

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
Thursday, June 4, 2009
10:00 a.m.

- President Bradley presiding -

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

UNABLE TO ATTEND: Regent Elizabeth Burmaster

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Introductions and Announcements

Welcome to Regent-Designate Aaron Wingad

Regent President Bradley welcomed Aaron Wingad, a junior at UW-Eau Claire, who had been appointed by Governor Doyle to succeed Colleene Thomas as a Student Regent member following the June meeting. Majoring in Biochemistry and Molecular Biology, with a minor in Spanish, he plans to attend medical school after graduation in 2011.

Mr. Wingad has served as Director of Academic Affairs for the UW-Eau Claire student government and on numerous committees and boards.

Congratulations to Regent Charles Pruitt on Reappointment to the Board

Regent President Bradley congratulated Regent Vice President Pruitt on his reappointment by Governor Doyle to a new seven-year term on the Board.

Welcome to UW-River Falls Chancellor Dean Van Galen

President Kevin Reilly introduced new UW-River Falls Chancellor Dean Van Galen, who came to Wisconsin from the University of West Florida in Pensacola, where he served as Vice President of Advancement. A native of Wisconsin, he earned a Bachelor of Science Degree in chemistry from UW-Whitewater and a Ph.D in analytical chemistry from Kansas State University. He did post-doctoral research at the University of California, Berkeley.

Welcome to UW-Green Bay Chancellor Thomas Harden

President Reilly introduced new UW-Green Bay Chancellor Thomas Harden, who came to Wisconsin from Clayton State University, in suburban Atlanta, where he served as president since 2000. During his tenure, enrollment at Clayton State increased by 39 percent; and the university was ranked number one in the South for campus diversity by *U.S. News & World Report* in six out of the past seven years. Chancellor Harden earned his Bachelor of Science degree in industrial education from Miami University, his Master of Science from the University of Dayton, and his Doctor of Education from the University of Cincinnati.

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2009-11 UW SYSTEM BIENNIAL BUDGET DISCUSSION

As context for the biennial budget discussion, President Reilly recalled that, in August 2008, the Board approved a recommended budget for submission to Governor Doyle. In the early stages of the economic downturn, the Board advanced a 2.5% pay plan recommendation for faculty and academic staff.

With economic indicators slipping further, the Governor in February introduced his biennial budget proposal, including a 5.2% reduction in GPR for the UW System. In March, with revenue forecasts falling further still, the Joint Committee on Finance began its work on the budget. In mid-May, the state announced that the difference between forecasted revenues and actual expenses for the coming biennium would grow by an additional \$1.6 billion.

The UW System, the President noted, faced major challenges from the outset of the budget process with the 5.2% reduction and additional reallocations and lapses from other funding sources. As the process continued, state agencies that initially faced smaller cuts were asked to shoulder a bigger share of the financial burden.

At that point, UW leaders reinforced the message that the university's original budget reductions posed serious challenges to students and campuses and that further cuts would be very damaging. In response, Governor Doyle did not recommend further base cuts to the UW, and legislators did not propose any either.

Nevertheless, the widening budget gap produced new challenges. Based on the Governor's recommendation, the Joint Committee on Finance added language to the budget bill giving him authority to furlough state and UW employees. The Joint Committee on Employment Relations also rescinded a scheduled two percent pay plan increase for non-represented faculty and staff.

Noting that these compensation cutbacks are tough on the morale of faculty and staff, President Reilly emphasized that the UW has been adamant in support of competitive compensation for faculty and staff, the long-range plan being to bring UW salaries up to the compensation levels offered by peer universities. While those plans had been delayed by the financial crisis, they would be advanced again as soon as possible.

Part of the commitment to faculty and staff has been to offer full benefits to the domestic partners of UW employees – a provision that is included in the budget bill advanced by Governor Doyle and the Joint Committee on Finance.

Noting that the matter of employee furloughs is very complex, President Reilly indicated that the state, rather than the university, is in control of the ground rules for the furloughs, which amount to a three percent pay reduction. The UW has been asking for flexibility to manage them in the least-damaging manner possible.

It was known at this point that the number of furlough days would be commensurate with employees' full- or part-time status, so that faculty and staff on nine-month contracts would take fewer furlough days. It also was known that employees with fifty percent appointment would continue to qualify for benefits, because state law provides that eligibility is based upon the appointment, not on hours worked; and half-time employees would retain their half-time appointments, even with the furloughs.

Turning to the Capital Budget, President Reilly reported that the Joint Committee on Finance advanced the UW System's budget, funding high-priority academic buildings, residence halls, building repairs, and other projects. The Capital Budget now included 36 major UW projects – up from 34 in the budget passed by the State Building Commission. This is the first time in recent years, he pointed out, that there has been an increase in the Capital Budget by the Joint Committee on Finance.

All of these projects, the President stated, will have a strongly positive impact on the university's ability to educate students and conduct world-class research, along with boosting the state's ability to compete in the knowledge economy. The construction projects are expected to create 16,000 new jobs.

The UW would continue to advocate for new flexibilities in the building process, as endorsed by the Board, to make more efficient and effective use of public and private dollars.

President Reilly reported that earlier in the week he had written to all 41,000 UW System employees about the status of the budget process. His message concluded by saying: "Even as we recognize the national and international causes and effects of this punishing recession, I know that furloughs and rescinded pay increases are bitter pills to swallow. I have no easy words of wisdom to alleviate the anxiety and resentment that are natural human reactions in such situations. Nonetheless, we will get through this downturn and on to recovery. If we in the University can keep our energies focused on

our vital work and our eyes on the horizon, we will speed the state's passage through these tough times and reposition it for a robust recovery.”

In the meantime, however, he pointed out that it will be necessary to manage \$161 million in reductions and \$84 million in give-backs, for a total of \$255 million, which will make the next several years very difficult.

- For faculty, the cuts mean more students in their classes and less contact with each student.
- For students, the cuts mean fewer appointments with career counselors and longer lines at the registrar's office.
- The cuts also will mean more vacant positions and higher workloads for the faculty and staff who remain.
- For students, the cuts will mean fewer class choices and bigger class sizes. For some, it will mean a longer time required to complete their degrees.
- Faculty and staff will have fewer opportunities to keep current in their academic disciplines and strengthen their teaching and research skills.
- For students, the cuts mean fewer resources and opportunities for out-of-classroom learning experiences.
- There will be consolidation and elimination of some degree programs over the next two years.
- It will not be possible to move as quickly as desired to satisfy all the demands for more mental health counselors, emergency planners, police officers and related resources. These remain high priorities, however, and the UW will try hard to protect existing resources in these areas, from front-line personnel to more administrative support for campus security.

While there will be many tough choices ahead, there are other measures university leaders hoped not to take, such as:

- Double-digit tuition increases
- One-size-fits-all enrollment caps
- One-size-fits-all enrollment cuts
- Massive displacement of students from their degree programs
- Cancellation of teaching days
- Loss of major competitive research dollars for lack of adequate grant-writing staff and time
- Thinning the faculty and instructional staff ranks to the point at which remaining over-stretched classroom teachers cannot come close to meeting reasonable expectations of their students

- Abandoning the plan to hold harmless from tuition increases students with need up to the median family income.

If the budget does not change for the worse through the rest of the process, President Reilly stated, everything possible will be done to avoid these worst-case scenarios. He hoped to recommend to the Board at its July 9th meeting a reasonable, single-digit tuition increase as part of the annual budget for 2009-10.

Between now and then, he said, the budget process should be completed, with the Assembly taking up the budget as early as the next week and concluding its debate in a couple of days. The Senate then would take up the budget bill. If there are differences between the two legislative houses, a conference committee would be formed to find a compromise. The full houses would vote on the compromise, which then would go to the Governor for signature and vetoes.

President Reilly then called upon Senior Vice President Tom Anderes to provide an overview of the Joint Committee on Finance's actions on the university's budget.

Mr. Anderes began his remarks by indicating that the Joint Committee on Finance accepted the Governor's recommended \$120 million reduction in GPR, consisting of \$20 million in a one percent reduction and \$100 million in a targeted general reduction. The general reduction of \$100 million would be split 50/50 in each year of the biennium, with a \$15.5 million lapse in 2010-11 in order to meet requirements of the Fiscal Stabilization Fund. The one percent across-the-board reduction exempted tuition, federal funds, trust funds, gifts/grant funds for program revenue-funded units. Auxiliary service balances were reduced by \$23.5 million, less than the Governor's proposed \$25 million.

The committee's action supported the Board's tuition hold harmless initiative and included \$15 million for the recruitment/retention fund, as well as various research initiatives and domestic partner benefits. The hold harmless initiative ensures that students will receive a grant to cover a tuition increase if their annual family income is \$60,000 or less and they qualify for need-based aid. The committee reduced financial aid on the assumption that the increase in the federal Pell grant would provide funding to support the hold harmless program.

With regard to Wisconsin Higher Education Grant funding, the Governor recommended removal of a statutory maximum amount to allow larger grants to be given to the most needy students. The Joint Committee on Finance recommended no increase in 2009-10 and a 6.1% increase in 2011. Funding for tuition hold harmless benefits would be reduced moving forward into the 2011-13 biennium, as would the number of eligible students.

The June 2009 two percent pay plan increase was rescinded and furloughs would be imposed on employees. There would be no pay plan increase in fiscal years 2010 and 2011; and all employees would take furloughs up to eight days in each year of the biennium. The furloughs would be prorated for part-time employees and those on academic year contracts.

Overall, Mr. Anderes indicated that the capital budget is strong. Additions were the UW-Eau Claire Education Building, with funding available after July 1, 2011 -- \$44.5 million total project cost (\$44 million in general fund supported borrowing and \$500,000 in building trust funds); and the UW-Madison Nursing Facility, enumerated in 2010-11 at \$47.4 million total project cost (\$28.1 general fund supported borrowing, \$5.5 million program revenue supported borrowing, and \$13.8 million gifts/grants)

In that regard, Mr. Anderes pointed out that funding for the nursing facility would be added funding – not reallocated from other projects. Because this would have been a high priority in the following biennium, funding at that time would be freed up for use on other projects.

In discussion following the presentation, Regent Vásquez asked if the furloughs would apply to all employees, including those paid by federal and other non-state funding sources; and Mr. Anderes replied in the affirmative.

In response to a question by Regent Bartell as to the rationale for furloughing employees not paid with state funds, Mr. Anderes indicated that the state might consider it a matter of equity. Noting that rules for furloughs were not the university's decision, President Reilly added that it would be difficult to unravel sources of funding in the case of employees paid with a combination of funding sources. He also pointed out that non-state funds saved from furloughs would be retained in their programs and not given to the state to reduce the budget deficit.

With regard to elimination of the salary increase, Regent Falbo asked if that would mean that the UW would fall further behind peer universities; and President Reilly replied that such measures were being taken elsewhere – some even more drastic, including pay cuts, enrollment cuts and furloughs.

Regent Falbo inquired about funding for veterans' tuition remissions, to which Mr. Anderes responded that the Joint Committee on Finance supported first use of federal funding and a state stipend to cover remaining costs. Associate Vice President Freda Harris added that \$18 million is provided in the budget for use after federal funds are exhausted.

Regent Davis inquired about the decision by the Joint Committee on Finance not to accept the Governor's proposal to remove the maximum from the WHEG grant; and Mr. Anderes replied that increased Pell grant awards would make up most of the difference. The Governor had proposed \$12 million; and, while the committee put that amount in the budget, \$6 million of it is in one-time auxiliary monies. Ms. Harris explained that funding in the second year would be increased to \$6.4 million GPR and \$1.9 million in auxiliary funds. Because of the need to contain costs going forward to the amount funded by GPR, it was provided that, in 2011-13, only those receiving hold-harmless grants could continue and new recipients would not be added.

In response to a question by Regent Walsh, Mr. Anderes said that decisions about furloughs are made by the Governor's Office and the Office of State Employment Relations and that it had been decided that all employees, regardless of funding source, will take furloughs. Associate Vice President Al Crist added that, under the Fair Labor

Standards Act, overtime issues might be raised for some employees; and the Attorney General's office was being consulted on collective bargaining contract issues.

UW-Madison Chancellor Biddy Martin pointed out that the two percent increase that represented employees would receive would have to be covered by the campuses through additional base cuts of layoffs. This would amount to millions of dollars at UW-Madison.

UW-Oshkosh Chancellor Rick Wells cautioned against connecting layoffs to lack of contract re-opening. He felt that the best way to handle the matter was simply to add another budget cut to be taken in the most prudent manner possible.

General Counsel Pat Brady added that there had been discussion with the Office of State Employment Relations and others to minimize legal risks.

Regent Crain asked what assistance was being given to campuses to deal with the confusion and frustration resulting from these cuts and uncertainties.

President Reilly replied that he and the chancellors have been keeping employees informed and that employee assistance programs would be called upon to help with the problems that they encounter.

UW-La Crosse Chancellor Joe Gow expressed agreement with the importance of good communication, especially since so much still is unknown. Expressing the hope to have flexibility to use furloughs in a way that makes most sense for the university, he noted that they will be complex to track and that more cutting will need to be done.

UW-Milwaukee Chancellor Carlos Santiago indicated that it is important to allow schools and colleges as much flexibility as possible and noted the mismatch between budget cuts, on the one hand, and on the other approval of new schools, although not funded, and purchasing land, although with private funds.

President Reilly added that the situation is made worse by the UW System's outmoded human resources system, which requires manual entering of data.

In response to a question by Regent Loftus as to how cuts would be determined, President Reilly said that the goal would be to keep up the momentum of the Growth Agenda and to keep doors open to the greatest extent possible to help Wisconsin going forward.

Indicating that UW-Madison also is concerned about impacts on research, Chancellor Martin explained that furloughs of federally funded faculty and staff hurts the state because less research will be done and the university's competitiveness with other campuses will be impaired.

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UW SYSTEM ACCOUNTABILITY REPORT

In introductory remarks, President Reilly observed that the Accountability Report provides perspective on why the cuts facing the university are so difficult to handle. In that regard, data on efficiencies already in place show that administrative spending per student is well below the national average; and that students' paths to graduation have been made more efficient by reducing average credits taken to earn a bachelor's degree, which lowers tuition costs for students and opens up class seats for others.

Noting that the report represents a new direction, he recalled that the UW System began accountability reporting 15 years ago – the first statewide system of higher education to publish an annual accountability report focused on consistent measures of access, degree completion, professional preparation, and stewardship of resources. While each year's report has included updates, this year marks only the second major revision of the annual report format.

The revised report has a new organization and expanded emphasis, reflecting the UW System's strategic framework and the goals of the Growth Agenda for Wisconsin. The new title, *Investing in Wisconsin's Future* conveys how the university's strategic priorities are aimed to benefit the people of Wisconsin. Building on broad awareness of the Growth Agenda, the new report allows people to better see how progress is being made toward goals they support.

In addition, the report's new design is easier to navigate and includes a wealth of additional information. In its electronic form, the links allow readers to move directly to an in-depth report or website.

As in the past, the report focused on a manageable number of accountability indicators, each of which captures a key aspect of the UW System's performance. Each indicator has a measureable goal, typically a national benchmark or numerical target; and progress on each goal is clearly shown.

In addition to the traditional indicators of access, enrollments, retention, graduation, and resource management, the report measures the UW's impact on communities through civic participation, community outreach and engagement, and as an engine driving the state's economy.

The economic impact information, the President pointed out, makes the point that, in a severe recession, the UW is one of the few sure ways to revitalize the economy and move the state forward for the future. As to value to dollar invested, the report shows that the 2007-08 graduating class will make an annual contribution of \$507 million to Wisconsin earnings – a \$9 million increase from the previous year.

The UW System's 2007-08 budget of \$4.5 billion generates a \$10 billion annual contribution to the Wisconsin economy – a return of ten times the \$1 billion annual state investment in the UW System.

President Reilly then called on Interim Associate Vice President Sharon Wilhelm for a presentation on the report.

Referring to the UW System's long history of accountability reporting, Ms. Wilhelm noted that the first report was published in 1994 and was continued until 2001, when it underwent a major revision. This second phase of accountability reporting, entitled *Achieving Excellence*, emphasized service to students.

The current report represents a third phase, with the primary objective to align the report with the seven core strategies of the Strategic Framework, while also examining strengths and weaknesses of past reports. The manageable number of indicators was found to be a strength, while there was room for improvement in making navigation of the report easier.

The report consists of seven sections, one for each of the core strategies of the Strategic Framework: Prepare Students; More Graduates; Well-Paying Jobs; Stronger Communities; Resources; Operational Excellence; and Collaborations. Twenty accountability indicators were spread among those seven strategies.

For each indicator, a chart or table provides quick reference to data illustrating progress to the accountability goal, and bulleted text provides brief background on the indicator and interpretation of the data. Accompanying each indicator is a "more to explore" box with related information on the context within which the UW System operates, additional data of interest, or examples of ways the university strives to achieve progress. Many of these items reference related publications, with a link on the web version of the report to allow the reader to quickly access the publications and explore an issue in much greater depth.

Aligning the accountability report with the Strategic Framework resulted in five new accountability indicators:

- A new Degrees Conferred indicator appears under the core strategy of More Graduates.
- The core strategy of Well-Paying Jobs includes a new indicator of Degrees in High-Need and Leading-Edge Fields, including degrees conferred in science, technology, engineering, mathematics, and health professions, reflecting the UW System's efforts to provide qualified graduates for the kinds of jobs that are projected to experience above-average growth in Wisconsin.
- Under the strategy of Stronger Communities, a new indicator is Community Outreach and Engagement, which seeks to measure the impact of UW outreach programs and related activities in Wisconsin communities.
- A new indicator of Wisconsin Partnerships is under development to help measure progress on the strategy of increasing Collaborations. A system-wide task force has begun to look at ways to more systematically define and collect data on Wisconsin Partnerships for future accountability reports.

The report contains a status grid summarizing the seven core strategies, the twenty associated indicators and the UW System's progress on each indicator, marked by one of the following:

- A plus sign indicates that the goal was achieved.

- A minus sign indicates that the goal was not achieved.
- A combination plus and minus sign indicates mixed results.

The status grid shows that the UW System met its goals on ten indicators, had mixed results on seven, and has yet to achieve its goal on two indicators. The Wisconsin Partnerships is listed as being incomplete until the task force completes its work. Therefore, of the 20 indicators, the UW System met or partially met its goals on 17 of them.

Ms. Wilhelm identified the following good news included in the report:

- The UW System continues to provide educational experiences that prepare students for future careers and for civic participation both in their communities and in the global society.
- The UW System does well on its goals related to producing more graduates. It continues to provide access to 33 percent of Wisconsin high school graduates; retention and graduation rates are above national averages; and both enrollments and degrees conferred have increased.
- The UW System has increased its amount of external research funding, leading to the development of new technologies and industries and also creating well-paying jobs in Wisconsin.
- The UW System continues its operational excellence with administrative costs well below national and state averages. Average credits taken to earn a bachelor's degree remain at low levels, providing savings for students in time and tuition.

She then identified the following challenges that remain:

- While there has been overall progress on goals related to producing more graduates, rates of access, retention, and graduation for most students of color remain below those of white students, although enrollments of students of color have increased in both absolute and percentage terms.
- As to resources, the UW System's total revenue increased three percent from the previous fiscal year, below the target and the average annual increase over the last decade of five percent. Revenues from gifts, grants, and contracts – which account for over one-fourth of total revenues – increased only one percent.

Turning to the institutional accountability reports, she noted that these reports supplement the system-wide report. In addition to four common measures, each institution provides additional measures that reflect its specific mission and strategic plans. In the next several months a revision of the institutional reports would be under taken to better align them with the Strategic Framework and enhance their usefulness as a management tool.

Ms. Wilhelm concluded her remarks with an update on the UW System's continued participation in the Voluntary System of Accountability (VSA) – the national initiative to increase accountability of public institutions of higher education. All four-year UW campuses now provide consistent and comparable information on the characteristics of each institution and its students on their web-based VSA College Portrait, and a national website lists VSA participants.

Thanking Ms. Wilhelm for the presentation and her excellent work in linking the accountability report to the Growth Agenda for Wisconsin, President Reilly indicated that the report would be distributed widely – to UW institutions, the Legislature and Governor, and to groups statewide, including regional economic development entities, chambers of commerce, the Wisconsin Higher Education Business Roundtable, Wisconsin Manufacturers and Commerce, the Metropolitan Milwaukee Association of Commerce, Competitive Wisconsin and others.

In conclusion, the President emphasized that the purpose is to let all of Wisconsin know that the UW System is transparent and accountable, that it has a strategic plan with specific performance measures, and that the university is always seeking continuous improvement.

In discussion following the presentation, Regent Davis commended the excellent work done in aligning the report with the strategies of the Growth Agenda. Suggesting that the report be returned to the Board after there had been time to study it more thoroughly, she said that she would like to see an analysis of why goals for retention and graduation of students of color had not been achieved in order to better inform efforts at improving success in this area.

Senior Vice President Rebecca Martin suggested that Regent committees could move forward in placing on their agendas portions of the report that they might wish to discuss further.

While he agreed that committees should follow up on various items, Regent Vásquez suggested that the full Board should be involved in discussions of some of the issues.

Regent Crain commended the presentation of the report as being very accessible. She suggested that preparation for well-paying jobs should include reference to job satisfaction and contribution to the community. She also noted the need to understand where race, ethnicity and low income status interact and pointed out that, while reduction of credits is a worthy goal, it should be remembered that an important part of the college experience is to obtain as much education as possible.

Expressing agreement with the points that had been made, President Reilly noted that the current average of 133 credits to degree is still well above the usual requirement of 120, leaving space for enhancing education.

Regent Smith agreed that the report should be sent to legislators, noting that transfer of credits and collaboration were two matters often on their minds.

Regent President Bradley pointed out that the core strategy of Preparing Students includes graduating people with critical thinking skills who have the interest and ability to contribute to their communities and society.

Regent Davis emphasized the importance of analyzing the “why” of persistent issues like retention and graduation of students of color and hiring and retention of faculty and staff of color.

President Reilly noted that individual campus reports and discussions with chancellors address these issues, and Ms. Wilhelm indicated that Equity Scorecard results are being added to institutional reports.

Regent Pruitt noted that the ability to provide resident tuition for children of immigrants would increase numbers of students of color.

UW-Oshkosh Chancellor Rick Wells observed that high-impact activities in preparing more well-educated graduates include service learning and collaborative student/faculty research. Because these efforts are labor-intensive, they are more difficult to sustain and enhance in a time of severe budget cuts.

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UPDATE: CAMPUS SAFETY REPORT

In opening remarks, President Reilly pointed out that, overall, campuses are safe places, with incidents of violence being less frequent than in the wider society. UW System crime statistics reflect these national trends.

As background, he recalled that, after the Virginia Tech tragedy in early 2007, the UW System – along with colleges across the country – took another look at their practices and policies for keeping people safe on campus. At that time, he appointed the President’s Commission on University Security, led by UW-Madison Police Chief Sue Riseling.

Around the same time, Governor Doyle appointed the Task Force on Campus Safety. Both groups were charged with identifying ways in which campuses could prevent, intervene, respond, heal, and resume operations if confronted with the threat or actual incident of major violence on campus.

Reports from both groups formed the basis of the UW System’s Report on Campus Safety, presented to the Board last June. The report provided an overview of campus safety efforts and showed how UW institutions were responding to recommendations that emerged from the President’s Commission and the Governor’s Task Force.

This update showed that campuses have been working hard to ensure a safe and productive environment for the campus communities, even in these very tough economic times.

President Reilly called upon Associate Vice President Larry Rubin to begin the presentation. Noting that the Report on Campus Safety included a set of system-wide and campus expectations, Mr. Rubin indicated that Julie Gordon, Director of the UW System Office of Operations Review and Audit would provide a summary of the results of a questionnaire sent to the campuses on how they addressed those expectations.

Reporting on the survey results, Ms. Gordon noted that actions varied based on campus demographics, needs, existing programs, and community and campus resources.

- UW institutions were expected to develop new or enhance existing safety and security awareness programs. Progress made included revision of parent and student orientation sessions to include more health and safety topics. Websites were updated to include similar information, and many institutions began providing self-defense classes.

Other initiatives included development of office protocols for dealing with disruptive individuals, creation or enhancement of SAFE walk programs, and purchase or development of instructional videos, which are shown online or as part of presentations to groups on campus.

- UW institutions were expected to form functioning multi-disciplinary review teams to anticipate, identify, and evaluate threats and other safety concerns. All campuses have formed such review teams, although costs in time and resources can be significant. At a minimum, the teams meet every two weeks, but on several campuses they meet weekly or even more frequently, to discuss individuals of concern and identify potential intervention plans to diffuse situations.
- It was expected that work groups would be formed to examine whether changes to existing regulations and policies or creation of new regulations were needed to promote campus safety. In addition to System policies, described in the report, campus efforts also had been made, with some reporting revisions or clarifications to policies regarding assistance to those in distress and policies regarding mandated assessments for those exhibiting signs of suicide.
- UW institutions were expected to continue to make progress toward achieving an appropriate level of counseling and mental health services. One national standard for the level of services needed is one counselor for every 1,500 students. Two UW institutions meet that ratio, while all others have taken some steps to increase availability of counseling, which might involve hiring new staff, contracting for services, and/or expanding office hours.
- UW institutions were expected to have a plan for emergency communication to the campus community. All institutions reported having such a plan and periodically testing it. Notifications of possible threats are sent in multiple ways, including mass emails, reverse 911 capabilities, computer pop-up alerts, message boards, text messages, and enhanced public announcement systems. Campuses often partner with local communities or counties to share the cost of such notifications systems or tap into their available technology.

In conclusion, Ms. Gordon indicated that safety procedures continue to be refined as campuses identify new needs, conduct table-top and functional exercises, conduct assessments after these exercises, and further develop their crisis response plans. In many cases, campuses emphasize that funding continues to be an issue.

Petra Roter, Vice Chancellor for Student Affairs at UW-Oshkosh, then spoke about safety activities on that campus. Indicating that the intention is to infuse safety into all aspects of the campus, she noted the following short and mid-term goals:

- Increased knowledge of risky behaviors and consequences
- Increased knowledge of community expectations, campus resources and the resources' use
- Increased ability to identify risky situations and intervene

The following actions have been taken:

- Use of an expanded communication plan and methods
- Development of campus safety information, such as a campus safety website, posters on what to do in an emergency, and flip- charts posted in academic buildings and residence halls
- A text-alert system
- A campus-wide emergency notification system, which is in process
- Continued review of the Campus Safety Plan to ensure readiness for an emergency
- Development of collaborative relationships with the city and county in the areas of law enforcement, mental health providers, hospitals, and service agencies
- The Student at Risk Response Team, which was in place prior to the Virginia Tech tragedy and identified as a best practice by the Governor's Task Force
- Training for over 500 faculty and staff on how to help a student in distress
- Safe ride program
- Office safety sessions and individualized office safety plans
- Doubling the number of community service officers to provide additional security presence and safe walks
- Addition of a part-time case worker for the Student at Risk Response Team
- Addition of a police officer
- Student safety programs with a focus on the first semester, using the UW-Oshkosh Safety Model (Red-Cup virtual house party and Take Back the Night)
- Campus safety infused in orientation for both students and parents
- Addition of safety phones and Blue Lights, updated and reviewed by periodic walks through campus

- Training of trainers and delivery of programs on Stop the Hate, for bias incidents, and Step Up, for bystanders.

As challenges and opportunities, Vice Chancellor Roter identified the following:

- The expense of ever-changing technology
- Making safety improvements in older buildings, which were not built to be locked down
- Finding ways to reach out and provide information about safety to the campus community
- Collaborating and developing relationships and resources off campus in areas such as mental health
- The expense and time needed for training to meet ever-changing safety risks and best practice protocols for responding to emergencies
- Time spent dealing with safety activities that cannot be spent on other duties. Some staff experience burn-out
- Need for additional staff, such as police, counselors, case managers, Dean of Students Office staff, victim's advocates, and risk managers
- Cost and availability of tools to do the job
- Funding, especially given the deep budget cuts that are taking place
- Developing a campus culture where a safe environment is everyone's responsibility.

UW-Madison Police Chief Sue Riseling began her remarks about safety initiatives by thanking the Board for continuing to focus attention on these matters.

With regard to the university's Multi-Disciplinary Review Team, she noted the challenge of dealing with disruptive people who are not members of the campus community, but still provide the potential for threats on campus.

She reported that the university is about to embark on a radio interoperability project with Dane County, at a cost up to \$1.7 million. Grant applications will be made in an effort to keep the project going forward.

With regard to emergency communications, Chief Riseling noted the problem of ever-increasing expectations for various types of warnings. In that regard, she cautioned that people who find themselves in a potential dangerous situation should not wait to be warned because emergency communications, such as text messages and e-mails, take time to deliver. Instead, people should use common sense and their natural instincts to get to a place of safety.

As to the university's Response Plan, she said that full-scale exercises are performed twice a year and that the plan has been activated 17 times. Training was done for police response to an active shooter, with the campus crisis plan activated in real time.

Turning to UW-Madison's training program, Chief Riseling reported that the program is robust and is shared with other UW institutions and other institutions nationally and internationally. She then showed a video that is part of that training program on what to do in the case of an active shooter on campus.

Associate Vice President Rubin then spoke of System-wide initiatives. In the area of communication and coordination, he noted that the intent is to utilize expertise from around the system to address issues of prevention, intervention and aftermath response and then to share ideas and best practices for the benefit of all.

To organize these efforts, the report called for the formation of the President's Advisory Committee on Health, Safety and Security, a group of system and campus representatives from the areas of academic and student affairs, campus police, risk management, health services, legal counsel, human resources, government relations and communication and operations review and audit. The committee is charged with identifying risks, gathering and sharing information about them, forming ad-hoc committees to study them, as necessary, in greater detail, and recommending system-wide policies, procedures and guidelines, where appropriate.

An ad hoc committee has been formed and charged to report on mental health issues, and a campus safety coordinators group has been formed to enhance communications around the system on these issues.

A second system-wide initiative is concerned with training, on the basis that a system-wide approach is more efficient and cost effective than individual training programs on each campus. With leadership from the President's Advisory Committee, the Chief Student Affairs Officers, and the UW-Madison Police Department, three statewide training sessions – each with more than 100 participants -- have been held for members of campus Threat Assessment Teams and a fourth session is planned for December.

In addition, there have been a number of local and regional sessions, designed for UW police personnel, on advanced threat assessment and how to make students, faculty, and staff more aware of these issues in an effort to prevent or better respond to violent incidents.

The Advisory Committee recently conducted a system-wide survey to determine what other areas of training should be the focus of future programs.

A third area of system-wide focus has been related to funding and resources. Actions that have been taken include system funding of training sessions and contracting with UW-Madison to provide continuity of operations planning (COOP) and maintenance services to all UW institutions. The system also will provide funding for campuses to achieve basic radio interoperability,

There is continued pursuit of state, federal and other forms of external funding opportunities to see, for example, whether federal stimulus funding might be available for campus safety and security initiatives. However, most funding for meeting expectations in the report so far has come from campus reallocation, segregated fees, and differential tuition.

In discussion following the presentation, Regent Connolly-Keesler asked Ms. Roter about the financial impact of safety initiatives on UW-Oshkosh.

Ms. Roter replied that the total cost, which is met from a variety of funding sources, had not been calculated; but it was helpful that external funding had been received for mental health initiatives.

Regent Connolly-Keesler felt that it would be important to track such data, since campus safety is a key priority for the UW System. She asked if families are notified if there is an incident on campus, to which Ms. Roter replied that the university maintains a listserve for parents and that they also can sign up for text messages or find information on the campus web site. In addition, individual families will be contacted, if appropriate.

As a Regent representative to the committees that worked on campus safety efforts, Regent Bartell said he had advocated for bringing the matter before the Board periodically as a means of highlighting these efforts, which are becoming very successful.

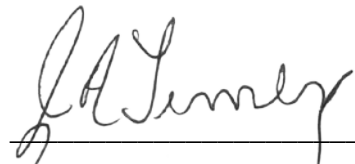
He commended former Senior Vice President Don Mash, Associate Vice President Larry Rubin, Chief Sue Riseling and others for all their good work. While challenges remained, progress was being made.

Regent Loftus asked how an influenza pandemic and quarantine might fit into these plans. In response, Chief Riseling said that the structure lends itself to emergencies of weather or public health, as well as response to violence.

Regent Vásquez inquired about the cause of delay in text messaging and e-mailing information in an emergency. Chief Riseling replied that, while preparing the message takes about three minutes or less, the message then goes to massive servers and is sent to many thousand e-mail and text addresses. It is that part of the process that takes some time.

The discussion concluded and the meeting was adjourned at 12:40 p.m., upon motion by Regent Walsh, seconded by Regent Smith.

Submitted by:



Judith A. Temby, Secretary