

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

UW-Madison
Held in 1820 Van Hise Hall
February 7, 2008
10:00 a.m.

- President Bradley presiding -

PRESENT: Regents Bartell, Bradley, Connolly-Keesler, Crain, Cuene, Davis, Falbo, Pruitt, Rosenzweig, Shields, Smith, Spector, Thomas, and Walsh

UNABLE TO ATTEND: Regents Burmaster, Loftus, and McPike

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UW SYSTEM STRATEGIC FRAMEWORK: ADVANTAGE WISCONSIN

Calling the Strategic Framework to Advantage Wisconsin a milestone for the university and the state, Regent President Bradley expressed appreciation to President Reilly for his vision in creating this means to further the Growth Agenda for Wisconsin. The Growth Agenda, he pointed out, has received enthusiastic support from campuses, business and civic leaders, legislators and Governor Doyle.

This next step involves strategic planning for a broader framework to implement the Growth Agenda going forward.

While all are aware of the current economic climate and remain committed to efficiency, he said, "this is no time to take our foot off the gas." If Wisconsin is going to prosper, it will be through the strength of a healthy system of higher education.

Noting that the Strategic Framework process has been highly transparent and collaborative, involving a great many people, he expressed appreciation to all participants for contributing their time and best thoughts to this exciting enterprise.

President Reilly began his presentation by emphasizing that the Growth Agenda remains the main focus and top priority for meeting Wisconsin's needs and moving the state forward.

The goals of the Growth Agenda are to:

- o Produce more college graduates;
- o Attract graduates from other states; and
- o Grow the jobs that will employ both.

People across the state, he remarked, rallied behind the Growth Agenda, understanding that higher education is the means to a better future. The Growth Agenda received support from the Governor, legislators from both parties, business leaders, community leaders, students, parents, faculty and staff.

Advantage Wisconsin, he said, is a means to reach the goals of the Growth Agenda to make Wisconsin economically competitive, with a high quality of life, powered by competent, productive UW alumni.

Recognizing that each UW institution has its own strategic plan, President Reilly said that the Strategic Framework will provide a helpful context for the Board of Regents in considering the "big picture" issues confronting the university and state going forward.

Through the Advantage Wisconsin process, some big ideas and specific action steps had been identified, he said, adding that, while 10 actions would be discussed at this meeting, many more were developed by the think tanks and other conversations.

The March meeting would focus on two major topics: Tuition and financial aid policy, and the role of the UW Colleges.

Turning to the Advantage Wisconsin process, he noted that cross-campus think tanks were organized to address the seven core strategies of the Advantage Wisconsin framework. These teams were composed of colleagues from across the UW System, along with distinguished external members. In addition, business leaders and others in the public and private sectors were asked to contribute their ideas, and statewide listening sessions were held to obtain even more input.

The Board of Regents was involved through presentations and discussions with the full board, as well as with board committees; and there had been full-day meetings with the chancellors, provosts and UW System cabinet members. President Reilly thanked all who contributed their time, energy and good ideas to Advantage Wisconsin.

The entire process was open and transparent, he noted, adding that the Advantage Wisconsin website contains full reports from the think tanks, additional memos and reports from campuses, video archives from the statewide listening session, and presentations delivered to the Board of Regents.

Concerted efforts have been made to keep state leaders informed through meetings with Assembly Speaker Mike Huebsch and Representative Steve Nass, chair of the Colleges and Universities Committee, Senate Majority Leader Russ Decker, and Governor Doyle and his staff.

If the Board concurred with the proposed action steps, President Reilly said, implementation groups would be formed; and he would suggest that Regent President Bradley appoint a Regent member to each of those groups.

Each of the action steps, the President continued, relate to one or more of the seven core Advantage Wisconsin strategies:

- Prepare Students with the integrative learning skills, multicultural competencies and practical knowledge needed to succeed in and contribute to our rapidly changing, increasingly global society.
- More Graduates: Increase the number of Wisconsin graduates and expand educational opportunities through improving access and increasing retention and graduation rates.
- High-Paying Jobs: Increase the creation of high-paying jobs by expanding our research enterprise while linking our programs to entrepreneurship and business development.
- Stronger Communities: In partnership with communities, address Wisconsin's greatest challenges and priorities through intensified engagement, research and learning.
- Resources: Balance, diversify and grow our financial resources and facilities while developing our human talent.
- Operational Excellence: Advance operational excellence by becoming more flexible, nimble, and cost efficient.
- Collaborations: Further leverage UW System's strengths and impact through collaborations among our campuses and with other Wisconsin partners.

He then described the following ten proposed action items, which were among the most compelling of the ideas that had been brought forth

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1. **Commit to a Coherent Set of Learning Outcomes and Values for all UW Baccalaureate Graduates**

These outcomes, which would involve what any graduate should know and be able to do in the 21st century knowledge economy, would be articulated by a cross-campus group of faculty leaders.

A beginning point would be the Liberal Education and American's Promise (LEAP) initiative, already under way, which was examining how to structure core education for the future.

This set of outcomes, President Reilly noted, would not result in a standardized curriculum; rather, it would be a broad statement of what graduates need to know that would be welcomed by employers, graduate schools and others. Another positive effect would be enhanced transferability of courses.

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2. Create the UW Dual Transcript

Through this initiative, President Reilly explained, student learning outside the classroom would be documented in a personal development transcript.

Reporting that student leaders are enthused about this exciting idea, he said that employers also are interested in this type of experiential learning.

A group would be formed to work on the idea, he said, remarking that its implementation would make the UW System a national leader in this area.

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3. Accelerate Transformation of Knowledge Capacity into High-Paying Jobs and Economic Vitality for Wisconsin

Noting that much economic growth has resulted from UW-Madison's renowned research engine, President Reilly said that the time has come to lower barriers and increase patent and commercialization capabilities for other UW institutions.

UW-Milwaukee's research growth agenda has received wide support, and WiSys has started to demonstrate the high potential for commercialization of research at other UW institutions. Examples include:

- A collaboration between UW-Eau Claire and the Marshfield Clinic to develop safer and more effective anticoagulants;
- New methods being developed at UW-Stevens Point for producing "nano-wires" that may have applications in sensors, fuel cells, medicine, thermoelectric devices and metallurgy;
- Unique industrial polymers from UW-Platteville that will have uses in the semiconductor industry;
- Broad spectrum antibiotics, being developed at UW-La Crosse, derived from the sweet fern, a woody shrub grown in the Great Lakes region;
- Molecular markers to assist in breeding high-oil corn for the biofuel industry, being developed at UW-River Falls in partnership with two local companies;
- A universal science station for disabled students being developed at UW-Stout in partnership with a Chippewa Valley company.

President Reilly indicated that he would ask the UW comprehensive campuses and WiSys to develop a strategy to capture value from intellectual property generated by UW faculty and to identify strategies for breaking down barriers to commercialize these technologies in Wisconsin. This will include models for cross-campus regional research teams to better link university capacity with efforts of Regional Economic Development Entities. Such linkages already have been made in the New North and the Chippewa Valley.

Growing the number of thriving research centers, he pointed out, would attract more talented faculty and students and would create dynamic mid-size cities with universities that become highly desirable places to live and work

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4. Model Inclusive Excellence in Our Education and Employment

Noting that Inclusive Excellence would serve as a successor to Plan 2008, President Reilly pointed out that it connects to the Growth Agenda goal of educating a broader and deeper cut of students, including students of color. In that regard the Inclusive Excellence Initiative is designed to promote access and excellence for those who are underserved.

The Equity Scorecard, he continued, also will help to promote inclusive excellence. By the end of the year, 11 UW institutions will be involved in the scorecard project, which seeks to identify and analyze the sources of problems in order to find better ways to close the achievement gap. In addition, five UW institutions have begun campus climate surveys to identify areas in which improvements could enhance the academic achievement and employment of diverse people.

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5. Offer “UW New Pathway Degrees” to Underserved Adult Population

Noting that two pillars of the Growth Agenda have been educating a broader, deeper cut of traditional students and better serving adult students, President Reilly explained that, because of budget cuts, the UW has focused on its core population of traditional students and now needs to change its way of thinking and focus on older students as well.

Many adult students, he said, take courses from a number of different educational institutions at various times in their lives; and serving this type of population requires creation of new pathways to degrees. Many of these students, would go on to obtain their degrees if doing so were made easier for them.

Citing as examples the Bachelor of Applied Studies, offered by UW-Oshkosh and UW-Green Bay, and the Collaborative Nursing Program, he said that these are the kind of new pathways to learning that need to be expanded.

Noting that he was not suggesting credit for life experience, but, rather, credit for demonstrated learning, he remarked that there are ways to measure this type of learning, which can be documented by such means as a credit repository or degree template.

Because this area is the domain of faculty, he planned to ask a group of them to work on how new pathways to degrees can be provided with educational quality assured.

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6. **Build a “Wisconsin KnowHow2Go” Network, Enlisting Undergraduates as Ambassadors to Schools and Kids**

This initiative, President Reilly explained, would build on efforts and developments already under way, including the Wisconsin Covenant, and significant financial funding from gifts of \$40 million from the Great Lakes Higher Education Corporation and \$175 million from John and Tashia Morgridge for the Fund for Wisconsin Scholars.

The next step is to send the message to middle and high school students that college is affordable if they are willing to do the work necessary to succeed. Who better to send that message, he asked, than UW undergraduates, who have credibility with younger students and who volunteer in high numbers? Today’s college students, he indicated, are respectful of societal institutions, understand that they are part of their communities and desire to serve. This proposal, he said, would call them to a higher level of service, in order to meet an important state need.

Referring to a similar, but smaller, project in the State of Washington, he indicated that students in that program receive credit for their work and some have said that participating in the project encouraged them to aspire to a career in higher education. The Washington project would be studied in order to learn from experience gained in that effort.

UW student government leaders, he reported, are enthusiastic and excited about undertaking this kind of initiative in Wisconsin.

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7. **Collaborate with PK-12 Community to Enrich College Preparation and Expand College Offerings in High School**

Reporting that he had spoken with Regent and State Superintendent of Public Instruction Elizabeth Burmaster, President Reilly said that she is enthusiastic about this initiative.

In order to increase the number of college graduates and hold down time to degree, he pointed out that it is necessary to better align high school and college curricula – one such effort being the American Diploma Project.

This initiative, he explained, would focus on using technology to deliver instruction to supplement what is offered in high schools. In that regard, he noted that many high schools, especially smaller ones, are unable to offer all the courses that they and their students might wish to have available.

Emphasizing that this would be a cooperative effort with the high schools and would not result in taking away students or jobs, he noted that, to date, there have been many barriers to such initiatives and not many incentives to undertake them.

Citing the UW-Oshkosh program as an example of what can be done, he said that a group would be named to recommend how to do much more of this programming. A benefit, he pointed out, should be less need for remedial courses at the college level, resulting from better preparation in high school.

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8. Expand the UW-Madison Connections Program

Referring to admission to UW-Madison as an ongoing issue in Wisconsin, President Reilly noted that the campus has so many applicants that it is not possible to admit all those who are qualified.

While there currently is a connections program through which students can start their education at one of the UW Colleges and then transfer to UW-Madison, that program does not accommodate the wish of students and parents for a residential campus experience.

President Reilly announced that UW-Green Bay has volunteered to become part of the connections program, and that other comprehensive campuses may follow that lead. The result should be that many good students, who would otherwise leave the state, will be retained to learn then work in Wisconsin.

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9. Ramp Up Operational Excellence and Efficiency to Focus More Resources on the Growth Agenda

Noting that the UW System can demonstrate that it is among the most efficient in the country in terms of cost per student or taxpayer and lack of administrative overhead, President Reilly said that, for the Growth Agenda to move forward, the UW must become better still at creating efficiencies.

Therefore, he intended to ask the campus chief business officers to help further streamline business practices in order to capture as many resources as possible, which then can be reallocated to directly advancing the Growth Agenda.

In the next biennial budget, he proposed including information on not only what is being requested, but also what resources are being brought in from other sources to fund the initiatives in question. The hope is that this information will help to convince decision makers that the UW continues to ramp up efficiency measures however possible.

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10. Establish Regular Public Policy Forums that Bring the University's Best Research to Bear on Wisconsin's Biggest Challenges

President Reilly noted that the university has a long tradition of helping the state and nation find innovative public policy solutions to social, environmental, economic, and health issues, including creation of social security, finding cures for cancer, and helping local businesses survive tough times.

What is needed now, he said, is to find new ways to involve faculty, staff, and students in working on Wisconsin's biggest challenges. This initiative, he pointed out, also relates to promotion of undergraduate research and the dual transcript initiative.

The periodic forums would provide the opportunity to present facts and possible solutions generated by evidence-based research. Because of its credibility in the research area, he remarked, this is a service that the university is uniquely able to provide to the state and its people.

In conclusion, President Reilly expressed gratitude to Executive Senior Vice President Don Mash and Senior Vice President Rebecca Martin for the excellent work they did in leading the Strategic Framework process.

In discussion following the presentation, Regent Crain commended President Reilly for the very coherent and understandable set of action items that he brought forth. With regard to the first, related to student learning outcomes, she stated her support for focus on defining the meaning of a baccalaureate degree and to giving this matter high priority.

She also supported placing a priority on the KnowHow2Go initiative and the PK-16 focus. With regard to the latter, she urged attention to pre-kindergarten learning because of its importance in the development of children.

Regent Connolly-Keesler also commended President Reilly for the proposed action steps, noting that these are indicators that can be measured. She asked if there was any estimate of what resources would be needed for implementation – both new and reallocated.

Replying that there probably would be both reallocation and some requested budget funding, President Reilly said those needs would be more clear after the implementation groups had met and defined specific steps, at which point costs could be calculated.

With regard to the proposal on new pathways to degrees, Regent Smith commented that the university can do better in its efforts to serve adult students through such means as recognition of prior learning and assistance with moving forward toward a degree.

Regent Rosenzweig also stated her enthusiastic support for the new pathways initiative.

With regard to the second action step, Regent Rosenzweig suggested that international studies be included on personal development transcripts. As to the third

action step, she remarked that the New North has captured the imagination of many and brought all players to the table. She asked if there is a way to translate that kind of success to other regions.

In response, President Reilly indicated that as the comprehensive universities develop their research capacities, they will be increasingly able to connect their achievements to local needs.

Regent Rosenzweig noted that some small, private colleges in the Milwaukee area provide outreach to students of color and adult students through such means as wrap-around counseling. These exciting initiatives, she remarked, result from institutional decisions about how to use resources.

President Reilly agreed that much can be learned from private colleges, adding that faculty enjoy having adult students in class because they are dedicated students who bring a perspective different from that of their younger peers. It is important, he stated, to meet adult students where they are and put more of them into the classroom.

Stating her support for the efficiencies action step that would add information on other sources of funding to budget requests, Regent Rosenzweig said that she sensed enthusiasm for more partnerships between the UW and the Technical Colleges and suggested further outreach with legislators on the exciting prospect of public policy forums.

Commending the action orientation of the proposed steps, Regent Falbo expressed support for doing everything possible to promote additional efficiencies, adding that the UW System Administration should be a clearinghouse for identifying best practices and sharing them among institutions.

As a member of the Tuition and Financial Aid Working Group, he also was encouraged by the results of that group's efforts.

Stating her support for the action steps, Regent Thomas said she was especially pleased by the inclusive excellence initiative and felt that this language provides a better and broader focus than diversity alone. She encouraged development of substantial and measurable outcomes.

President Reilly concurred, adding that indicators from Plan 2008 would be retained and expanded.

With regard to the tenth action step, Regent Thomas stated the importance of collaboration across the system and remarked on the valuable experience that could be provided to students.

Stating that he was very impressed with the results of the Strategic Framework process, Regent Bartell noted that the next challenge will be to measure outcomes. He especially commended the dual transcript idea, which would put the UW System in a leadership position, and the exciting idea of undergraduate ambassadors to younger students.

He inquired about whether the implementation groups would go to work simultaneously or in staggered fashion, how common threads among them would be interwoven, and how results would be measured.

President Reilly replied that, after the groups are created, timelines and measures will be considered. Senior Vice President Martin added that the matter of how to organize the teams will be discussed with the provosts at their next meeting.

Executive Senior Vice President Mash said that good ideas continue to emerge and the process remains dynamic. As to measuring success, he noted that the *Achieving Excellence* Accountability Report puts the UW ahead of many others. Some action steps will fit measures already in the report and others will call for creation of new measures, which will be discussed going forward.

The chancellors and provosts, he added, already were thinking about how to enrich these ideas; and Chancellor Markee added that initiatives already are under way on campus.

Regent Spector commended President Reilly and Executive Senior Vice President Mash, observing that the high-quality results they achieved demonstrate the value of the strategic planning process.

Recalling that Regent Spector has been one of the strongest promoters of strategic planning, President Reilly said that the process worked well because of the team effort devoted by chancellors, provosts and many others.

Regent Spector also commended bringing legislators and the Governor into the process through the briefings that were being done.

Stating her enthusiasm for the action items and their student-centered orientation, Regent Davis expressed particular support for items 2, 4, 5, and 6.

As a non-traditional student regent, Regent Shields expressed support for the initiative focused on adult students and their need for special attention. In that regard, he noted the difficulty many face in making choices between family and school.

Noting that history identifies turning points in successful organizations, Regent President Bradley stated his conviction that the Growth Agenda and Advantage Wisconsin process has brought the University of Wisconsin System to such a turning point. He congratulated everyone involved in this successful effort.

Regent Spector moved that the Board of Regents endorse the direction set forth by President Reilly. The motion was seconded by Regent Rosenzweig and adopted on a unanimous voice vote.

The meeting was adjourned at 12:00 noon.

Submitted by:

Judith A. Temby, Secretary