

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 5, 2009

11:00 a.m.

- President Bradley presiding -

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

Unable to attend: Regents Elizabeth Burmaster and Betty Womack

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**ONE-YEAR UPDATE ON THE UW SYSTEM GROWTH AGENDA FOR WISCONSIN ACTION STEPS**

In introductory remarks, President Kevin Reilly outlined examples of some of the significant progress that had been made in the past year to advance the Growth Agenda Action Steps.

- In December 2008, the Board endorsed the UW System Shared Learning Goals as part of the university's commitment to prepare students to be competent citizens in the 21<sup>st</sup> century knowledge-based global economy. Those goals include critical and creative thinking skills, effective communication skills, and knowledge of human culture and the natural world. Noting that this was the first time that the UW System had set forth

common learning goals, he indicated that they have been well received by stakeholders, including the Wisconsin Manufacturers and Commerce organization to which he had recently made a presentation.

- The UW-Madison Connections Program, which allows Wisconsin residents to begin their education at a two-year UW campus and then finish their degrees at UW-Madison, has been expanded to include all 13 UW Colleges, three Wisconsin Technical Colleges and the College of the Menominee Nation. UW-Green Bay joined the program last fall, and four other comprehensive universities will participate next fall. Connections Program students are qualified for admission to UW-Madison but are not able to enroll because of the large number of applicants.
- The UW System has strengthened its commitment to increase efforts to connect academic research to the private sector and to transform ideas into jobs and new businesses. A recent example was the opening last December of UW-Platteville's Nanotechnology Center for Collaborative Research and Development.
- UW institutions have stepped up their efforts to increase private, need-based financial aid to supplement the aid available through state and federal sources.

Much of the work, the President pointed out, is taking place on individual UW campuses, thanks to support for Growth Agenda projects funded in the last biennium. He expressed gratitude to the faculty, staff, and students who had stepped up and made this progress possible.

He then called on Senior Vice President Rebecca Martin for a report on progress on each of the Action Steps.

Recalling that three years ago, the Board had endorsed President Reilly's vision for the UW System -- People, Jobs, and Communities, Dr. Martin pointed out that the agenda is not about growing the UW System, but about advancing the vitality and health of Wisconsin by leveraging the UW's assets to improve the state's prospects for the future.

The Growth Agenda, she said, is a bold, long-term vision of where Wisconsin needs to be in the future. The Advantage Wisconsin planning process was undertaken almost two years ago, with the goal of putting concrete, system-wide actions behind the vision of the Growth Agenda. It was intended to provide a strategic framework for the UW System and to inform, but not replace, strategic planning at the individual UW institutions.

It had been a collaborative process, involving think tanks composed of people from the campuses and communities; statewide listening sessions, and involvement by Regents at several stages. Dr. Martin then referred to a slide outlining the seven core strategies in the Advantage Wisconsin framework.

The eleven Growth Agenda Action Steps emanated from the work of the think tanks as well as input from the chancellors and provosts. She then gave a report of progress on the 11 Action Steps.

***Commit to Shared Learning Goals for All UW Baccalaureate Graduates***

Dr. Martin stated that these goals, endorsed by the Board at the December meeting, are a very important step forward and represent a clear, articulate commitment on how the UW System will prepare students to graduate with the competencies they will need to be citizens in the 21<sup>st</sup> century knowledge-based global society. These goals, based on work of faculty from all the UW institutions and on goals present on each campus, are closely aligned with the Liberal Education and America's Promise (LEAP) campaign and on a national project funded by the Carnegie corporation and sponsored by the American Association of Colleges and Universities called "Give Students a Compass."

***Create a Student Engagement Portfolio***

Noting that student success includes out-of-classroom learning and co-curricular experiences that are essential to student development, Dr. Martin indicated that the Student Engagement Portfolio will help students to show the full extent of their learning experiences, including such areas as student leadership, undergraduate research, and service learning.

One model is an e-portfolio pilot project with UW-Milwaukee, UW-Stevens Point, UW-Whitewater, UW Colleges and UW-Madison, which may provide a cost-effective and flexible portfolio product that will be shared at a system-wide workshop in the fall. The hope is to fund additional pilot projects.

***Accelerate Transformation of Knowledge Capacity into Leading-Edge Jobs and Economic Vitality for Wisconsin***

Dr. Martin explained that the purpose of this effort is to connect academic research with the private sector in order to transform ideas into new jobs and new businesses that will attract and employ college-educated workers. One focus is to enhance technology transfer at the comprehensive universities; and WiSys is working with faculty across the system to attract research funding, spur tech transfer, enhance collaboration and free research time.

The Research to Jobs Task Force will help to improve the research/patent/commercialization pathway, accelerating the innovations created by faculty and growing jobs for Wisconsin.

More efforts under way to provide opportunities to move forward include: UW-Platteville's Nanotechnology Center and UW-River Falls' Tissue and Cellular Innovation Center. In addition, UW-Madison is collaborating with institutions across the system to offer an entrepreneurship summit at which best practices will be shared.

***Model Inclusive Excellence in Our Education and Employment***

Noting that Plan 2008 had reached its endpoint and that a full report would be presented at the March meeting, Dr. Martin said that the challenge is to build upon the work of Plan 2008 and to move diversity into the center of institutional strategic actions and core functions.

The Equity Scorecard, which has been a primary means of advancing this work, was completed by the first cohort of five campuses that had analyzed institutional barriers and potential points of intervention. The second five-campus cohort started work last summer.

A related effort is the Wisconsin Transfer Equity Study, with funding from the Ford Foundation, to enlarge the pathway from two-year colleges for students of color. In addition, the Campus Climate Study had been completed by five institutions and begun by another four; and the Inclusive Excellence approach will help UW institutions establish comprehensive, well-coordinated strategic actions to foster diversity at all levels of university life.

***Offer New UW Pathways to Wisconsin's Underserved Adult Population***

Because Wisconsin lags in the number of working adults with four-year degrees, Dr. Martin continued, returning adult students must be included if the goal for the number of baccalaureate degree holders in the state is to be attained.

The UW, along with education partners, are advancing this work with the Making Opportunity Affordable (MOA) grant, funded by the Lumina Foundation. There had been a well-attended planning event the past Friday, at which time Governor Doyle spoke to the group about these important issues. The proposal for four years of MOA funding was expected to:

- Address policies to achieve easier student transition and more graduates;
- Focus on adults, persons of color, and veterans;
- Pursue assessment of prior learning, creation of a credit repository, and online programs.

Additional programs in this area have been funded by the Committee on Baccalaureate Expansion.

***Build a Wisconsin KnowHow2Go Network, Enlisting College Undergraduates, Faculty, and Staff as Mentors to K-12 Students***

Noting that KnowHow2Go Wisconsin is this state's part of the national campaign to raise college aspirations in young people, Dr. Martin indicated that the UW's goal is to engage undergraduates as mentors to carry the message to young students and families statewide through such programs as the UW-Green Bay Phuture Phoenix and UW-Madison's PEOPLE program. There were also new programs under way at UW-Marathon County and UW-Eau Claire, and similar programs will be promoted at other campuses as well.

***Collaborate with PK-12 Community to Enrich College Preparation***

Dr. Martin reported that the UW is working closely with higher education partners and the PK-12 community to increase the number of students who enter the university prepared for success -- an effort that they had agreed to begin with a focus on math preparation.

A task force of faculty from all four education sectors had been formed to develop a common set of math competencies needed for entry into college-level credit coursework, the goal being to link high school curriculum to these requirements, leading to a reduction in the need for remedial coursework.

With funding from the last biennial budget, the Early Math Placement Test was being piloted in 100 high schools around the state as a tool to help students determine how well prepared they are to handle college-level math early enough to enable them to take additional math courses in high school. The goal is to implement the test statewide next year.

A conference is being planned for next fall on best practices in teaching math, and funding is being reallocated to support math partnerships.

***Expand the UW-Madison Connections Program***

With UW-Madison being unable to admit all of the academically strong Wisconsin students who apply, the Connections Program, piloted in 2001, offers dual enrollment to UW-Madison and another institution so that students can begin their education at a designated public institution in the state and complete their degrees at UW-Madison. Students are admitted to both institutions and are advised by a UW-Madison counselor to ensure that the courses they take will transfer to UW-Madison.

The Connections Program, which began with the UW Colleges and four other two-year state programs, has been expanded to five of the UW Comprehensive Universities. It provides another opportunity, Dr. Martin noted, to keep the best and brightest of Wisconsin high school graduates in the state.

***Ramp Up Operational Excellence and Efficiency to Focus More Resources on the Growth Agenda for Wisconsin***

In order to focus limited resources on the Growth Agenda for Wisconsin, Dr. Martin indicated, it is necessary to keep administrative costs, already among the lowest in the nation, in balance and as low as possible.

The Operational Excellence Working Group is developing initiatives to enhance existing efforts, infuse best practices across the system and manage ever greater workloads without new resources. One such effort – Lean Evaluation Projects – employs a data-driven process to streamline administrative activities and encourage more standardized business processes. Three multi-campus evaluation projects have been completed and three more are under way.

Other initiatives include recognition for this work and sharing of best practices across the system and nationally.

***Establish New Wisconsin Idea Public Policy Forums That Bring Research to Bear on Wisconsin's Biggest Challenges***

Noting that the UW System has significant resources, including objective, research-based information, to bring to the many vexing social, environmental and economic challenges facing Wisconsin, Dr. Martin reported that the plan is to hold two public policy forums per year, focusing on such issues. The target audience includes state lawmakers, community leaders, business people, faculty, staff and students.

UW-Eau Claire, UW-Madison, and UW Colleges/Extension are working together to plan the first three forums – the first at UW-Eau Claire on May 14, 2009: Addressing Alcohol Abuse through Public Policy. The second will be at UW-Madison in fall 2009: Education Policy Issues in Wisconsin; and the third will be in spring 2010, sponsored by UW Colleges/Extension: Building Sustainable Communities. Participation from other campus sites around the state will be available through two-way videoconferencing.

***Increase Private Need-Based Financial Aid to Supplement State and Federal Assistance to Students***

Major advances in this effort included:

- \$175 million from John and Tashia Morgridge for the Fund for Wisconsin Scholars
- \$40 million from the Great Lakes Higher Education Guaranty Corporation for the Wisconsin Covenant
- \$1.5 million from the University of Wisconsin Credit Union for need-based scholarships after a match by the UW Foundation
- \$3.3 million for need-based scholarships from the UW-Madison “Great People. Great Place” campaign.

Dr. Martin reported that there are short and long-term plans to grow those resources and highlight their importance to Wisconsin citizens, policy makers, and potential donors.

In conclusion, Dr. Martin thanked UW provosts and chief business officers, who had taken the lead in many of these initiatives and without whose leadership the Action Steps could not have moved forward. She also expressed appreciation to the many others from UW institutions and other educational sector partners who had contributed as well.

Noting that no new resources had been required for these efforts, she said that resources were reallocated where necessary, including funding from the system to support campus pilot programs in the coming year. In addition, outside funding had been obtained from foundations and other higher education organizations

In discussion following the presentation, Dr. Martin replied to a question from Regent Smith by indicating that numbers of participants in the UW-Madison Connections Program were increasing and could be expected to grow further as additional institutions entered the program and more choices became available.

Regent Connolly-Keesler asked if the private financial aid donations were endowed and President Reilly replied in the affirmative. UW-Madison Chancellor Biddy Martin added that funds were expected to be available for next year, despite the financial difficulties being experienced by endowments.

Regent Crain remarked on the difficulty of communicating the importance of these complex initiatives to the general public.

President Reilly indicated that a brochure had been developed to serve as the public face for the Growth Agenda. He agreed, however, that more should be done to “connect the dots” in such a way as to promote public understanding.

Senior Vice President Martin added that a group has been formed to meet on that subject and to discuss communication and leveraging of synergies. She thought that the summary presented at this meeting also could be used to help campus audiences see the relationships of the

various Action Steps to the Growth Agenda and that means need to be found to make this information more easily accessible to the public.

Stating that he was very pleased with the progress made on the Action Steps, Regent Bartell inquired about the lag in transfer of students of color from two-year institutions.

In reply, Senior Vice President Martin noted that in some states, community colleges are primary access points for students of color, adding that Wisconsin can do a better job in this area and that analysis is being done as to where barriers may exist.

In response to a question by Regent Vásquez, Dr. Martin confirmed that the Wisconsin Technical colleges are included, as well as the College of the Menominee Nation.

Regent Loftus pointed out that, along with the UW-Madison Connections Program, there also is a large transfer program to UW-Madison from Madison Area Technical College. Dr. Martin added that the transfer program is the two-year Liberal Arts Degree program, and that articulation agreements provide further transfer opportunities.

Replying to a question by Regent Davis, Dr. Martin explained that the “Give Students a Compass” program is funded by the Carnegie Corporation to revamp general education and enhance the success of underserved students. First stage participants are UW-Oshkosh, UW-Eau Claire, and UW-Milwaukee.

Associate Vice President Larry Rubin responded to a further question from Regent Davis by explaining that the Student Engagement Portfolio would add material to the traditional transcript that would be valuable for employment and graduate school purposes. A group had been convened to hold a system-wide event at which promising models would be viewed, with the intention of identifying a couple of them for pilot project funding. Dr. Martin added that students would be involved at that point.

Regent Bartell inquired about progress in the area of Inclusive Excellence, to which Dr. Martin replied that a final report on Plan 2008 and a full discussion of Inclusive Excellence would be presented at the March meeting.

Regent Falbo remarked that the Growth Agenda for Wisconsin and Action Step processes had served to heighten the effectiveness of the UW as a system of higher education.

He asked if there is an initiative for UW-Madison students to transfer to other schools. While there is no formal program, Dr. Martin replied that there are students who start at UW-Madison and then find that it is not a good fit for them; and Chancellor Wilson noted that there are cases of students who transfer to the UW Colleges from UW-Madison. Chancellor Martin added that the retention rate on that campus is in the high 80’s.

Regent President Bradley pointed out that there are as many UW students who transfer to the Technical Colleges as there are Technical College students who transfer to the UW.

Commending the Growth Agenda for its comprehensiveness and breadth, Regent Cuene thanked all involved for their hard work in moving the Action Steps forward.

With regard to bringing students into the college pipeline, Regent Pruitt inquired about analyses of what efforts are or are not working for the purpose of setting priorities among programs.

Dr. Martin agreed, adding that, while assessment is a key component of the pilot projects they are at too early a stage to have produced many results.

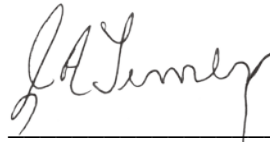
President Reilly pointed out that, to be successful in advancing the Growth Agenda at a time when high school populations are declining, it will be necessary to put more students into the college-bound pipeline and to eliminate barriers, such as incomplete applications, which tend to block access.

In response to a question by Regent President Bradley, Dr. Martin explained that it will be necessary to translate the required math competencies into improvements in high school math curricula by giving high school teachers clearer understandings of what students need to know to be prepared for college-level math. One problem that has been found is that, while students may take the courses that they are advised to take, they still place into remedial math in college because that the courses did not teach them all that they needed to know.

Regent Drew commented that the extent to which the UW succeeds in achieving inclusive excellence is the extent to which the state will succeed in finding a better future. In that regard, he noted that the states of Wisconsin and Minnesota are very similar if the cities of Milwaukee and Minneapolis/St. Paul are excluded.

The discussion concluded and the meeting was adjourned at 12:05 p.m.

Submitted by:



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Judith A. Temby, Secretary