

**Idaho Falls Higher Education Advisory Council Meeting Minutes**  
**April 6, 2006 – 10:00 a.m.**  
**Bennion Student Union Multipurpose Room - University Place – Idaho Falls**

**Attendees:** Jim McFadden (Acting Chair), Juan Alvarez, Carol Baldwin, Harold Blackman, Max, Checketts, Kim Clark, Shlene Cox, Jennifer Fisher, Marge Foster, Jared Fuhriman, Michael Gallagher, Nicki Greene, Fred Gunnerson, John Hansen, Kipp Hicks, Scott Hirschberger, Anne Howell, Carol A. Johnson, Steve Larsen, Linda Milam, Randy Morris, Susan Morris, John Murdock, Dave Radford, Bruce Roberts, Bill Robertson, Carol Spain, Kent Tingey, Tim White (telephone), Mark Young

**Welcome and Introductions:** Jim McFadden welcomed everyone. Attendees introduced themselves.

**Approval of Meeting Minutes:** *Kipp Hicks moved the January 11 minutes be accepted as written. Randy Morris seconded. Minutes approved.*

**Diversity Activities at University Place:** Connie Gomez reported Celebrate Your Future was a success. The numbers of students attending increased from 265 in 2005 to 440 in 2006. Participating schools increased from 8 to 14. Numbers were limited by fire code and the committee has met and identified options to accommodate more students next year. Jim acknowledged the efforts of University Place staff and students in making the event successful.

**Institutional Reports:** ISU – Michael Gallagher, Interim President, commented on the progress in Idaho Falls in the last 10 years. When the vote for a community college didn't pass in 1991, ISU started trying to put more services in Idaho Falls. Today, between the Bennion Student Union building and the building acquired from the UI Foundation (Tingey Administration Building) there is about 83,000 square feet. The CHE state building is another 66,000 square feet. ISU Foundation adjacently owns 63.2 acres north of the railroad tracks. ISU has been approached by the LDS Church for an LDS Institute on the ¾ acre spot in front of the BSUB in exchange for 5 acres adjacent to the 63.2 acres. There have only been discussions at this point but he is very supportive of that happening. He announced ISU just hired a new Dean of Engineering, Dick Jacobsen who is a former Dean of Engineering at the UI. Regarding community colleges, ISU responded to the State Board's RFP. It appears the bill is dead and an interim study will probably take place. Through the RFP, ISU is asking to create an independent arm of ISU, working with Eastern Idaho College, to offer community college services. They would build on the strengths already in place and share buildings and resources. It would be a first step and could in the future become totally independent. It is based on the New Mexico model and is similar to Mesa State and Western Colorado Community College in Colorado. They thought the proposal would be the most responsive and least disruptive and allow this community to make the decision over the next several years as to what the institution would become. They envision somewhere between \$100-\$120/credit hour compared to the current \$200/credit hour at ISU.

UI – President Tim White reported on the equity settlement. Moving money from UI to BSU and ISU has prevented the presidents from mobilizing faculty and staff to develop partnerships around the state. President White suggested to the JFAC co-chairs that rather than continuing the situation, they come up with fifty cents on the dollar and settle it once and for all. With the resolution of \$1.7 to ISU and \$2.2 for BSU, the universities can concentrate on powerful partnerships and collaboration. The \$8.1 million settlement regarding the project in Boise ends all civil litigation and liabilities and allows the UI to move forward. The Water Center is more than fully occupied including the USFS and CH2M Hill. This Friday is Vandal Friday and is one of the key recruitment activities of the UI. It is encouraging that this year there are 100 more freshman than last years record size class. On Monday, the UI announced connection to a high speed 2.4 GB/second fiber optic network. It is a 56 fold increased capacity for the UI. The network will allow better cooperation with NIH and the INL. As part of the Idaho universities initiative, the UI will hire three new faculty positions in Materials Science; Chemical Engineering; and Nuclear Engineering. This is a tangible outcome of the power of partnership and collaboration. He also recognized the \$20 million carbon sequestration program of collaboration with the INL and faculty at Montana State University and under the leadership of Bob Smith, Interim Dean at Idaho Falls. The UI is actively engaged with the BEA on the Business Plan for the new CAES building. They anticipate the design will be presented to the SBOE in early fall and construction complete by 2008. President White

said he supports the SBOE action to move pay for all three university presidents to the General Fund. It removes any opportunity or perception of impropriety.

**EITC** –. President Bill Robertson referred to the front page article in the Post Register regarding the Registered Nurse program. EITC received approval from the State Board of Nursing to proceed in developing the program which has been in design stages for a number of years. Presently they are working to develop the curriculum. The next step is to get full approval from the Idaho Board of Nursing and the National League of Nursing. This supports part of the growing need for trained health providers. Timing of the program fits well with the development of the new Health Education building. The design process with ISU has gone well and construction is scheduled to begin in May. He invited everyone to attend the groundbreaking when it is scheduled. EITC's Advantage Fair was held in February. The event is primarily to acquaint students with programming at the College and financial aid. It is also open to the general public. Several hundred high school students attended. The EITC Foundation Annual Scholarship Drive is underway. The Foundation provides scholarships that help provide access to students who otherwise could not afford to attend college. It appears that the community college bill won't be resurrected in the legislature. If there is an interim committee there will be additional time to prepare proposals. The SBOE requested a proposal from all the state institutions interested in participating in development of a community college. EITC submitted a proposal to the SBOE independent of that submitted by ISU. There is an unmet need in the state that can be served by community colleges. With authorization of the Associate of Science and Associate of Arts degree programs, EITC could move ahead quickly with providing the comprehensive community college package. As a professional technical college, they have most of the elements that would be included in a comprehensive community college. They do have authority for the Associate of Applied Science degree. Moving into the academic domain would allow transfer of course credits. Emphasis was more on the outreach function and distance education to the 10 counties in the upper valley. Comments from the Governor and Rep. Rydalch's bill indicated there was a strong cry for outreach and serving rural communities. When the issue arises again there will have been more time for shared vision and to work with ISU and come together in ways that are good for the citizens and taxpayers of Idaho.

**BYU-Idaho** –. Max Checketts, Academic Vice President, reported on the Activities Program. It is based on the supposition that it is better to have students actively involved in things than to have them passively engaged in activities like video games. They have four areas in the Activities Program: Enrichment, Social, Physical and Art. Enrichment has a number of programs typical of student life that include women's, academically challenged, married students, cultural, leadership and service. Social is dance and talent areas. Art is experiencing or getting involved in artistic ventures. Physical area is the largest and includes competitive athletics, outdoor challenges, adventures and recreation, fitness and physical, and recreation sports. The main reason for doing this is to have students who are participating, active, exploring and invigorating their minds so they are ready to be engaged in the learning process. Balance is healthy. Leadership is another important aspect. They have 1,063 volunteer leaders running the programs. Dr. Checketts gave an update on student teaching. They are replacing a couple of physics faculty. One of the people they plan to hire has a nuclear background. It will hopefully help build stronger ties with the CAES program. They are going to start to invite Junior College transfer students. He doesn't think there will be a lot from Idaho. Most will come from Utah. In Fall '07 they are scheduled to offer an online degree initially available only to former students. He extended an invitation for institutions to participate in creating a statewide research conference. They are changing their calendar to three 14 week semesters to strengthen their summer program. The classes will be changed from 50 minutes to 60. They will be able to serve 22,000 unduplicated head count which is an increase. President Clark's shared three imperatives in his inaugural address: Improve quality, serve more students, maintain or lower the relative cost of education. The summer program was the first place they felt they could really address the initiatives and they feel good about the progress.

**Executive Committee Comments:** Jim commented that community college issues were discussed by the Executive Committee this morning. If legislation does not pass they would like to have the IFHE

Advisory Council and the EITC Advisory Council work together to get a sense of what the Idaho Falls community really needs in preparation for Interim Committee meetings. There will also be another legislative forum/Advisory Council meeting in August or September.

**Discussion/Questions:** Dave Radford asked if the difference in the equity settlement between ISU and BSU was based on number of students. President White said it was based on a study four or five years ago by MGT. It was based on a complication migration of dollars and cost of programs relative to peers. Equity doesn't mean equal. It was based on different missions and had an instructional and a research component. There were a lot of things in the mix: the study, politics, territorialism, etc. A number came out that would further the benchmark that was supposed to be moved over time. The SBOE did not act on moving the money and continued to ask the legislature to fund the difference rather than moving money from one campus to another. Over 3-4 years nothing happened. In last year's legislative session there was a note in the authorization of the budget that required the SBOE migrate the money. They negotiated with him to get \$200,000 to go to ISU, BSU and LCSC. This year the legislature found a way to fund 50 cents on the dollar for instruction and not research. All the institutions and the SBOE signed a letter to the legislature ending the issue one and for all. Dave asked if much has been said in the community college discussions about the UI's land grant and extension missions throughout the state. President White responded that the UI relies on others to do the community college function. They certainly would benefit from the community college option as more students would go on to more education. The lower division and AA programs in a community college are for credit whereas extension education is not. The UI is willing to provide any facilities across the state for community college functions if needed.

**CAES Update:** Carol Johnson, Director of Infrastructure, Integration and Planning at Battelle Energy Alliance, gave an update on status of the Science and Technology campus in Idaho Falls and infrastructure of the Site locations. They are working a business case for the proposed 300,000 square foot Science and Technology Lab building. It hasn't been sited but it will be in the general vicinity of the current Engineering Research Office Building. The business case was approved by DOE Idaho yesterday and now will go to headquarters for approval. It is an arduous process and third party financing is a difficult strategy due to the perceived long term liability for DOE. It will be a multipurpose research building with research labs and other amenities such as an auditorium, cafeteria, etc. The Center for Advanced Energy Studies will be occupied by the three Idaho universities and the INL. Seven million dollars is provided by the State of Idaho and 5 million is provided by the Battelle Memorial Institute. The design/building firm has been selected. Yesterday was the first of the detailed design meetings to determine the content and structure of the building. It will be across the railroad track on the knoll above the river. The exact site will be determined by the team. The SBOE will ultimately approve the CAES building at its August or September meeting so they can proceed with construction. The INL is committed to have the building complete and occupied by 2008 with groundbreaking this fall. Accompanying the CAES building is an earmark of 2.5 million from the Idaho delegation to provide a roadway and utilities to the CAES building. They are working with the City of Idaho Falls, Voight Development Corp., and ISU to have a strategy for the long term utility needs and development of the campus and CAES. The roadway is envisioned as a 4 lane, tree lined road. That and the CAES building will form the core of the Science and Technology campus. Negotiations are going very well. Please thank Congressman Simpson for getting the funding. The infrastructure at the INL site is in poor condition. They want to get the staff good research facilities and buildings and get out of buildings with high maintenance costs. All will probably have to be government funded. They have funding for a 20,000 square foot office building located at the Reactor Technology Complex and will have groundbreaking for that this year.

Fred Gunnerson asked how the planned STL compares with the IRC. Carol responded the IRC is about 250,000 square feet and was constructed 25 years ago. The functions in the STL will be similar and some functions from the site will be moved into the STL. It will give the whole Science and Technology research community an opportunity to expand and grow business.

Dave Radford asked about the Carbon Sequestration program. Harold Blackman said the 20 million dollar program involves UI, University of Montana and the INL. It is a sizeable program and they are excited about it.

**Issues in Education and Leadership:** Kim Clark, President of BYU-Idaho, indicated his talk was based on his experience with education in the east. All of his degrees are from Harvard University and he stayed and worked there. He is worried about higher education. There are a lot of important issues. There are trends and patterns that are starting to become politically salient. People are concerned about costs, access, and effectiveness. In the last 20 years, the number one sector for inflation is higher education and it is growing at a rate that is not sustainable. A sector of the economy can not increase the cost of its product ad infinitum. At the same time there has been a growing chorus of critics of higher education who have been pointing out deficiencies and some of what we do is not very effective. Both are coming together to create a politically charged atmosphere. He was surprised to see a piece of legislation that would control the price of higher education pass the House. He thinks it is a terrible idea and hopes the Senate will take time and not act. He thinks what is happening in higher education is what happened in health care. A lot of what is being proposed to control cost and be more effective is not going to help. It grows out of frustration and pressures to act.

He thinks there is a systemic issue. Based on his experience at Harvard (not the Harvard Business School), the only thing that stands between a student and a poor educational experience is the goodwill and professionalism of the faculty. The system would drive education out. The institution is faculty centered and because of that teaching has become a competitive variable in hiring faculty. Teaching is viewed as a tax or a burden borne by the faculty. It is a requirement you have to do and try to get out of it. It has become the focus in competition. Schools compete by offering faculty less and less teaching load. At Harvard they offer two to three years of non-teaching as an incentive. The tenure process puts almost sole emphasis on research. Teaching is given lip service but has no effect. Education and innovation in education get very little attention systemically. The goodwill of the faculty and their professional integrity works but the system is driven by research. The same is true about funding and resources. Faculty are an expensive resource and they don't teach very much and very many students. They exist because of the emphasis on research. The cost of education is high. The top schools tend to set patterns that are replicated by other schools trying to move up the ladder. It matters that there is this kind of system in place where most emphasis is placed on research. There is a lot of wonderful research going on at Harvard. Looking broadly at his field of economics there is a lot of research not worth the money. It is very incremental. It gets published but it is a reiteration on a theme that has been there for a while. We've created a system where everyone tries to be involved in research. It drives up costs of education. It will take a lot of leadership to change and it might not change. There is a lot to be learned from the experience of the great professional schools. They have developed a commitment to the classroom and to the educational process which drives the resource allocation and a very high quality of instruction. That is true of the Harvard Business School, the Law School at Harvard, and the Yale Law School because one of the reasons that exists is that the purpose of the institution is educating people who are going to become leaders in their profession. There is also room for research but teaching is the central part of the institution's identity. The more we can shift the focus of undergraduate education and the more its identity can be focused on leadership, the more we will be able to create energy and focus around teaching and reclaim education and leadership as a central part of the mission of the university. If that happens, we can do things with respect to cost and quality. Most institutions are poorly led. We need much stronger and better leaders. The place we should look for leaders is universities. Students ought to have experiences that prepare them to take on the responsibility of leadership at every level of every organization in society. It harks back to a purpose that was at the root of the creation of the university itself. We need to reclaim and reinstitutionalize that purpose in the way we think about what we are doing. Problems may not be as acute in Idaho as they are at Harvard. There is a recognition that it needs to be changed at Harvard. He hopes that there will be opportunity in the state to talk about how to pursue a more productive path and how to educate for leadership and high quality. It can be done. We can

reverse some of these patterns and trends and reclaim education to what it ought to be and avoid the course currently before us with government intervention and regulation.

**Discussion:** John Hansen commented that President Clark is on target and the problems at Harvard exist through out the nation. Twelve years ago he attended a higher education reform conference at UCLA. Institutions were explaining how much better they were doing. A chancellor from a prestigious institution said they were kidding themselves and they would never change unless there was an outside competitive force that would threaten their existence. John hasn't seen any change since then. He asked if President Clark had seen anything. President Clark responded there are three things. One is the federal government and another is the for profit education institutions. They are growing and there is pressure in Congress to open the door and get rid of the 50% rule regarding Pell Grants and loans. As the not for profit institutions grow, there could be more pressure on higher education. That may be the force. The third one is institutions that are taking this seriously and trying to address it. His point is that the faculty is at the core.

Randy Morris asked about the funding game and research. President Clark said there is definitely a tension. Based on his experience at Harvard, there is a lot of research that isn't worth it. If there were more attention given to education a lot of that research would disappear. Research is very valuable but as a society we need to pay for it and not fool ourselves that what we are doing is educating. We should pay for research and education and not confuse the two.

Dave Radford inquired about the change in semester and other innovations. President Clark said the structural changes at BYU-I is very productive and it is available to every university in the country. You just have to get your faculty organized to do it. You have a physical plant and infrastructure that aren't used in the summer. There are big economies of scale if the facility is used year round. That is one of biggest things you can do to lower the cost of education. The other thing has to do with the length of the academic day and weekends.

John Murdock asked what universities are doing to improve quality. President Clark said there is much discussion but not much change happening. Institutions are designed and set up so faculty have freedom of action. It is rare to have a common syllabus, a common set of materials and teach the same content for the same course taught by several different faculty. That makes the quality of the experience an uncertain proposition for the student. Until we take that on and look at quality as the most effective way for students to learn, we won't make a lot of progress. We know how to do it. You get a common curriculum with active learning. You get rid of textbooks, multiple choice tests, and lectures. You have to create materials that will engage the students. All the research points the same direction but implementation runs smack into faculty prerogative. You should have a university-wide learning model. The Harvard Business School has teaching groups for multiple section courses. They have a common framework and materials. The education is phenomenally effective. It can work anywhere.

Scott Hamilton asked about international influences. President Clark said other countries could put a lot of pressure on higher education, i.e. India and China in science and technology.

**Closing Comments:** Jim thanked everyone for attending. The next meeting will be in September.

Meeting adjourned.

Minutes prepared by Carol Spain, Management Assistant, University of Idaho at Idaho Falls.