

MINUTES

BOARD OF REGENTS

January 5, 2012

The Board of Regents met in session at 10:15 a.m., Thursday, January 5, 2012, in the Louisiana Purchase Room, Claiborne Building, 1201 North Third Street, Baton Rouge, Louisiana. Chairman Robert Levy called the meeting to order. Executive Assistant Carolyn Blanchard called the roll and a quorum was established.

Present for the meeting were:

Robert Levy, Chairman
Charlotte Bollinger, Secretary
Scott Ballard
Robert Bruno
Joseph Farr
William Fenstermaker
Donna Klein
John Mineo IV
Albert Sam II
Victor Stelly
Harold Stokes

Absent from the meeting were:

Maurice Durbin
Chris Gorman
W. Clinton Rasberry, Jr.
Mary Ellen Roy, Vice Chair
Joseph Wiley

PUBLIC COMMENTS

Chairman Levy noted that no written requests were received for public comments and asked whether the audience had any comments at the time. There were none.

APPROVAL OF THE MINUTES OF DECEMBER 7, 2011

On motion of Regent Farr, seconded by Regent Stokes, the Board voted unanimously to approve the minutes of December 7, 2011.

INSTALLATION FOR 2012

Board Officers (Chair, Vice Chair and Secretary)

It was noted that the newly appointed officers for 2012 would be sworn in by Dr. Uma Subramanian, General Counsel. Dr. Subramanian administered the oath of office to Regent Robert Levy as Chair and Regent Charlotte Bollinger as Vice Chair. Regent Joseph Wiley was absent and will be sworn in at a later date.

Members to Serve on the Executive Committee

Regent Levy next requested the members of the Executive Committee be sworn in by Dr. Subramanian as follows: Regents Charlotte Bollinger, Donna Klein, Robert Levy, Victor Stelly, and Harold Stokes. Regents W. Clinton Rasberry, Jr. and Joseph Wiley were absent and will be sworn in at a later date.

Representatives to Serve on the Louisiana Student Financial Assistance Commission

Dr. Subramanian administered the oath of office to Dr. Larry Tremblay, Interim Deputy Commissioner for Academic and Student Affairs, to serve as one of the Regents' representatives on the Louisiana Student Financial Assistance Commission for 2012. Regent Maurice Durbin was absent and will be sworn in at a later date.

Representative to Serve on the Board of Regents' Proprietary Schools Advisory Commission

It was noted that Mr. Richard D'Aquin was absent and will be sworn in at a later date as the representative to serve on the Board of Regents' Proprietary Schools Advisory Commission for 2012.

Commissioner of Higher Education Jim Purcell remarked that with a new year it was a time to reflect on what lies ahead for higher education. He compared it to a song from 1965 by the Byrds entitled "Turn, Turn, Turn," which states there is a season for everything and a time for every purpose under heaven. The recent season for working on the assigned study resolutions from the 2011 Legislature has passed. Now is the season for the harvest, which gives the Regents an opportunity to hear the recommendations from the studies and to recommend approval and distribution to the Legislature.

He noted an article in the *Washington Post* indicating that unemployment among recent college graduates stood at 8.9%. The article also stated that education is important for the economy in a state. The percentage of those with a recent high school diploma who are unemployed is 22%. Those without a high school diploma are unemployed at a rate of 31%. Therefore, education does insure people can have an opportunity to work and succeed in America.

RESPONSES TO LEGISLATIVE RESOLUTIONS FOR 2011

- House Concurrent Resolution 30 of the 2011 Regular Legislative Session
(*Role, Scope and Mission*)

Dr. Larry Tremblay, Interim Deputy Commissioner for Academic and Student Affairs, said that Regents had 25 resolutions for which to draft responses for the legislature this year. The responses must be delivered 60 days prior to the beginning of the legislative session.

He said that House Concurrent Resolution No. 30 of the 2011 Regular Session of the Louisiana Legislature, authored by Representative Badon, required that the Board of Regents establish appropriate role, scope and mission statements for each public postsecondary institution and make optimal use of all available academic, fiscal and physical resources. Since the

National Center for Higher Education Management Systems (NCHEMS) had completed some earlier related work for Louisiana in this regard, the staff engaged NCHEMS to revisit its earlier work and revise the statements as appropriate. NCHEMS has submitted a draft report for review.

Dr. Tremblay noted that Louisiana Revised Statute 17:3128 requires that “After consultation with each postsecondary education management board, the chancellor, and the president of each public institution of postsecondary education, the Board of Regents shall devise, describe, and establish a mission for each ... institution within each system.” He said that the staff will share the draft statements with the systems/institutions during the month of January, solicit comments, and bring the final draft for Board consideration at its meeting on January 25 and 26, 2012. No action was required at this time.

- Senate Concurrent Resolutions 61, 73 and 88, House Concurrent Resolution 182, and Senate Resolution 98 of the 2011 Regular Legislative Session (*Community/Technical Colleges*)

Dr. Tremblay began by reviewing the guiding principles for implementation of five resolutions related to the provision of community and technical college services in various sections of the state. Regents’ staff engaged consultants from Futureworks, a national organization that specializes in regional and economic development, to assist in addressing the five resolutions. The consultants adopted the following guiding principles when undertaking their studies:

1. The technical content and workplace relevance of workforce and technical education should be strengthened continually to meet the needs of a changing economy.
2. Each region should build a more robust range of student support services, educational programs, and educational delivery strategies designed specifically to reach and support lower-income individuals.
3. Articulation between workforce, technical, two-year, and four-year credentialing

- institutions should be seamless and transparent.
4. There needs to be a strong focus on performance, impact and outcomes that tie to each region's recommendations.
 5. Implementation of the recommendations should be carefully phased in within a two- to five-year timeframe.
 6. The LCTCS Board should consider a senior position responsible for sustaining and improving technical and occupational education across the technical and two-year college system.

Regent Stelly asked if every community college in Louisiana is accredited. Dr. Tremblay said every community college is accredited, but one technical community college (Sowela) is not accredited yet. The Southern Association of Colleges and Schools (SACS) recently approved Sowela for a candidacy visit in the spring. As far as articulation, there are many agreements in place that allow courses at Sowela to articulate regardless of accreditation, so articulation should not be an issue. Regent Stelly said that McNeese State University feels it is an issue. Dr. Tremblay explained that if you take a welding course at Sowela and you transfer to McNeese, the course would not articulate because there is no major at McNeese that includes welding. But, he said, many of the general education courses should articulate because of the agreements in place.

Dr. Tremblay next discussed the process, timelines and travel of the consultants from Futureworks. The consultants interviewed almost 200 individuals during their travels in Louisiana.

Senate Concurrent Resolution 61 by Senator Thompson Regarding the Northeast Region

The resolution requested the Board of Regents study two-year college services offered in Northeast Louisiana and determined how best to meet both the educational needs of students and the workforce development needs of business and industry in the region. He said that Chancellor

Luke Robbins of Louisiana Delta Community College is the acting Director of the Northeast Louisiana Technical College. Recommendations are listed below.

1. *Accelerate merger of Northeast Louisiana Technical College and Louisiana Delta Community College.*
2. *Develop a comprehensive merger plan by colleges and LCTCS, including:*
 - a. *Timeframe,*
 - b. *How technical and occupational education and workforce will be supported, and*
 - c. *Mission clarification supported by concrete planning.*
3. *Maintain dual accreditation (Council on Occupational Education and Commission on Colleges of Southern Association of Colleges and Schools).*
4. *Embrace comprehensive community college mission by:*
 - a. *Academic programming for transfer students,*
 - b. *Academic occupational programming leading to credentials,*
 - c. *Academic and non-credit programming to serve workforce development,*
 - d. *Access points for adults and underprepared students, and*
 - e. *Engagement of college leadership with economic needs of the service area.*

Senate Concurrent Resolution 88 by Senator Adley Regarding the North Central Region

This resolution requested the Board of Regents study two-year college services offered in the greater North Central area of Louisiana and determine how best to meet both the educational needs of students and the workforce development needs of business and industry in the region.

Recommendations are listed below.

1. *Need was demonstrated for expanded two-year services in the greater North Central region.*
2. *Leadership of NwLTC and BPCC undertake a deliberate planning process to determine the best means of meeting the identified needs of the region, maximizing all of the resources of both institutions, including:*
 - a. *How technical and occupational education and workforce will be supported,*
 - b. *Mission clarification supported by concrete planning,*
 - c. *Access for rural communities,*
 - d. *Joint operating agreements, and*
 - e. *Building capacity at the smaller campuses.*
3. *Submit plan to LCTCS no later than December 2012.*

House Concurrent Resolution 182 by Representative Nowlin and Senator Long regarding the Greater Natchitoches Region

This resolution requested the Board of Regents study the feasibility of offering community college services in the Greater Natchitoches Region and determine how best to meet both the educational needs of students and the workforce development needs of business and industry in the region. Recommendations are listed below.

1. *Need was demonstrated for expanded two-year services in the greater Natchitoches region.*
2. *Leadership of NwLTC, Northwestern State University, BPCC, and Board of Regents' staff undertake a deliberate planning process to determine the best means of meeting the identified needs of the region maximizing all of the resources of all institutions, including:*
 - a. *How technical and occupational education and workforce will be supported,*
 - b. *Mission clarification supported by concrete planning,*
 - c. *Access for rural communities, and*
 - d. *Joint operating agreements.*
3. *Submit plan to Board of Regents, UL System Board and LCTCS Board no later than December 2012.*
4. *Northwestern divest itself of associate's degree programs over time (with the possible exception of the ADN program).*
5. *LCTCS give serious consideration to BPCC assuming administrative oversight of the Natchitoches campus of NwLTC.*

Senate Resolution 98 by Senator Michot Regarding the Merger of Acadiana Technical College and Southern Louisiana Community College

This resolution requested the Board of Regents study the feasibility of merging Acadiana Technical College and South Louisiana Community College in order to more adequately address the educational needs of students and the economic and workforce development needs of the greater Lafayette area. Recommendations are listed below.

1. *Accelerate merger of Acadiana Technical College and South Louisiana Community College.*
2. *Comprehensive merger plan developed by colleges and LCTCS, including:*
 - a. *Timeframe,*

- b. How technical and occupational education and workforce will be supported, and*
 - c. Mission clarification supported by concrete planning.*
 - 3. Maintain dual accreditation (Council on Occupational Education and Commission on Colleges of Southern Association of Colleges and Schools).*
 - 4. Embrace comprehensive community college mission by:*
 - a. Academic programming for transfer students,*
 - b. Academic occupational programming leading to credentials,*
 - c. Academic and non-credit programming to serve workforce development,*
 - d. Access point for adults and underprepared students, and*
 - e. Engagement of college leadership with economic needs of the service area.*

Senate Concurrent Resolution 73 by Senator Gautreaux regarding the South Central Region

The resolution requested the Board of Regents study two-year college services offered in South Central Louisiana and determine how best to meet both the educational needs of students and the workforce development needs of business and industry in the region. Recommendations are listed below.

- 1. Need was demonstrated for some expansion of two-year services in the greater South Central region.*
- 2. Given the recommendations of the report and the transitions of Northshore Technical Community College and Central Louisiana Technical Community College, the LCTCS Board of Supervisors should establish a timeframe to undertake a deliberate planning process to determine the best means of meeting the identified needs of the region, maximizing all of the resources of area institutions, considering.*
 - a. How technical and occupational education and workforce will be supported,*
 - b. Mission clarification supported by concrete planning,*
 - c. Access for rural communities,*
 - d. Joint operating agreements, and*
 - e. Build capacity at the smaller campuses.*
- 3. LCTCS give consideration of RPCC assuming administrative oversight of the River Parishes campus (Reserve) of SCLTC.*
- 4. LCTCS give consideration to designating and providing appropriate resources to the Young Memorial campus of SCLTC as a Petroleum and Gas Industry Louisiana Center of Excellence.*

After further discussion,

On motion of Regent Stokes, seconded by Regent Sam, the Board of Regents approves and endorses the responses to Senate Concurrent Resolutions 61, 73 and 88, Senate Resolution 98, and House Concurrent Resolution 182 of the 2011 Regular Legislative

Session, and authorizes the Commissioner of Higher Education to make whatever editorial and other non-substantive changes necessary prior to its transmittal to the appropriate House and Senate Committees.

- House Concurrent Resolution 23 of the 2011 Regular Legislative Session
(Dual Enrollment)

This resolution charged the Board of Regents and the State Board of Elementary and Secondary Education to study and make recommendations relative to the funding of dual enrollment initiatives. One of the two major sources of funding for dual enrollment is the TOPS Tech Early Start program which began in 2005 and funds eligible students to enroll in work skills courses. The second funding source is the Board of Regents' Early Start (2006 pilot, 2007 statewide) which funds eligible students to enroll in developmental, college-level general education, and work skills courses.

Dr. Tremblay presented data on high school students in college courses. The TOPS Tech Early Start program had little participation as compared to the Regents Early Start programs. TOPS Tech Early Start pays \$150 for a three-hour course. Early Start pays \$100 per credit or up to \$300 for a three-hour course.

Recommendations are listed below.

1. *BoR and BESE adopt a common purpose for the state's dual enrollment programs - to provide eligible high school students access to college courses through dual enrollment programs at no cost to the student.*
2. *BoR and BESE develop a plan for the 2013-14 budget request to identify all available sources of funds to fully pay the student tuition and fees.*
3. *TOPS Tech Early Start continue to fund students enrolling in work skills courses with modifications to eligibility framework and payment amounts.*
4. *BoR coordinate with BESE to expand General Education Articulation Matrix to align with high school courses.*

After further discussion of the Regents' Early Start and TOPS Tech Early Start programs,

On motion of Regent Sam, seconded by Regent Mineo, the Board of Regents approves and endorses the response to House Concurrent Resolution 23 of

the 2011 Regular Legislative Session, and authorizes the Commissioner of Higher Education to make whatever editorial and other non-substantive changes necessary prior to its transmittal to the appropriate House and Senate Committees.

- Act 418 of the 2011 Regular Legislative Session (*GRAD ACT Student Records*)

Act 418 by Speaker of the House Jim Tucker required that the Board of Regents inventory institutional student records systems and plan to standardize and integrate systems to include course credits earned, credits needed for degree completion, and degree tracking. A survey was conducted with the higher education institutions in the state, with 30 responses submitted. All 30 institutions have student record systems. Nineteen are implementing new systems, with 16 of these 19 in LCTCS. Two are developing RFPs for new systems at this time (LSU A&M and UL Lafayette). Of the 30 institutions, 11 have a degree audit program in place, four have a degree tracking system, and 14 report annually on student progress toward graduation.

Recommendations are listed below.

1. *Standardizing systems is currently resource prohibitive.*
2. *Integration and sharing of data could be very beneficial, e.g.,*
 - a. *Transfer and articulation,*
 - b. *Tracking progress to graduation, and*
 - c. *Increasing collaboration.*
3. *Activate the Louisiana Postsecondary Education Information Technology Council (PSEC) to work on integrating data.*

On motion of Regent Sam, seconded by Regent Stokes, the Board of Regents approves and endorses the response to Act 418 of the 2011 Regular Legislative Session, and authorizes the Commissioner of Higher Education to make whatever editorial and other non-substantive changes necessary prior to its transmittal to the appropriate House and Senate Committees.

- House Concurrent Resolution 66 and Act 397 of the 2011 Regular Legislative Session (*Data Sharing*)

Dr. Tremblay said there were two House Resolutions authored by Representative Harrison passed during the 2011 Regular Session of the Louisiana Legislature related to the provision of data sharing among and between partner agencies [BOR, Louisiana Workforce Commission (LWC) and the Louisiana Department of Revenue (LDR)].

Regents' staff initiated collaborative discussions with the LWC and the LDR to assist in addressing the two resolutions. Following internal discussions and meetings with LWC and LDR's legislative, data and policy staffs, a draft of the report was prepared. Verbal discussion of the report was held between the agencies to reach consensus on its contents.

Next steps will include:

1. *Identify the specific questions that need to be answered utilizing BOR and LDR data.*
2. *Formulate a work plan to share data and seek to answer the questions.*
3. *Format the pending pilot results into a presentation that can be easily understood and clearly targeted.*
4. *Reconvene collaborating agencies to make an initial presentation of findings and solicit feedback.*
5. *Refine, as necessary, data file specification and methodologies.*
6. *Continue ongoing meetings between BOR and LDR data staffs to discuss results and determine whether an amendment to existing state tax forms would prove beneficial.*
7. *Triangulate the matched LDR data with the LWC data match to provide a more robust picture of Louisiana graduates and their employment outcomes.*
8. *Continue to review, refine and expand data sharing practices in order to enhance each agency's ability to use data to evaluate its performance and track Louisiana's graduates into the workforce.*
9. *Establish an ongoing working data and policy workgroup between BOR, LWC and LDR to continue to improve data sharing practices; address data shortcomings, and eventually answer data questions that have evaded Louisiana for years.*

On motion of Regent Sam, seconded by Regent Bollinger, the Board of Regents approves and endorses the response to House Concurrent Resolution 66 and Act 397 of the 2011 Regular Legislative Session, and authorizes the Commissioner of Higher Education to make whatever editorial and other non-substantive changes necessary prior to its transmittal to the appropriate House and Senate Committees.

- House Concurrent Resolution 184 of the 2011 Regular Legislative Session
(*Governance Commission Report*)

Chairman Levy reviewed House Concurrent Resolution 184, authored by Representatives Carmody and Schroder, regarding the Governance Commission Report. He noted that Chairman of the Governance Commission Greg Davis attended the last Board of Regents meeting and outlined each of the 21 recommendations being considered.

The commission organized the final recommendations into four broad categories (budget, formula and efficiencies; articulation and transfer; tuition and financial aid; and governance) and the key recommendations of the final report include:

- Clarifying the Board of Regents' constitutional and statutory authority making it the entity accountable for higher education performance (in lieu of creating a single governing board).
- Identifying the Board of Regents funding formula as both a sound recommendation tool and a required distribution model for systems and institutions.
- Returning tuition authority to higher education management boards through a tuition policy to be set by Regents, eliminating the need for a 2/3 vote of the Legislature.
- Decoupling TOPS from the actual cost of tuition.
- Repackaging need-based GO Grants to meet at least 55% of student need in order to expand participation.
- Developing a statewide fiscal "early warning" system to indicate when an institution is deteriorating financially.
- Aligning institutions to the appropriate management system legislatively based on recommended role, scope and mission statements developed by the Board of Regents.

Chairman Levy said the members of the Governance Commission were very appreciative of the caliber of work produced by the Regents' staff. He said that the Commission spent a lot of time, energy and brainpower examining each and every issue necessary to gain a full spectrum of understanding of higher education.

Regent Levy noted that Chairman Davis said publicly that this work should not stay on the shelf. Mr. Levy said we want these recommendations to be considered by the legislature so that meaningful improvements can continue to be made to our enterprise. Many of the commission members have indicated they are willing to help advocate for the complete implementation of their work and this is a critical next step in the process.

Chairman Levy once again thanked the Governance Commission for its diligence and its care in taking on this important study.

On motion of Regent Fenstermaker, seconded by Regent Klein, the Board of Regents receives the report from the Governance Commission as created by House Concurrent Resolution 184 of the 2011 Regular Legislative Session, and directs the Commissioner of Higher Education and staff review the report and develop an appropriate action plan for Board consideration no later than the end of February 2012.

OTHER BUSINESS

- Board Development

Chairman Levy initiated a discussion on Board Assessment procedures and Board goals. He said that with reduced state funding and heightened expectations of higher education, the demands placed on the Board of Regents have never been higher. It is therefore critical that we establish clear goals for ourselves for the upcoming year, as well as some benchmarks to assess our progress toward those goals. He suggested following up on recommendations received from Tom Layzell, a senior advisor for the Board of Regents, during the October 2011 Board retreat to establish some procedures to assess and improve the efficiency and success of the Board.

Chairman Levy suggested the use of the Executive Committee to establish a plan for the remainder of the year for Board Development, and all members present at the meeting concurred. He said the Executive Committee will begin prioritizing the Regents' goals and setting

benchmarks to evaluate effectiveness. Mr. Levy directed members' attention to several items in their packet for consideration: (1) short-term action items as well as some goals to improve Board culture and (2) some self-assessment procedures. He requested feedback within the next 30 days.

Regent Bollinger mentioned that the Board meeting in February will be held on February 28, 2012, with the Trusteeship Conference to be held at the Pennington Conference Center on February 27, 2012.

ADJOURNMENT

There being no further to come before the Board, the meeting was adjourned at 11:20 a.m.