient Beds at its West Valley Site (“West Valley In-Patient Project”)

Charlton Park, Chief Financial Officer, University of Utah Hospitals and Clinics, presented item 3.01.

The University is seeking Board approval to bond for the following:

- Construction of UHealth additional in-patient beds at its West Valley site for \$400 million

West Valley In-Patient Project – Based on its current occupancy levels and future occupancy projections, UHealth has the opportunity to expand its in- patient bed footprint at its West Valley site.

UHealth desires to have flexibility on its timing to bond and to begin construction as soon as philanthropic and other funds are secured. Bond payments are expected to be made from cash from increased operations, donor monies and University monies.

UHealth is the only academic medical center in the state of Utah and the Mountain West and provides patient care for the people of Utah, Idaho, Wyoming, Montana, western Colorado, and much of Nevada. It also serves as the training organization for the majority of the state's physicians, nurses, pharmacists, therapists, and other health care professionals.

Consistently ranked among the top 10 in the nation for inpatient and outpatient quality among academic medical centers, the University of Utah Schools of Medicine and Dentistry, and Colleges of Nursing, Pharmacy, and Health, are nationally and internationally recognized as leading research and teaching institutions.

The University is seeking Board approval for the bonding authorization for the West Valley In-Patient Bed Project in the amount of \$400 million, together with other amounts necessary to pay costs of issuance, pay capitalized interest, and fund any debt service reserve requirements.

The University will also be seeking bonding authorization from the Utah Board of Higher Education and the Utah State Legislature in its upcoming 2024 legislative session.

Specific timing for the West Valley In-Patient Bed Project is under development.

Additional clarifying questions were raised and addressed prior to the motion to approve the proposed bonding.

Motion to approve the item 3.01 by Maria Garciaz, second by Bassam Salem. Final Resolution: Motion Approved. Aye: Katie Eccles, Maria Garciaz, Christian Gardner, Jack O'Leary, J. Steve Price, Bassam Salem, Glenn Seninger, Randy Shumway, Jim Sorenson

A copy of the report is included as Appendix XX with the official minutes of this meeting and is on file in the office of the Secretary to the University.

CHAIR'S REPORT

Report: 4.01 – Current Events

Chair Gardner noted the following:

Convocations –

- Convocation sign-up sheet was circulated – ideally would like to have at least one trustee at each Convocation – Karen will follow up with more details as we get closer to commencement and convocations.
- This year's commencement is Thursday evening, May 2. Convocations for the colleges will be held Thursday and Friday (May 2-3).
- The S.J. Quinney College of Law and College Pharmacy on Friday, May 10.
- Spencer Fox School of Medicine and the School of Dentistry on Friday, May 17

Tuition 2024-25 –

- Utah Board of Higher Education policy gives trustees the responsibility to review and recommend the institutional requests to adjust tuition and general fees. Part of the required review process is the trustees' participation / representation at the annual Truth in Tuition meeting on Wednesday, March 13th. Karen will share meeting details as the date approaches.

University of Utah Baseball Park Update –

- Next Tuesday evening, Feb. 20 the Salt Lake City Council will vote on a proposed land lease with the University. The agreement would allow the University to access 1.175 acres of Sunnyside Park. The University would then invest \$4.2 million through the city to improve and enhance amenities and green space at the park. We think this agreement is mutually beneficial for the city and the University.

Chair Gardner thanked Trustee Steve Price, Jeff Labrum, John Creer and Mark Harlan for their help leading the effort on this negotiation.

ASUU Candidates –

Trustee O'Leary introduced the candidates running for 2024-2025 ASUU President and Vice Presidents positions. Each of the three tickets running for office gave brief overviews of their platforms and goals.

PRESIDENT'S REPORT

Report: 5.01 – Honors and Awards to Members of the University Community, Distinguished Visitors and Research

President Randall referred Trustees to the written report included in the agenda materials.

A copy of the items is included as Appendix XXI with the official minutes of this meeting and is on file in the office of the Secretary to the University.

Report 5.02 – Current Events and Update

- February 28 - University of Utah Founders Day at the Cleone Peterson Eccles Alumni House
- Utah legislative session is ongoing through March 1
- May 1 – Honorary Degree Recipients Dinner
- May 2 - General Commencement
- President Randall formally announce that Dr. Eboo Patel will be our 2024 commencement speaker. Dr. Patel is the founder and president of Interfaith America and currently a University of Utah Impact Scholar.

Impact 2030 –

President Randall noted this will be the first time, we believe, in the history of the University, that health sciences and the hospital, the university, all of the academic units, the physical plant and master plan, will come together in one strategic planning effort. Our vision is to improve the lives of all Utahans and to advance a new higher educational model for delivering societal impact.

President Randall noted there are certainly more motivators than the two to be discussed today, but these seem to be the ones that are increasing the pace substantially.

1. Restoring Confidence in higher education
 - a. Economics – perceived higher education institutions not producing value of its cost
 - b. Access – those without degrees continuing to think that higher education is out of their reach
2. Addressing Utah’s evolving needs
 - a. Moving from a small state to mid-size state
 - b. Moving from internal growth (births) to external growth
 - c. Moving from less multicultural (9.5 percent minority) to multicultural (23.3 percent minority)
 - d. Strong economy to elite economy

The state of Utah has the most diverse economy of any state in the United States. President Randall asked Trustees to consider what this means for the University of Utah and for education broadly. He suggested it means we, the University of Utah, need to be broader, need to go deeper, and to provide more workforce in a more sophisticated way than any other place. It actually isn't a focused workforce because of the breadth of our economy within all that. The University of Utah has set the following goals:

- Increase student body to 40,000
- Raise graduation rate to 80 percent
- \$1B in research funding
- 90 percent job placement
- Become a top 10 public university

President Randall then turned time to SVPAA / Provost Mitzi Montoya and SVPHS Michael Good to share updates from their respective areas.

Provost Montoya extended congratulations to a few faculty members:

- Hubble Palmer, nominated for 2024 Oscar Nominee – “Ninety-Fire Senses” a short film
- Z. Zak Fang and Pei Sun, signed a research agreement \$10M over 10 years. Their research focus is the development of services to produce primary metals advanced manufacturing technologies and recycling of rare earth metals from magnets used in wind turbines and electric vehicles.

Provost Montoya introduced *Navigate U* and explained its objective / goal is to ensure every student that arrives graduates. The U has work to do to get there, and that means we need to clearly define our goals and work with the faculty. In order to do that, we need to ensure accountability. We have a lot of modernization to do in our student support systems and structures and our data analytic capability, all of which we're currently investing in so that we can work to coordinate all of our advising and student success efforts. *Navigate U*, which rests on eight pillars of student success, is based on ideals, guidance and best practices from a couple of partners with whom we have engaged with over the course of the last year - the University Innovation Alliance and the National Institute for Student Success. These organizations focus their efforts on identifying barriers to student success and not just diagnosing them, but also developing solutions, then acting on those solutions and implementing them. We're in process on that now with the implementation of an enterprise-wide system called EAB. The key effort is to move to coordinated academic advising and design redesign academic programs as needed to make sure students can complete a degree in four years, if that's their plan and we're not in their way.

Provost Montoya thanked Steve Robinson and his team in enrollment management for their good work. The U is up again in admissions applications. We broke 26,000 applications for the first time ever in the history of the U. We continue to track well the in-state and out-of-state, which is exactly what we need to do to meet our goals.

Montoya stated the U's goal is to achieve 40,000 in total student enrollment, which will need to be a split between about 30,000 undergrads and 10,000 graduates. The U is on track with its undergraduate growth. The focus now needs to turn to advancing its rate of graduate student growth, which will require collaboration across the entire campus. Major initiatives that we're working on include the aligned advising across the U. We want to make sure that what we're doing is increasing the level and quality of student services that all students have access to. That means high level advising, but also student success coaches, which are more about life coach space where discussions focus on study habits and other things that students might need, assistance with financial wellbeing, mental health counselors for all students. This is going to be a lift, it's going to take investment, but it is what we're working to realign our resources to do.

SVPHS Michael Good noted as the U heads into Impact 2030 for University of Utah, U Health, is coming to the end of its five-year strategy that launched in 2019. The five-year strategy was built around a focus of communities and the people that we serve. In five years, most of the health system has doubled. We've stayed in the top 10 for inpatient quality and ambulatory or outpatient care. We're currently ranked number two in the country for ambulatory care.

Dr. Good noted our prior planning initiative, Strategy 2025, has served us well, and now we look forward to Impact 2030 and the planning process that President Randall and Provost Montoya have outlined. UHealth's current thoughts are to refocus on what Dr. Good calls the core four missions.

- Patient Care
- Research
- Education
- Serving Communities

UHealth has already begun to formulate key questions that they'll ask the strategy planning groups. Such as:

- How do we maximize talent and resources for scientific impact?
- How do we make research financially sustainable

SENIOR VICE PRESIDENTS REPORTS

Report: 6.01 – Academic Affairs Report

Dr. Montoya referred Trustees to her written report.

A copy of the report is included as Appendix XXII with the official minutes of this meeting and is on file in the office of the Secretary to the University.

Report: 6.02 – Health Sciences Report

Dr. Good referred Trustees to his written report.

A copy of the report is included as Appendix XXIII with the official minutes of this meeting and is on file in the office of the Secretary to the University.

ASUU UPDATE

Report: 8.01 – ASUU Report

Jack O’Leary referred Trustees to his written report.

A copy of the report is included as Appendix XXIV with the official minutes of this meeting and is on file in the office of the Secretary to the University.

ACADEMIC SENATE

Report: 9.01 – Academic Senate Report

Dr. Shanti Deemyad referred Trustees to her written report.

A copy of the report is included as Appendix XXV with the official minutes of this meeting and is on file in the office of the Secretary to the University.

INFORMATION AGENDA

Information 9.01 – Graduate Council Review – College of Law

Information: 9.02 – Graduate Council Review –Department of Educational Psychology

Information: 9.03 – UUHC Financial Pulse

Chair Gardner referenced the UUHC Financial Pulse and invited questions. None were raised.

A copy of the report is included as Appendix XXVI - XXIX, with the official minutes of this meeting on file in the office of the Secretary to the University.

ADJOURN

Resolution: Chair Gardner recommended a motion to adjourn the open meeting of the Board of Trustees.

At 9:04 a.m., the meeting was adjourned.

The next scheduled meeting will be held on March 12, 2024.

Motion to approve by Randy Shumway second by Bassam Salem. Final Resolution: Motion Approved.

Aye: Katie Eccles, Maria Garciaz, Christian Gardner, Jack O'Leary, J. Steve Price, Bassam Salem, Glenn Seninger, Randy Shumway, Jim Sorenson

Signed by: Christopher Nelson

Date approved: 12 March 2024