

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

May 4, 2000
Ullsvik Center, Beaux Arts Room
University of Wisconsin-Platteville
Platteville, Wisconsin
11:15 a.m.

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Present: Regents Alexander, Axtell, Barry, Benson, Boyle, Brandes, DeSimone, Gottschalk, Gracz, James, MacNeil, Marcovich, Mohs, Olivieri, Randall and Smith

Unable to attend: Regent Orr

UW-Platteville: Enrollment Plan, 2001-2007

Presenting UW-Platteville's enrollment plan, Chancellor David Markee first outlined the university's history and heritage. UW-Platteville was Wisconsin's first normal school, founded in 1866, but the normal school's roots can be traced to 1839, the founding of the Platteville Academy. In 1908, the Wisconsin Mining Trade School was founded in Platteville. The two schools merged in 1959 and became the Wisconsin State College and Institute of Technology at Platteville.

The university's heritage forms the basis for the campus' theme - "The Traditions Continue". The university seal features two of its enduring symbols, the "M" and the bell. The colors of the seal are blue, representing education, and orange, representing engineering. A huge stone M on the mound east of town symbolizes the university's heritage as Wisconsin Mining Trade School. Twice a year, students participate in lighting of the M, a tradition nearly 75 years old. The bell from the Wisconsin Normal School hangs from Doudna Hall, which houses the School of Education. It will soon become a focal point of the new Student and Technology Center.

Turning to the university's mission, the Chancellor noted that areas of undergraduate emphasis are: Engineering, Middle Level Education, Technology Management, Agriculture, and Criminal Justice. Select masters programs also are offered in these areas. The university's mission and strategic plan also call for UW-Platteville to serve as an educational, cultural and economic development resource to southwestern Wisconsin and to provide increased access for women, minority, disadvantaged and non-traditional students.

The university's mission has served more than 40,000 alumni. About two-thirds of alumni stay in Wisconsin, and an additional 20% are located in surrounding states. Many stay in southwest Wisconsin. The six counties of southwest Wisconsin- Grant, Crawford, Green, Iowa, Lafayette and Richland, are home to about 30% of the university's students. However, UW-Platteville also attracts thousands of students from rural areas of northeast Iowa and northwest Illinois. The region is sparsely populated, with about 40,000 residents, and is composed of small communities and a rural environment. The per capita income for the region is about \$6,000 less than the state average.

This environment, the Chancellor remarked, has created recruiting challenges. First, the number of high school graduates in the region is dropping. Second, the population is very homogenous, with only about a dozen students of color to graduate from CESA 3 high schools this year. Third, smaller communities generally mean a smaller base of potential non-traditional students.

UW-Platteville, the Chancellor stated, is committed to being a major partner in assisting business, industry and educational entities in shaping Wisconsin's new economy. As the third largest employer, after Lands' End and Advance Transformer, the university has a large role in assisting regional economic development. One example is the university's partnership with Platteville in the establishment of the new Platteville Business Incubator, a facility to provide small companies the startup facilities and services they need. The university has a local annual economic impact of more than \$100 million.

The university's current enrollment is 5,340 headcount and 4,884 FTE. Ninety percent of the students are from Wisconsin, 65% are male, and the average age is 21. The average family income of aid applicants is \$38,560, and 1,500 students work on campus. The average ACT score is 22.8, which is third among comprehensive universities and above the state average of 21.8 and the national average of 20.2.

The six-year graduation rate is 54.2%, compared to a Wisconsin average of 51.7%, and a national average of 47.6%. Noting that time to degree presents a challenge, the Chancellor pointed out that 11 1/2% of UW-Platteville's students graduate in four years, compared to a system-wide average of about 17.7%. One reason for the longer time to degree is that 75-80% of the university's students are enrolled in professional programs, most of which require internships for credit. Many students take more than one internship or are enrolled in majors where more credits are required.

A second challenge is to increase the number of women students. While progress has been made over the years in enrollment of women in the Business, Industry, Life Science and Agriculture, and in Engineering, Mathematics and Science, the university remains one of only two UW institutions with more men than women.

Turning to UW-Platteville's EM 21 Plan, Chancellor Markee indicated that the plan calls for a modest increase in FTE students between now and 2007. The target enrollment for fall 2000 is 4,960 FTE, and the target for fall 2007 is 5,250, an increase of 290 FTE. Headcount enrollment will increase from 5,445 to 5,775. Incoming new freshman classes will be maintained at the current level of about 1,150, but the mix in each class will change.

Of the additional 290 FTE students, approximately 200 will come from Wisconsin. Forty-five additional students will come from outside the country, doubling the university's international student population, and about 45 additional students will come from the university's traditional service region outside Wisconsin. Recruiting for out-of-state students will focus on areas where capacity exists, such as Business, Agriculture and Industrial Technology. It is anticipated that about 225 of the new

students will enroll in the areas of: Software engineering, computer science, industrial technologies management, agriculture/reclamation/horticulture, education, and graphic design. The goal is to enroll an additional 50 students of color, and the gender goal for the additional students is 50% male/50% female. New program initiatives in graphic design, software engineering and horticulture are expected to draw larger numbers of women.

Distance education programs, which will attract non-traditional students, also will help achieve EM 21 goals. These include: The Fox Valley engineering initiative, the print-based Business Administration Extended Degree, and interactive video-based distance education offerings.

Two other special initiatives will assist in achieving the enrollment targets. Plan 2008 implementation includes: 1) Expansion of successful pre-college programs; 2) a faculty mentoring program; 3) an increase in campus climate initiatives and partnerships to address community climate concerns; and 4) active student recruitment outside the university's region.

International initiatives include: 1) Establishment of sister schools in Turkey, Japan, China, Taiwan, Germany, and Ireland; 2) an agricultural initiative in the Netherlands which will include student exchanges; 3) exchange programs in Germany and Ireland (engineering); 4) establishment of a Master's program in English Education in mainland China; and 5) continued success of the university's study abroad program, which this year enrolled more than 700 students from across the country, including students from every 4-year UW institution.

The enrollment plan is based on the following principles: 1) It reflects UW-Platteville's mission and strategic plan. 2) It is consistent with the university's main messages. 3) It considers distance learning as a select mission of UW-Platteville. 4) It reflects special partnerships. 5) It implements cost recovery degree programs.

Concluding his presentation, Chancellor Markee outlined UW-Platteville's web-based distance education degree programs, which are offered on a cost-recovery basis, and have been created in partnership with UW System Learning Innovations. The programs are: Business Administration (undergraduate); Master's in Project Management; Master of Engineering; and Master's in Criminal Justice. These programs focus on adult practitioners, time and place-bound students, and mature learners. Enrollments in these programs are not counted toward the university's EM 21 enrollment goals, but will help increase the adult non-traditional population the university serves. By 2007, UW-Platteville anticipates serving 700 students through contracts with business and industry, and as individual learners.

In discussion following the presentation, Regent Mohs asked what UW-Platteville plans to do to enroll more women. In response Chancellor Markee referred to a number of initiatives, including the model Women in Engineering Program. Regent Mohs asked if there are programs in place at other UW institutions to bring about a balance where

there is a deficit of male students. While such programs may not be explicit, President Lyall replied, the overall goal is to reflect the population of the state across the UW System. Chancellor Markee added that, for example, UW-Platteville Elementary Education faculty encourage the enrollment of male students in this field traditionally dominated by women.

Regent Boyle inquired as to the percentage of web-based enrollments that are expected to be Wisconsin residents. Chancellor Markee replied that at least half are expected to be Wisconsin residents, but that this will change with marketing to a national audience. In response to a further question by Regent Boyle, the Chancellor indicated that the fee will not be different for out-of-state students. Fees for all students will be on a cost-recovery basis.

With regard to international initiatives, Regent Smith commended the sister school approach. He asked if future collaboration with other campuses is expected. Replying in the affirmative, Chancellor Markee noted that there is so much interest in China, for example, that the university may partner with other institutions at several sites. He added that these also are excellent opportunities for faculty professional growth.

In response to a question by Regent DeSimone about exchange students, Chancellor Markee noted that cost is an issue. For example, China is looking into expanding funding for such exchanges. It is important, he observed, for UW institutions to bring more international students to Wisconsin.

Regent Axtell asked if study abroad increases time to degree, to which the Chancellor replied that time to degree can be extended by about a semester, but that time is offset by the value of the experience. With good planning, the Chancellor noted that it is possible to study abroad without extending time to degree.

UW-Parkside: Enrollment Plan, 2001-2007

Presenting UW-Parkside's plan, Chancellor Jack Keating reported that both programs and enrollments will be increased. The template for the plan is the university's mission to "offer high quality academic programs rooted in the tradition of a liberal education in the arts, sciences, and professions, responsive to the occupational, civic, and cultural needs of the region, and actively seek their continual improvement."

The objectives are: 1) To maintain and improve quality academic programs; 2) student/faculty research and creative activity; 3) to recruit diverse faculty, staff, and students; 4) to strengthen the campus teaching, learning community; 5) to make use of modern technology; 6) to prepare students for successful, fulfilling lives; 7) to provide cultural, intellectual programming; and 8) to partner with the community for cultural and intellectual benefit. The plan combines the university's research, education and community service mandates.

When he arrived at Parkside, Chancellor Keating noted, enrollments were well below target. His mandate was to increase enrollments and to connect the university better with the area communities. In 1999, enrollment had increased to 3,529 FTE, which is above the target of 3,400. The target for 2003 is 3,664 FTE.

For much of this success, he credited the work of the University Planning Council and its subsidiaries: 1) The Enrollment Management Committee, chaired by the Chancellor and the Dean of Students; 2) the Academic Planning Committee, which looks at the need for future programs to supplement UW-Parkside's modest array; 3) the Facilities Planning Committee which considers how the campus can grow to support students and programs; 4) the Technology Planning and Integration Committee; 5) the Comprehensive Diversity Planning Committee; and 6) the Engaged University Committee, which relates the campus to the community. This planning is tied together and includes time lines.

In the area of enrollment management, the university currently is searching for an Assistant Vice Chancellor for Enrollment Management, who will oversee admissions, financial aid, advising, educational support services and the registrar function. The enrollment manager's tasks include: Effective recruitment and retention strategies, effective advising, providing consistent information, providing a one-stop information center, eliminating redundancies by coordinating mailings, and working with Academics on future needs.

With respect to enrollment potential, the Chancellor noted that projected regional growth for high school graduates is 10% by 2005 and 13% by 2010. There also is a large market for non-traditional students, with only 16.5% of Racine County residents and 12.9% of Kenosha County residents holding bachelor's degrees. The university's theme, "Your Address for Success" is reflected in award winning advertising, designed to make area residents aware that high quality education is available in their own back yard and need not be expensive. The target FTE enrollment of 3,664 by 2003 will include many part-time students and certificate programs, resulting in a considerably higher headcount enrollment.

With regard to academic planning, UW-Parkside's tenet is to retain its strong liberal arts character. An environmental scan completed in 1998 identified area program needs. Since 1997 and in response to that scan, the university has added undergraduate majors in Criminal Justice, Molecular Biology, and Sport and Fitness Management. A program in Engineering Management is in development. Also based on the environmental scan are a number of applied concentrations in the liberal arts: 1) Art - Graphic Design; 2) Music - Piano Pedagogy; 3) Political Science - Legal Studies; 4) Geology - Professional Geology; and 5) Physics - Applied Physics/Materials Science.

In response to the environmental scan, ten new certificate programs have been added since 1997: Arts Management, Piano Pedagogy, Sports Management, WWW Publishing, Wellness, Conflict Analysis and Resolution, Professional Writing, Spanish for Professionals, UNIX System Administration, and Digital Control Systems.

Certificates under development include: Conflict Mediation for Managers, Gerontology, Leadership, Sports Marketing, and Microsoft Certified Systems Engineer. Graduate programs in place are the MBA and the Masters in Molecular Biology. Under development are an MS in Integrated Science and Technology and Computer Information Systems.

Consortial Masters programs in place are the MBA (with UW-Eau Claire, UW-La Crosse, and UW-Oshkosh); Administrative Leadership and Supervision (with UW-Milwaukee), and Cultural Foundation of Education (with UW-Milwaukee). Under development are MBA and Master of Science in Nursing degrees with UW-Milwaukee.

Increasing access for non-traditional students is the successful Weekend College, mostly taught by regular UW-Parkside faculty, and Evening Baccalaureate Programs in Business, English, Psychology, Criminal Justice, Computer Science and Sociology. Effective in fall 2000, there will be a restructured MBA Program formatted to accommodate non-traditional students.

Also increasing access for non-traditional students are articulation agreements with Gateway Technical College to accept 51 credits toward Bachelor's Degree completion programs in Accounting, 48 credits in Logistics; 48 credits in Marketing; and 48 credits in Supervisory Management. UW-Parkside also has an articulation agreement with the College of Lake County (Illinois) for Baccalaureate completion and dual enrollment.

Turning to facilities planning, the chancellor commented that UW-Parkside is proud of the beauty and coherence of its campus. The residence hall addition completed in 1997 is completely full, and the Fieldhouse will open this summer. Tallent Hall has been dedicated as a Community Partnership Center, to contain continuing education and outreach programs, and a business incubator. Funding has been obtained to plan a Fine Arts addition, that will also be a cultural center for the community. Planning is needed for a student union expansion and a new residence hall.

In the area of technology planning and integration, UW-Parkside offers web-based delivery of a consortial MBA program and is planning an MS in Integrated Science for K-12 teachers. A pending Title III grant would be used for data driven decision making, increased access for non-traditional students, and improved use of technology in instruction. To promote technology, the university also offers programs, such as Women in Mathematics, Science and Technology.

The Information Technology Practice Center is a collaboration with Harley-Davidson, Snap-On-Tools, and Johnson Wax Professional. It allows students to work with the technology employed by these companies. According to Al Biland, CIO of Snap-on-Tools, this produces well-prepared graduates, allows the companies to network with each other on technology issues, and draws better students to UW-Parkside.

With respect to diversity planning, Chancellor Keating pointed out that UW-Parkside has experienced a 100% increase in the number of students of color in 10 years, from 405 in 1990 to 805 in 1999. This provides a sound social base that will promote further increases in the future. Plan 2008 Implementation Committees are in place to: 1) Increase high school graduation and UW enrollment; 2) encourage educational partnerships; 3) improve retention and graduation rates; 4) increase financial aid availability; 5) provide an environment that respects diversity; and 6) improve accountability. Campus minority organizations, including the Black Student Union, the Parkside Asian Association, and Latinos Unidos, are visible and active; and pre-college programs are successful.

The purpose of the Engaged University Committee, the Chancellor continued, is to ensure that the campus relates to the community in a coordinated way. UW-Parkside's service area is home to a number of global companies, including Nestle, Case Corporation, Jockey, Harley-Davidson, S.C. Johnson, Daimler-Chrysler, Snap-On-Tools, and Abbott Labs. These companies use sophisticated technology and find UW-Parkside graduates to be well prepared.

Situated on the Racine-Kenosha County line, the university provides a neutral place to talk about common issues. The university is building community partnerships through: 1) Community-based learning programs; 2) community outreach programs; 3) inter-institutional partnerships; 4) professional service; and 5) public service. Regional economic cooperation is promoted through collaborative partnerships, including: 1) Small business development centers; 2) Advanced Technology Center Initiative; 3) A \$700,000 Workforce Development Grant from the Department of Labor; 4) Management Team/Workforce Development Center; and 5) Neighborhood/University Alliance.

Other initiatives to serve and unite communities are: 1) study circles on racism; 2) faculty/staff serving 100+ organizations; and 3) student volunteers doing community improvement projects.

In conclusion, Chancellor Keating pointed out that 75% of UW-Parkside graduates remain in the area, producing a "Brain Gain" for Wisconsin. In a recent satisfaction survey, UW-Parkside scored significantly higher than the national average on these and a number of other student questions: 1) Faculty care about me as an individual; 2) Strong commitment to racial harmony; 3) excellent quality of instruction; and 4) university committed to commuters.

In discussion following the presentation, Regent DeSimone commended UW-Parkside for promoting harmony between the Racine and Kenosha communities and for making positive changes in the community regarding support for diversity. He asked how much of UW-Parkside's growth will be in the area of non-traditional students. Chancellor Keating replied that 34% of UW-Parkside's enrollment currently is over the age of 25 and that there is more room for growth in non-traditional students.

Regent Alexander commended UW-Parkside for its growth in enrollment of students of color. Chancellor Keating commented that this success is due both to successful recruiting and to better retention of students of color than other universities. This indicates that the campus environment is welcoming.

In response to a question by Regent Brandes, Chancellor Keating indicated that the university graduates about 45 K-12 teachers a year and that this program needs improvement.

Regent Brandes inquired as to the greatest challenge in reaching enrollment targets. Chancellor Keating replied that the greatest obstacle is the feeling that students must go away from home to be educated. While UW-Parkside's advertising campaign is helping to overcome that feeling, 50% of residents still are not familiar with the university. Part of that difficulty relates to being located in the country, instead in the middle of a city, making the university less visible.

Regent Olivieri remarked that UW-Parkside's projected enrollments may be on the conservative side, given the area's high school graduation rate, metropolitan Chicago expansion, low percentages of residents with bachelor's degrees, and numerous area businesses.

In response to a question by Regent Olivieri, President Lyall noted that the Board approves majors, but not certificate programs. This frees institutions to be more creative and more rapidly responsive to demand. Regent Olivieri indicated that it would be helpful to have more information on how development of certificate programs relates to those offered by the technical colleges and to the role of UW Extension.

Regent DeSimone commented that construction of residence halls at UW-Parkside marked an important turning point for the university.

Regent MacNeil commended UW-Parkside for presenting an excellent and creative plan. She indicated that improving graduation rates is an area that needs attention and suggested that it would be helpful to have more information on how the university is working with businesses in innovative ways.

UW-Eau Claire: Enrollment Plan, 2001-2007

Presenting the UW-Eau Claire plan, Chancellor Donald Mash remarked that the university's goal is to target enrollment growth to better serve students and to do more to serve the Chippewa Valley region.

Noting that UW-Eau Claire is recognized as an outstanding university in the classic, traditional sense, the Chancellor stated that the mission of undergraduate and graduate education, scholarly activity, outreach and community service, will not change

as a result of the enrollment plan. However, the outreach and community service functions will expand.

With about 9,000 traditional 18-23 year old full-time undergraduate students, UW-Eau Claire is a classical liberal arts school committed to excellence and nationally recognized as exemplary. With regard to measuring excellence, the Chancellor indicated that interactive universities emphasize the value of classroom teaching and the relationship between professors and students. They also contribute significantly to the economic and cultural development of their communities, regions and states. Such universities do research, emphasize international study, and have classes of a reasonable size, with faculty readily available to students.

Three marks of excellence of UW-Eau Claire are: 1) The university is a UW System Center of Excellence for Student/Faculty Research. Nearly 700 students participate and that number will continue to grow. 2) Three hundred thirty UW-Eau Claire students will study abroad next year for at least one semester. The university also attracts 200 international students. 3) Progress in attracting multicultural students is strong, with an enrollment of 466. Successful pre-college programs for multicultural/disadvantaged students include: Reach for the Stars, Science/Math Intervention Model, Dimensions in Nursing, Ho-Chunk Nation Future Leaders, Abriendo Puertas, Upward Bound, Leadership Institute, National Youth Sports Program, Science Summer Institute, and GEAR UP Program. Current federal grants for multicultural/disadvantaged students total \$6.21 million, and \$150,000 is available in scholarships. Teams of students participate in recruitment and retention activities.

A second dimension of excellence concerns Wisconsin's new economy, with UW-Eau Claire as a center of regional and statewide development in providing well-educated graduates and contributing to job creation. Increasing access to the campus starts with a Welcome Center, which provides a one-stop shop connecting people and businesses to UW-Eau Claire. Partnering with UW-Stout, UW-Eau Claire shared in a regional employer survey, a regional liaison for workforce development, a regional advisory committee, and marketing plan development. A key for serving regional needs is a strong agreement with UW-Stout and Chippewa Valley Technical College so that the work of each complements the others. Also important are meetings with technology employers and schools to determine what they need.

The guiding principles for EM 21 planning are: 1) Protect and enhance the traditional core; 2) serve unmet needs; 3) increase access; and 4) obtain adequate support. The target is to preserve the traditional core enrollment of 9,350 FTE students and to add 50 FTE students through realignment of existing programs. This includes more international undergraduates, more international MBA's and brain-gain initiatives.

Beyond this target, UW-Eau Claire plans to add 190 FTE through service-based pricing in niche markets and 60 FTE through adult access/community outreach, for a total of 250 FTE. Community Outreach programs will include Collaborative Teacher Education Completion with the Lac du Flambeau Tribe School District, AODA

Certificate program, Social Work Outreach for 31 counties, and Leadership Programming to be explored with UW-River Falls and UW-Stout. Since many of these will be part-time students, the headcount enrollment will be much higher.

UW-Eau Claire's budget initiative will be to expand Computer Science, Software Engineering and MIS programming. This investment is needed, the Chancellor commented, to drive economic development in the Chippewa Valley and create high-end jobs. Beyond the Chippewa Valley, UW-Eau Claire will look to expand 2+2 programming to include UW-River Falls, as well as UW-Stout and Chippewa Valley Technical College.

Emphasizing that quality is the key, Chancellor Mash said that UW-Eau Claire will not grow unless its resource base grows accordingly. While management flexibility is helpful, additional investment is needed from three sources: 1) Increase in private support beyond the current \$1.5 million in foundation support through international fundraising. These funds will be used for human resources and operating monies, not for capital development. 2) Differential tuition of \$1 million annually is used for student/faculty collaborative research, the first year experience, capstone courses, practical experience and internships, and service learning. 3) The third element is for the state to provide funding. In that regard, the Chancellor noted that from 1996-1999, prior to the 1999-01 Biennial Budget, the UW's GPR increase was one percent, compared to double digit increases in neighboring states.

With the necessary investment, UW-Eau Claire can provide programming in computer science/software engineering/MIS, nursing health care, MBA, special education teachers, alternative teacher certification, technology in-services, and liberal arts-based professionals. These programs, the Chancellor pointed out, are critically needed and are specialties of UW-Eau Claire.

Noting that more than 60% of UW-Eau Claire graduates stay in Wisconsin and 81% in a three-state region including Minnesota and Illinois, Chancellor Mash summarized that UW-Eau Claire's plan will add 300 FTE students with help from the UW System, flexibilities, and tuition. Noting that the UW's GPR growth from 1996-99 was only 1%, in comparison with double digit increases for neighboring states, the Chancellor said that much more can be done with investment from the State. A modest but steady increase is needed to do what Wisconsin needs.

In discussion following the presentation, Regent Brandes inquired about the percentage of applicants accepted at UW-Eau Claire. Chancellor Mash replied that there are about 6,000 applicants for 2,100 spaces. Continuing appropriation authority will be used to serve part-time students.

In response to a question by Regent Marcovich, Chancellor Mash said that staff counsels those not accepted at UW-Eau Claire to go to other UW institutions. Regent Marcovich noted that, unless more is invested, some of these students may end up at colleges in other states and may not return to Wisconsin.

Regent Olivieri observed that growth in non-traditional enrollment is an important market need. He suggested that these enrollments should be reflected in enrollment targets, rather than being considered beyond targets, so that the need can be more clearly articulated to the Legislature and others. Regent Mohs concurred, noting that these presentations show how the continuing appropriation authority is being used to meet educational need. Regent Gottschalk agreed that quantification is critical to show how additional access is being provided. Noting that continuing appropriation authority is new, President Lyall felt that in two years there will be a better feel for its impact. Regent Boyle suggested that a better definition of traditional and non-traditional students will be needed for serving the growing non-traditional student base.

Commending Chancellor Mash for his presentation and the comparison with neighboring states, Regent Barry recommended relating needs to Legislators at a time like this when they are not in the midst of a budget process. It is especially helpful for them to speak with people from their districts. Regent MacNeil added that they also should be informed about distance learning, weekend colleges and other ways to provide wider access to Wisconsin residents.

The New Wisconsin Economy

Senior Vice President David Ward made a presentation to the Board on the New Wisconsin Economy, what it means for Wisconsin, the UW's role in the new economy, and what that means for the UW's biennial budget initiative.

The changes in the economy, Dr. Ward noted, are symbolized by changes in the DOW, with new economy companies like Intel, Microsoft, SBC and Home Depot taking the place of old economy companies like Sears Roebuck, Union Carbide, Chevron and Goodyear.

In the new economy, earning power is directly related to educational attainment. U.S. average annual earnings for high school graduates dropped by \$1,000 between 1977 and 1997, from \$24,241 to \$23,250. For holders of Bachelors Degrees the change in 20 years was from \$38,210 and \$41,106. For advanced degree holders, the change was from \$51,308 to \$64,210. This gap, Dr. Ward predicted, will continue to widen. In terms of population with a four-year degree, Minnesota ranks 5th, with 31%. Wisconsin ranks 29th, with 23.3%, below the national average of 24%. This educational ranking is reflected in the economy, with Wisconsin's per capita income \$1300 below the national average. This results in lost purchasing power of \$7 billion per year.

Wisconsin's long-term economic challenges include: 1) Knowledge workers (brain gain); 2) per capita income; 3) a shrinking labor market, with more people retiring than joining the work force; and 4) venture capital, which amounts to only \$14 per capita in Wisconsin, compared to \$21-\$22 nationally and over \$100 in Minnesota.

To address the new economy for Wisconsin, the UW's budget initiatives focus on strategies in four areas: jobs, adult access, information technology and international education. This presentation deals with the first two areas. In the area of jobs, the challenge is to produce brain power, high-tech skills, productive workers, and training for small businesses. The plan involves: 1) New economy focused degree and certificate programs; 2) outreach to businesses; 3) youth and family programs; 4) Summer Technology and Engineering Preview (STEP) Program; and 5) Small Business Development Centers.

As an example of new initiatives for jobs, Dr. Ward cited the Chippewa Valley Initiative involving UW-Stout, UW-Eau Claire, Chippewa Valley Technical Colleges and CESA's /School Districts, which will partner to provide education and training, credit transfer, and workforce development. UW-Eau Claire will directly serve the needs of technology employers in the Chippewa Valley by expanding degree programs in CS and MIS and by providing high tech labs for software design and systems control. UW-Stout will focus on just-in time training and skilled employee retention needs, use of market research to meet industry training needs in the region, and strengthening degree completion programs for WTCS graduates.

UW-La Crosse will seek permanent operations funding for the La Crosse Medical Health Science Education Center to continue development of allied health jobs and services in the area and to maintain access for students in majors with high regional demand. UW-Parkside will partner with Abbott Labs in a certificate program in molecular biology and bio-informatics and with communities and businesses in non-traditional programming and incubator space. The university also will produce more computing/business degree graduates.

UW-Platteville will provide the Bachelor's Degree in Engineering to the Fox Valley region in partnership with UW-Oshkosh and UW-Fox Valley. UW-Stevens Point will add computer Information Systems and Technology, and New Media Arts majors; create Health Promotion/Safety, Medical Technology, Computer Mediated Communication and Computer Science certificate programs; and focus on reaching time and place bound students in Central Wisconsin through use of technology.

UW-Superior will fully implement its B.S. in Transportation and Logistics Management by increasing majors in the program from 10 to 80 and serving regional and statewide transportation industry worker needs. UW-Whitewater will expand student slots in Management Computer Systems, Computer End-Use Technology, Internet MBA, Library Media/Technology Information, Teacher Preparation, and Technology-Oriented Teachers for Urban Districts programs.

The programs outlined above are designed to meet employment needs for brain power and high-tech skills. To address the challenge of a shrinking labor market, two programs are designed to make Wisconsin workers more productive. First, Youth and Family Programs are planned to provide a research-based statewide infrastructure that brings knowledge and information, based upon best practices, to community coalitions and agencies to serve Wisconsin's children, youth and families. The purpose is to promote more stable communities and increase the number of youth who become productive members of the state's economy. Second is the STEP program, a pre-college initiative to encourage more girls and students of color to consider engineering and science majors. This program would replicate UW-Stout's national model system-wide.

A fourth employment challenge, training for small businesses, will be addressed by serving high-tech companies through expanding the services of the Small Business Development Centers. This expansion is aimed at developing a technology-oriented strategy for the SBDC and establishing three regional technology business specialists, as well as facilitating venture capital investment and government contracts.

A second strategy to meet Wisconsin's economic challenges involves adult access. An example of programming aimed to promote adult access is found in the UW-Oshkosh Model which is designed to develop lifelong learning relationships and create a model of best practices in adult education. Its goals include strong relationships with area employers, responsive, need-based program development, flexibility in services and course access, and individual educational planning for adult students. Best practices will be disseminated to other UW institutions.

The UW Colleges statewide Adult Access General Education Initiative will involve joint Colleges/WTCS programming, extend the collaborative 4-year degree program offerings at College campuses, and market general education offerings via distance education. The initiative also will expand adult focused evening and weekend programming, provide advising for on-line students, expand hours of computer labs and libraries, and offer assessment services for adult students.

There also will be a budget initiative for One-Stop Shop Adult Student Centers, modeled on best practices in serving adults. They would provide extended hours (evening/weekend) and one-stop service, including registrar, bursar, financial aid, academic advising, parking, book ordering, etc.

Responding to Wisconsin's economic challenges also includes the Madison Initiative, the Milwaukee Idea and the Green Bay Idea. The Madison Initiative (Phase 2) includes a bio-technology initiative, research/technology transfer, international opportunities, capstone degree/certificate programs, professional education for Wisconsin's workforce, and new faculty hires in key fields.

The Milwaukee Idea includes a number of initiatives focusing on the economy: TIPS, providing a high tech incubator and assistance to corporations; Wisconsin Worldwide Services, to market and deliver instructional and assessment services to

Wisconsin and overseas corporations, including foreign language, business and cultural training; Milwaukee Technology Center, building and connecting intellectual capital; and non-profit management training and assistance. Initiatives for education include promoting "brain gain" by graduating 20,000 more students over the next five years, including greater numbers in IT, health professions, and K-12 teaching; and increasing the workforce by improving K-12 education and accelerating the pre-college pipeline. Initiatives for the environment include increasing workforce production by improving health care.

The Green Bay Idea concerns inter-disciplinary education and graduating professionals with strong problem-solving skills, internship experience in business and public sectors, and teamwork expertise. Improved graduation rates will provide more skilled workers.

In summary, Dr. Ward emphasized that the national and international economy is changing to a knowledge based economy and that Wisconsin's economic health is dependent on how it responds to the change. If the New Wisconsin Economy Initiative is enacted, in conjunction with the five additional components that make up the UW System's biennial budget, he predicted that the result will be: A state that faces its future with confidence and serves all corners of the state; a state that balances manufacturing and agriculture with new, technology-based industry; a state that competes more effectively with adjacent states for federal dollars and venture capital; a state with a higher tax revenue base, which provides more latitude for support of public higher education; a state with a larger cohort of college graduates; and a state that is a magnet for technologically skilled people and the companies that employ them.

The meeting was adjourned at 2:10 p.m.

Judith A. Temby, Secretary