

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Stevens Point, Wisconsin

UW-Stevens Point  
Held in the Dreyfus University Center  
October 3, 2008  
9:00 a.m.

- President Bradley presiding -

PRESENT: Regents Jeffrey Bartell, Mark Bradley, Elizabeth Burmaster, Eileen Connolly-Keesler, Judith Crain, Mary Cuene, Danae Davis, Michael Falbo, Thomas Loftus, Kevin Opgenorth, Charles Pruitt, Brent Smith, Michael Spector, Colleene Thomas, José Vásquez, David Walsh, and Betty Womack

UNABLE TO ATTEND: Regent John Drew

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**UW-STEVENSON POINT PRESENTATION: LEADING FROM THE CENTER – CHANCELLOR LINDA BUNNELL**

Stating that it has been a great pleasure to be welcomed by so many enthusiastic UW Stevens Point students, Regent President Bradley noted that there is much to be proud of at this campus, including applied research activities, the arts, and study-abroad programs. The university community, he said, is energized to prepare global citizens of the future.

The presentation began with a video featuring former Secretary of Defense and Wisconsin Congressman Melvin R. Laird, who spoke of UW-Stevens Point as a special university with exceptional students. For more than 55 years, he related, the Laird Youth Leadership Scholarships and Laird Day Programs have been providing opportunities to these students. The keynote speaker at this year's program was James Bradley, author of *Flags of Our Fathers*. The programs are designed to bring to campus the best and

brightest students from northern and central Wisconsin for a day of inspiration. The values taught include awareness and appreciation of the larger world – a central tenet of Leading from the Center.

Chancellor Bunnell began her remarks by noting that Mr. Laird is a native of Marshfield and has been a good friend of UW-Stevens point since his days in the state senate in the 1940s. She also welcomed State Senator Julie Lassa, Representative Louis Molepske, Stevens Point Mayor Andrew Halverson, Wausau Mayor Jim Tipple, and Wisconsin Rapids Mayor Mary Jo Carson.

She thanked Sentry Insurance CEO Dale Schuh for Sentry's sponsorship of a concert by Wynton Marsalis, as part of the Sentry Invitation to the Arts Program and for Sentry's five-year renewal of the program. Mr. Marsalis also was leading master's classes for UW-Stevens Point students, as well as high school and middle school students from Central Wisconsin and Milwaukee.

Chancellor Bunnell also recognized John and Patty Noel, founders of Travel Guard Insurance in Stevens Point, for their commitment to the arts and for providing access to higher education through Compass Scholarships. The Noel Group selects three or four Wisconsin students per year from racial or ethnic minorities and awards them a full tuition, fees, room and board scholarship for four years. The scholarship holders are expected to remain in Stevens Point during the summer months and work in meaningful jobs for the Noel Group in areas related to their academic majors. To date, UW-Stevens Point has enrolled 19 Compass Scholars. The Noels had been chosen to receive the 2008 Governor's Award in Support of the Arts in recognition of their leadership over two decades in supporting the arts and making university education possible for many underserved and disadvantaged students.

Chancellor Bunnell then described the Leading from the Center Festival, which would be held in the Melvin Laird Room after the morning's meetings. The festival would showcase accomplishments of students and faculty, in bringing to life the university's Vision 2015.

Vision 2015 connects the university to the future by:

- Challenging students to become global citizens;
- Reflecting and projecting the university's history and values in the life and look of the campus;
- Promoting the dialogue and debate of the liberal arts and sciences;
- Taking responsibility for wellness;
- Continuing leadership at the national forefront of environmental stewardship;
- Demonstrating the power of communication and the arts; and
- Partnering with others for a vibrant economy.

This fall, the Chancellor reported, UW-Stevens point enrolled 9,120 students; and the academic talent of the freshman class, as measured by ACT scores, grade point averages, and class ranks is the highest in the university's history.

The diversity of the student body continues to grow, and the university has become a more attractive choice for transfer students, especially from nearby UW-Marathon County and UW-Marshfield/Wood County. International student enrollments also continues to increase.

Chancellor Bunnell reported that UW-Stevens Point led the UW comprehensive universities in the amount of externally funded applied research done on campus. From work in biofuels in developing the Wisconsin Institute for Sustainable Technology, to the new Geographic Information Systems Center, to the Northern Aquaculture Research Station in Bayfield, UW-Stevens Point remained on the leading edge of applied research relevant to Central Wisconsin.

This relevance, she continued, is appreciated by partners such as the Marshfield Clinic, where the university's emerging masters program in Informatics and undergraduate degree in Health Science, along with efforts to establish a regionally based nursing program in partnership with area technical colleges, mesh well with the clinic's nationally recognized research and services.

In a video appearance, Dr. Karl Ulrich, President of the Marshfield Clinic, noted the clinic's dependence on colleges and universities to supply many of its 6,200 employees, in addition to physicians. Stating that local campuses are of critical importance, he noted the propensity of people, especially in rural areas, to remain in the area where they were trained and make their homes there. Physicians and others who the Clinic recruits also love the rural lifestyle and the ease of living it involves.

Chancellor Bunnell remarked that it is a privilege for the university to partner with the Marshfield Clinic, as well as with Ministry Healthcare and Aspirus. The clinical doctorate in Audiology is an important area of programmatic growth related to health and wellness, a movement that began at UW-Stevens Point in the 1970s – the first program to be nationally accredited by the National Wellness Institute.

In response to area need, the Chancellor continued, UW-Stevens Point is developing a Masters in Leadership – one of only nine in the country. The Center for Leadership Excellence and Economic Development in Wausau, which was opened a year ago, represents a continuation of the pursuit of the university's mission to serve all of central Wisconsin.

In videotaped remarks, Dwight Davis, Chairman and CEO of Greenheck Fan Corporation, spoke of the partnership between his business and UW-Stevens Point, which includes programs through which Greenheck pays the cost for its employees to take classes at the university. The corporation also hires university graduates and currently has about 60 employees with degrees from UW-Stevens Point. In addition, the university has reached out and worked with Greenheck to develop courses specific to its needs, an example of which is the Leadership University – a two-year program that the corporation conducts in collaboration with the university to train future leaders needed to run the growing business.

Thanking Mr. Davis for his remarks, Chancellor Bunnell pointed out that the ventilation system for the Bird Cage at the Beijing Olympics was developed by Greenheck Fan.

Leading from the Center, the Chancellor noted, not only provided the theme for these meetings, but also UW-Stevens Point's Growth Agenda proposal – a three biennium request to the Board and to the State. While the campus attracts students from all over Wisconsin, the percentage of students from its immediate service area that choose UW-Stevens Point is among the highest in Wisconsin.

Even so, she pointed out, it is important to also consider the high percentage of adults with only high-school degrees in this area and in counties to the north. It will be necessary to partner with the Technical Colleges and the UW Colleges in order to successfully reach these populations.

Turning to the area of economic growth, Chancellor Bunnell remarked that the university is fortunate to have a focused and hard-working regional economic development consortium, Centergy, led by Ruder Ware attorney, Bill Tehan. Centergy, she said, has reached out to UW-Stevens Point and partner institutions in ways that reflect a deep understanding of the importance of the university and colleges to the tri-county region and beyond.

In a videotaped statement, Mr. Tehan pointed out that strong workforce development is driven by the university and that well-trained four-year graduates are needed to support the regional economy. In addition, workers often need retraining through educational services offered in the region. UW-Stevens Point, he said, is a strong partner in making businesses in central Wisconsin successful.

Chancellor Bunnell noted that UW-Stevens Point leads from the center by building on its heritage, dating back to 1894. Moving into the 21<sup>st</sup> century, the university continues to build on its years of service to regional partners to create an even greater impact.

One key area of opportunity, the Chancellor said, is sustainability, an area in which the university's connections date to the dawn of the American conservation movement in the early 1900s. At that time, UW-Stevens Point offered conservation courses, taught by Fred Schmeckle. In the 1960s, the university embraced the environmental movement and emerged as a national leader in natural resources education. Today, UW-Stevens Point has the nation's largest undergraduate program and a masters program in high demand nationally and internationally. At the urging of faculty, the university engaged in sustainable practices long before it became popular and was the first to sign the presidents' and chancellors' climate commitment.

In a videotaped message, Tom Howatt, President and CEO of Wausau Paper, remarked that UW-Stevens Point plays a critical role in educating people of the central Wisconsin region. Graduates of the Paper Science program, he said, are not only technically capable, but are also mature, poised and ready to contribute from day-one as they join employers in the paper industry – characteristics that are critical to the industry's success in today's difficult environment. Workers who graduate in the region, he noted, are more likely stay and contribute to its economic development. In addition,

he indicated that the university is an asset that helps his company recruit employees because of the atmosphere and opportunities that it provides for them.

As another partner, the Chancellor introduced Jerry Whitburn, President of Church Mutual Insurance, which operates in all 50 states and has its home office in Merrill.

Stating that UW-Stevens Point is well worth the state's continued investment, Chancellor Bunnell noted that last year the university brought forth an ambitious campus and facilities master plan that met with the Board's approval and received strong support from the community. Indicating that the university would continue to dream big, she said that the Center for Innovation and Collaboration, the campus' first academic building since 1975, must move forward soon.

During the current academic year, she planned to put together a team to explore moving the university's athletics program to the NCAA Division II level to give coaches and athletes greater recognition regionally and nationally.

In addition, the Wisconsin Institute for Sustainable Technologies will come to full fruition, driven initially by biofuels research and two large grants obtained recently.

In conclusion, Chancellor Bunnell noted that the leaders and supporters of UW-Stevens Point are "but the current stewards of a great institution. The single most important constant as we continue to write our history is our students. Year in and year out, they leave our campus and go into our region, state, nation and world, transformed by the commitments of faculty and staff to their education, the same commitments our university community has made to those students since 1894." She expressed concern about the level of compensation that could be offered to those talented people and looked forward to a discussion of that matter in November.

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## **ACCOUNTABILITY IN THE UW SYSTEM**

In opening remarks, President Kevin Reilly indicated that he would mention three distinct but related items:

- System-wide participation in the national Voluntary System of Accountability (VSA)
- The UW System Accountability Report
- The performance measures that were included with the 2009-11 biennial budget submission.

He recalled that in November 2007 the UW System announced that all 13 of its four-year institutions would participate in the VSA – a new national initiative to publish standardized performance data and other information. Earlier this week, it was announced that new VSA College Portraits were published online for each of those campuses. Noting that the UW Colleges also were working toward participating, the President remarked that this is one more way to demonstrate the UW's commitment to being

accountable to students, parents, and taxpayers. Interim Associate Vice President Sharon Wilhelm would provide an overview of the initiative, and Shari Ellertson, coordinator of UW-Stevens Point's participation in the VSA would show that institution's VSA website.

Ms. Wilhelm also would provide an update on the ongoing effort to refine the UW System's annual Accountability Report, which has been published since 1993 when the UW became the first statewide system of higher education in the United States to publish such a report.

The effort being undertaken is to align the report more closely with the Advantage Wisconsin strategic framework, its seven core strategies, and the Growth Agenda for Wisconsin.

With regard to performance indicators, he noted that the four indicators developed years ago would need to be revisited in view of the Growth Agenda. Because of the need to work closely with a variety of internal and external constituencies, the performance measures would not be changed at this time. Instead, the Board would be asked to make slight modifications to the previous goals connected with the indicators in order to reflect progress that has been made over time.

Ms. Wilhelm began her remarks by noting the UW System's long history of accountability reporting, with the most recent report – *Achieving Excellence* – developed in 1999. Seven of its eight editions have included institution-specific accountability reports developed in cooperation with each UW institution.

The current accountability report consists of three sections, the first of which provides insight into the context in which the UW institutions function. The second section provides six broad goals emphasizing the UW's service to students, and 20 indicators associated with them. Performance is compared to national benchmarks and targets. The third section is a compendium of other specialized reports on various aspects of the UW System.

While the primary objective of revising the report is to align it with the seven core strategies of the Advantage Wisconsin strategic framework, it also provided an opportunity to examine the strengths and weaknesses of the report. One strength is the manageable number of indicators; however, navigation of the report could be made easier and thus more accessible to readers.

Next spring's report, Ms. Wilhelm said, is to be considered a transitional report, with changes primarily focused on structure and formatting. Next would come the work of revising targets for some current indicators and gathering more input as to other indicators that might be of value to add to future reports.

The strategic framework, she noted, consists of the three goals of the Growth Agenda – more graduates, well-paying jobs, stronger communities – along with three enabling strategies to prepare students and achieve the Growth Agenda goals. The strategic framework, therefore, provides not only a new organization for the accountability report, but also represents an expansion of emphasis. While the old report's goals focused primarily on the student experience, the new framework would position the student experience within the broader context of the UW System's

contributions to the state. To reflect the broader emphasis, some new accountability indicators would be proposed.

The proposed layout of the new report was designed to direct attention to a chart or table of progress on the accountability indicator and help the reader understand its relationship to the Advantage Wisconsin strategy. To that end, the chart or table would be larger and more prominent; and the goal statement for the indicator would be clearly and simply stated, along with the status: “Achieved”, “Not Achieved” or “Mixed Performance”. Text would be kept to a minimum.

On the right side of the page, a sidebar would list related information for specific groups of students or ways that the UW System is working to achieve progress on the accountability indicator.

Ms. Wilhelm then outlined proposed accountability indicators, along with examples of related information, for each of the seven core strategies. For the core strategy of Preparing Students, three existing indicators would be used: Post-baccalaureate exams, critical thinking, and study-away experiences. Related information would include information on students’ learning and multicultural experiences, along with study-away data by race/ethnicity.

The core strategy of More Graduates would have several indicators used in the past, including access for Wisconsin high school graduates, enrollments, retention rates, and graduation rates. The new report would continue to show these indicators by race/ethnicity as well as for all students. Degrees conferred would be a new indicator. Over the next several months, retention and graduation rates would be discussed and new targets developed. Many items from the old report would be included as related information, such as pre-college participation, distance education, academic advising, and Wisconsin’s educational attainment rate.

The core strategy of Well-Paying Jobs would have three indicators: Increasing research funding, which formerly was included in the accountability report; contribution to the Wisconsin economy, one of the performance measures which estimates the impact on earnings of bachelors degree recipients compared to high school graduates; and degrees in high-need and leading-edge fields, which would be a new indicator showing the link between academic programs and areas of projected economic growth.

The core strategy of Stronger Communities would have two indicators: Civic participation of students and community outreach and education efforts. Over the coming months, work would be done with UW-Extension and others to determine the best ways to measure the latter efforts.

The core strategy of Resources would include growing the university’s financial resources, and the proposed indicator of reporting total revenue would be a new indicator for the accountability report. Given the importance of human resources to the university, the indicator of faculty and staff diversity, which was first included in the preceding year’s report, would continue to be utilized.

For the strategy of Operational Excellence, the proposed indicators would be continued from the past report, including administrative costs and credits to degree,

which have been reported for many years, and energy efficiency, which was included for the first time in the preceding year's report.

With regard to collaborations, one indicator that had been reported in the past is collaborative academic programs. Other types of collaboration – with the K-12 system, with other agencies or with regional partnerships such as New North – are examples of collaborations that would be included under related information. Student transfer from non-UW institutions and information on articulation agreements would be included as supporting evidence of collaboration with other higher education sectors.

Turning to institutional accountability reports, Ms. Wilhelm noted that they have consisted of several common indicators – enrollment, retention/graduation rates, student involvement, and credits to degree. In addition, campuses chose indicators specific to their institutional missions and strategic planning processes.

For the spring 2009 report, the common indicators would be kept much the same. Campuses would be asked to review their institution-specific indicators in light of the Advantage Wisconsin strategic framework and could continue to use existing indicators or develop new ones as appropriate. In addition, campuses involved in the Equity Scorecard initiative would be asked to include data from those activities in their reports.

Turning to the Voluntary System of Accountability, Ms. Wilhelm noted that it is a joint project of the American Association of State Colleges and Universities (AASCU) and the National Association of State Universities and Land-Grant Colleges (NASULGC). In 2006, the Lumina Foundation awarded a grant to AASCU and NASULGC to fund creation of an accountability system providing equivalent measures among public four-year institutions on a national scale. The purpose is to increase public understanding and to provide an equal basis for comparison to students, parents, government officials and other parties to whom public institutions of higher education are accountable.

In November 2007 the VSA Oversight Board was created; and that same month a letter was sent to that board indicating the UW System's intention to participate in the VSA. While the initiative on the national level focused initially on four-year schools, progress on development of a college portrait for two-year colleges remains a priority for the UW System.

The VSA's College Portrait is divided into three sections: Consumer Information, Student Experiences and Perceptions, and Student Learning Outcomes. The VSA's timeframe for posting items to the College Portrait spans four years, providing campuses with time to implement additional surveys and learning outcomes assessments.

The College Portraits can be found on the websites of UW campuses, and the national website lists VSA participants by state. There also are links to each UW campus College Portrait through the UW System home page.

Noting that the VSA provides valuable accountability information for all stakeholders, Ms. Wilhelm introduced Shari Ellertson for a description of UW-Stevens Points College Portrait.



Ms. Ellertson began her remarks by indicating that on the first page of the College Portrait there is an opportunity to provide introductory text for each campus. There is information on enrollment characteristics and undergraduate success and progress, with more opportunity to provide customized information. While the information would traditionally cover success and graduation from one institution, the College Portrait expands this framework to include graduation and enrollment at other institutions as well.

The second page provides more consumer information, including financial information and costs, including a college-cost calculator, which UW-Stevens Point developed to determine the net cost of attendance. Also included is information on how many students receive financial aid and on degrees and areas of study.

The third page provides information on the living and learning environment, including faculty composition, campus safety, Carnegie classification, and future plans of bachelor's degree recipients.

The second section, Student Perceptions and Experiences, involves one of four national surveys, the National Survey of Student Engagement being the one used in the UW System. Included are the areas of active learning, student satisfaction, and engagement with faculty.

The third section, Student Learning Outcomes, includes a customizable opportunity to explain how those outcomes are measured. One of three instruments can be used to measure learning gains in critical thinking and communication skills. This, Ms. Ellertson noted, is the most complicated section, with a four-year roll-out timeframe. The information compiled by UW-Stevens Point showed significant gains in these areas.

Thanking Ms. Wilhelm, Ms. Ellertson and others for their hard work on this project, President Reilly explained that the standardized format was developed in response to criticism that information about universities is available, but not easy to analyze or compare. The format also is customizable, so that each institution can present what is unique to its campus. The purpose of the College Portraits is to help students find what they want and need for a successful university experience. The UW System, he said, is proud to be one of the first to sign on as participants; and the VSA is pleased with the work that has been done by the UW.

Regent Bartell asked if the UW-Stevens Point portrait included information on study-abroad programs and participation, to which Ms. Ellertson replied that the information, while not included in the portrait, is provided through a link to the university's website.

Regent Crain remarked that it is important to show retention and graduation rates of people of poverty. She asked about progress in that regard, to which Ms. Wilhelm answered that, using Pell Grant eligibility to identify students of poverty, that information could be provided.

In response to a question by Regent Vasquez, Ms. Ellertson said that the VSA policy is that the College Portrait must be within one click of the university's home page and that UW-Stevens Point's can be found under "Future Students". Ms. Wilhelm added that there will be links to the College Portraits in a variety of places.

Chancellor Wells indicated that a national marketing effort for the VSA has been urged to make the public aware of the College Portraits.

Regent Smith asked if there is any information available on what graduates do after graduation and what they earn, noting that students and parents would find that information helpful. Ms. Ellertson replied that UW-Stevens Point collects such information through a survey and has suggested to the VSA that it be added to the College Portraits.

In reply to a question by Regent Cuene about the assessment portion of the portrait, Ms. Ellertson explained that, for the customizable section, there is a link to the university's assessment website, which may be expanded. For the common measure, UW-Stevens Point would use the College Assessment of Proficiency.

Regent Davis inquired about the timeline for revising the Accountability Report and how the Regents would be engaged in that activity. In reply, Ms. Wilhelm indicated that the spring 2009 report would be transitional and would provide an opportunity for Regent feedback. The 2010 report was expected to be in the new form. Noting that the *Achieving Excellence* format had been used for eight years, she added that it was modified as needed over time.

Regent Loftus inquired about adding the indicator of "total revenue" under the category of "resources". Vice President Debbie Durcan explained that, to meet the goals of the Growth Agenda, more than state resources will be needed and that growth in various sources of revenue might vary from year to year. Regent Loftus asked if the goal would be to increase total revenue, rather than state support specifically, and Ms. Durcan replied that total revenue could be used as a starting point and refined in the future.

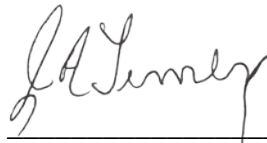
President Reilly added that more students must be enrolled and graduated to achieve Growth Agenda goals. Success will require making best use of all revenue sources, along with driving down costs in a variety of ways.

Regent Falbo requested information on unfunded cost per student.

Stating the Board's pride in the transparency of the Accountability Report, Regent President Bradley asked what is measured in the area of critical thinking. Ms. Ellertson replied that, at UW-Stevens Point, it is defined as the ability to analyze, summarize, and expand on an argument. President Reilly added that the instruments used for these measures are new and would require refinement.

The discussion concluded and the meeting was adjourned at 11:35 a.m.

Submitted by:



Judith A. Temby, Secretary