

MINUTES OF THE MEETING  
of the  
BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM  
Madison, Wisconsin  
Held in room 1820 Van Hise Hall  
Thursday, February 10, 2000  
11:55 a.m.

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BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

**Minutes of the Meeting**

February 10, 2000  
11:55 a.m.

Present: Regents Alexander, Axtell, Barry, Boyle, DeSimone, Gottschalk, Gracz, Marcovich, Mohs, Olivieri, Orr, Randall and Smith

Absent: Regents Benson, Brandes, James, and MacNeil

**Introduction of Presentations**

Introducing presentations on enrollment planning, Regent President Orr commented that the enrollment planning effort is one of the most important tasks that the Board of Regents and the UW System will face in the decade ahead. The information presented suggests that from a demographic standpoint Wisconsin's high school graduation levels are going to be stable. However, there will be dramatically increasing demand for additional training by adults, and the UW has a responsibility to provide the state's citizens with the tools they need to compete in the years ahead. The continuing appropriation authority granted in the Biennial Budget will provide the ability to structure courses to meet the needs of these students.

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**UW-Whitewater: 2001-07 Enrollment Plan**

Presenting UW-Whitewater's plan, Chancellor Miller noted that the university's vision is built on both complying with major state and UW initiatives and capitalizing on its own strengths. The plan consists of three components: 1) Discrete initiatives; 2) a proposed tuition schedule modification; and 3) a technology workforce for Wisconsin.

In the area of discrete initiatives, UW-Whitewater plans the following three programs:

- 1) Delivery of a bachelor's degree completion program in Liberal Studies at two off-campus sites. The program is designed to accommodate adult students, with enrollment of 40 FTE students anticipated within three years.
- 2) Graduate program expansion in areas of institutional strength, such as business administration and teacher education. These programs will be designed to meet market demand and to increase the proportion of graduate students in relation to undergraduate students. By 2003, in-state graduate programming will be increased by 60 FTE, while holding overall university FTE constant.
- 3) A undergraduate recruitment initiative designed to attract highly talented students from Wisconsin and neighboring states. This is part of a broader effort to attract a better prepared freshman class. More highly qualified out-of-state students, paying full non-resident tuition, will be recruited.

Regarding tuition, UW-Whitewater wishes to initiate a dialog on the current tuition schedule, which features a no-additional-cost plateau from 12-19 credits. The purpose of the discussion would be to consider whether this plateau, which does not reflect pricing reality, should be modified.

The third initiative is designed to expand the capacity of UW-Whitewater to contribute to the high technology industries of Wisconsin, by increasing student access to technology rich programs.

- 1) The Management Computer Systems program would enroll 60 new majors. This is a high-quality, high-demand interdisciplinary program that combines high-end computer network training with business management.
- 2) The Computer End-User Technology program would enroll 60 new majors. This program produces highly trained graduates who have technical expertise ranging from PC support and Web-page development to system network administration and software training.
- 3) The Internet MBA program would enroll 60 new students. The program, launched in 1998, currently enrolls 58 off-campus students.
- 4) The UW-Whitewater College of Education has the only school library media program in the state. A distance education based collaborative with other UW institutions was recently established. This program serves 40 students, and has a waiting list of 22.
- 5) The Technology-Oriented Teachers for Urban Districts initiative is designed to meet a specific critical shortage of teachers, particularly in the Milwaukee Public Schools. The initiative will emphasize minority recruitment and will partner with the Milwaukee Public Schools, the Milwaukee Area Technical College, and the Private Industry Council. The program would enroll 110 new majors.
- 6) The Multimedia Studies program would enroll 80 new majors. There is great demand for workers in multi-media professions, including graphics, advertising, public relations, and electronic media.

UW-Whitewater has the following advantages that would facilitate implementation of this plan: 1) High quality programs already in place in the areas in which growth is planned; 2) Extensive partnerships with the private sector and public institutions; 3) location in proximity to many of the student and employer populations that would benefit from this program; and 4) a record of service to multicultural and economically disadvantaged students, as well as an extensive commitment to students with disabilities.

Concluding the presentation, Chancellor Miller discussed what would be needed to implement the plan. Noting that UW-Whitewater has the lowest state support per FTE of any UW institution, or a total of over \$4 million, he pointed out that additional state support would be needed to add 410 majors in high tech fields. A total cost of \$2.3 million would be met with \$794,000 in new tuition revenue and \$1.5 million in state funding.

In discussion following the presentation, Regent Mohs asked how teachers trained in technology could be retained in education, rather than being attracted to higher paying fields. Agreeing that this is a difficult matter, Chancellor Miller felt an emphasis on recruiting students from the Milwaukee area would be helpful.

Responding to a question by Regent Olivieri, Chancellor Miller indicated that UW-Rock County and UW-Waukesha are being considered as off-campus sites for the degree completion program. Other sites might be considered as well.

Regent Olivieri commended the idea of preparing people in technology for jobs that are not in technical fields.

Regent Alexander asked if students had been consulted about the proposed tuition schedule change. Chancellor Miller replied that, although there had been informal discussion, consultation would not take place without the Board's permission to go forward with the idea. Regent Alexander commented that a negative incentive to take more than 12 credits would have an impact on time to graduation.

Regent Smith commented that it would be important to relate pricing to costs. He asked if the cost of the first 12 credits could be reduced under the proposed change in schedule, and Chancellor Miller responded in the affirmative.

Regent Orr noted that, according to demographic projections, northern Illinois will have an abundant number of potential students. He inquired as to the proposed change in mix of resident and nonresident students. Chancellor Miller replied that what was being considered was an addition of 40-50 nonresident students who would be paying full-cost nonresident tuition. The mission to serve Wisconsin students first would remain paramount. The additional nonresident students, he added, could be helpful to the state's brain gain strategy, particularly if the students served internships and received job offers in Wisconsin.

Regent Smith observed that the plan fit UW-Whitewater's mission. He inquired as to the planned percentage of nonresident students, to which Chancellor replied nonresident students would be about seven or eight percent of the student population.

### **UW-River Falls: 2001-07 Enrollment Plan**

Presenting the UW-River Falls Plan, Vice Chancellor Bob Milam explained that the university's vision was developed after a 5-year planning effort. Celebrating its 125<sup>th</sup> anniversary, UW-River Falls was established in 1874 as the state's 4<sup>th</sup> normal school. An agricultural curriculum was added in 1912. In 1925, the institution became a state teachers college; in 1965, a Wisconsin state university; and in 1971, the University of Wisconsin-River Falls.

Most of the university's growth took place from 1960-1980. Growth stabilized in the 1980s, during which time the need to do more with less was emphasized in UW System enrollment management plans. In the 1990s, recognition of the need for planning resulted in the university's vision document, "Reach for the Future."

The plan includes 12 goals. An overall goal is to reallocate supplies and expense monies to critical areas, such as technology, faculty development and classroom modernization.

\$3 million has been successfully reallocated. Among the specific goals are:

- 1) To evaluate productivity. Benchmarking with UW peers was done and productivity has increased.
- 2) To infuse technology into the curriculum, including faculty/staff computer replacement every 4-5 years, \$1 million campus data network upgrade, new computing labs, and high tech classrooms.
- 3) To improve student quality and retention. The result has been higher average ACT scores and 80% of students in the top half of their high school graduation class. Retention has been improved by 11%, to a current level of 77.6%.

In the future, UW-River Falls plans to:

- 1) Continue to monitor institutional performance, with all units doing an annual review.
- 2) Anticipate changes.
- 3) Assess the needs of its service area.
- 4) Understand demographic changes in the service area.

With respect to demographic factors, the plan takes into account the fact that, while UW-River Falls draws students from across the state, it is located in one of the fastest growing areas of Wisconsin and in the Twin Cities metro area. Economic growth and development in the area are encouraged by: 1) transportation access, 2) nearby residential and commercial development, 3) the rural quality of life, and 4) an educated workforce. A study of employers' needs found that there is a strong market for work force development and training in the UW-River Falls service area and that 80%-90% of employers will reimburse employees for tuition in whole or in part. Therefore, a priority for UW-River Falls will be to develop programs for this adult market.

UW-River Falls' vision is to be recognized as an exceptional comprehensive university with a liberal arts core curriculum surrounded by high quality undergraduate and graduate professional programs. For example, enrollment places UW-River Falls in the top 20 Colleges of Agriculture in the United States. The School of Business and Economics is seeking AACSB accreditation and operates a Small Business Development Center that benefits the area's economy. In the area of education, UW-River Falls received the National Technology Award from the American Association of Colleges of Teacher Education and is accredited by the National Council of Accreditation of Teacher Education. In the Arts and Sciences, UW-River Falls boasts a Regents Center of Excellence in undergraduate Chemistry and Physics. Interdisciplinary programs include Biotechnology, Marketing Communications, and Environmental Sciences.

In achieving its vision, UW-River Falls expects a modest increase in enrollment to 6,000 students, with adult students to be reached by evening classes and asynchronous course delivery. Internal factors include continued performance review and improvement and acquisition of funds for new initiatives, such as a \$1.5 million Title III grant to establish new programs for adult learners. External factors include maintaining continuing appropriation authority, establishing differential tuition and flexible pricing in selected program areas with market potential, and continued support of the Board of Regents and the State.

In discussion following the presentation, Regent Smith asked if international initiatives are included in UW- River Falls' plan. Replying in the affirmative Provost Milan indicated that the plan calls for bringing in more international students and sending more River Falls students to study abroad.

In response to a question by Regent Boyle, Provost Milan indicated that the 6,000 student figure includes adult students and may need to be revised upward if demand is as high as expected. Adult programming will be self-supporting.

Regent President Orr commended UW-River Falls for excellent work in addressing Regent concerns and increasing retention.

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### **UW-Madison: 2001-07 Enrollment Plan**

In presenting the UW-Madison plan, Provost John Wiley explained that the original plan called for stable total enrollment at 35,200 FTE. Professional and special student enrollments were to remain constant; there was to be a moderate increase of 400 additional graduate students, to return to a stable level of 7,400 FTE. There would be additional students in graduate distance education and new terminal masters degree programs, with gradual growth to an annual level of approximately 170 by Fall 2006. Programs underway include a Master of Engineering, an Evening Masters of Business Systems, and Geographic Information Systems. Programs under development include Biomedical Informatics, Laboratory Quality Management, Computational Science Proficiency, and Professional Master of French Studies.

This plan, however, is impacted by 1999-2001 Biennial Budget access requirements. UW-Madison is asked to enroll an additional 300 FTE students, and 75 additional new freshmen, compared to baseline Fall 1999 actual enrollment levels. New freshmen enrollments in Fall 1999 were 200 above Madison's original plan. Due to the budget access provisions, total enrollment would be increased to 36,100 FTE, 900 more than the original plan. New freshmen enrollment would be 5,800 annually – 275 over the original plan. This creates problems in scheduling courses to accommodate the additional students. Total undergraduate enrollment will increase to 25,950 FTE. Unchanged from the original plan are enrollments of professional students, special students, and graduate students, along with graduate masters and capstone programs, which will be high quality and self-supporting.

College of Engineering Dean Paul Percy spoke about the Masters of Engineering program that is being offered on the Internet. The new program will initially have 22 students. Noting that students appreciate the flexibility of Internet-based courses, Dean Percy pointed out that courses must be redesigned to be effective on the Internet and specialized support must be provided. Therefore, this mode of learning is costly. The Dean commented that UW programs should present a unified image in order to succeed in a very competitive market. Actions for the future will be to continue to establish relationships with businesses and other entities, including other UW campuses.

Dr. Robert Ostergren, Chair of the Department of Geography spoke about the graduate certificate program in Geographic Information Systems. Those attracted to this one-semester program include both graduating seniors and adults returning to school for job advancement. The GIS program brings in new students who are not served by traditional graduate programs. Currently a residential program, it will be extended through distance education, as will other programs, in order to provide more flexibility and customized features to meet market demand.

In discussion following the presentation, Regent Axtell inquired about advisory groups on private sector needs. In reply, Dean Percy explained that each department has a visiting committee and the school has an Industry Advisory Board. Asked by Regent Axtell whether these groups are receiving the programming they want, Dean Percy indicated that progress is being made in meeting these needs.

Regent Smith inquired about how the university will respond to the increase in freshmen enrollments. Provost Wiley replied that one option is to add more sections, although this is difficult in laboratory courses like the life sciences, where there is a growing demand. UW-Madison would like to see more students begin their educations at the UW Colleges and transfer after two years, but this is not happening to date.

Regent Olivieri felt the demand for admission to UW-Madison will continue to grow and ways should be found to meet the challenge and serve more students. So far, he considered the growth of distance learning at UW-Madison to be relatively slow, compared to a huge potential market. He remarked that the university has the ability to be a tremendous resource to the state in this area.

Provost Wiley expressed the hope that the campus would not become much larger in enrollment, due to problems inherent in size that materialize at about the 40,000 student level. He added that there may be other creative ways to serve students and that the university will continue to work in this area. The projection of 170 students relates to current distance education and capstone programs only. There will be hundreds of students when additional programs have been developed. UW-Madison is carefully selecting markets and making sure programs are of high quality, which is an expensive proposition.

Regent Mohs asked about numbers of international students and how they mix with others. Over the past 10 years, Provost Wiley replied, numbers of international students have grown from 600 to 1,000. He indicated that there are many opportunities for interaction in UW-Madison's diverse student body.

Regent Boyle asked what is being done to establish a niche market for programs like the Masters in Engineering. Dean Percy replied that industries and universities are moving into markets all over the country. To meet that competition, the UW does market research and customizes programs to meet client needs.

Regent President Orr observed that the growth of distance education and more demand from adult students means that program development will be front-end loaded in cost, which has implications for the next biennial budget. The UW's publics will need to understand the requirement to spend money up front in this situation.



President Lyall remarked that the presentations showed that UW institutions are playing to their individual strengths. She was please to hear of plans for more collaboration among UW institutions and with the business community, for better use of the UW Colleges and for better service to working adults.

Submitted by

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Judith A. Temby, Secretary