

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in LGI 113 & 114 University Center  
UW-Fond du Lac  
UW-Extension Fond du Lac County  
Fond du Lac, Wisconsin

Thursday, April 8, 2010  
10:00 a.m.

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- President Pruitt presiding -

PRESENT: Regents Jeffrey Bartell, Mark Bradley, Judith Crain, Danae Davis, Stan Davis, Anthony Evers, Michael Falbo, Thomas Loftus, Kevin Opgenorth, Charles Pruitt, Brent Smith, Michael Spector, José Vásquez, David Walsh, Aaron Wingad, and Betty Womack

UNABLE TO ATTEND: Regents Eileen Connolly-Keesler and John Drew

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## **PRESIDENT'S GREETING**

President Pruitt welcomed attendees to the meeting, hosted by UW Colleges and UW-Extension, acknowledging that many colleagues from those two institutions worked hard to prepare for this event. UW Colleges and UW-Extension are two unique institutions, President Pruitt said, with faculty and staff all around the state who fulfill the promise of the Wisconsin Idea and provide access to rich educational opportunities.

President Pruitt welcomed a special guest, U.S. Representative Tom Petri, noting that Rep. Petri is Wisconsin's only member on the House Education and Labor Committee and has spent the past 25 years fighting to overhaul the government-backed student loan program. With the recent passage of the Student Aid and Fiscal Responsibility Act, Rep. Petri is seeing that work come to fruition. These reforms are predicted to save billions of dollars, which can be used to increase the maximum Pell Grant and increase aid to our nation's neediest college students. President Pruitt welcomed Rep. Petri as a friend of the University of Wisconsin System.

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## **REMARKS BY U.S. REPRESENTATIVE TOM PETRI**

Congressman Petri expressed his pride in the UW-Fond du Lac campus and the relationship it has built with the Fond du Lac county community. He stated that through his role in Washington, D.C., he has gained a different perspective and greater appreciation for the role that the UW System plays in Wisconsin.

Citing the research on the UW-Madison campus and the unique relationship with the Wisconsin Alumni Research Foundation (WARF), Petri emphasized the importance of the university in making Wisconsin nationally and internationally competitive and recognized how the partnership between the university and the state drives economic development.

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## **UW COLLEGES AND UW-EXTENSION: LEADING LOCALLY FOR STATEWIDE IMPACT**

After thanking the Congressman for visiting with the Board, President Pruitt next welcomed two local representatives of the host institutions: Judy Goldsmith, Interim Campus Executive Officer and Dean of UW-Fond du Lac, and Nan Baumgartner, UW-Extension Department Head for Cooperative Extension in Fond du Lac County.

Welcoming Board members, Dean Goldsmith remarked that the Board of Regents has met at UW Colleges campuses a limited number of times, including when the UW-Fond du Lac campus was established in 1968, and more recently during a joint UW-Fond du Lac/UW-Fox Valley meeting. She introduced Nan Baumgartner of UW-Extension, and then introduced UW Colleges and UW-Extension Chancellor Wilson.

Chancellor Wilson began by recognizing Dean Goldsmith's accomplishments in the National Organization for Women and as a long-time dean at UW-Fond du Lac. The Chancellor also introduced incoming Dean John Short. Chancellor Wilson told the Board that during its visit it would be hearing from faculty, staff, students and community members. He expressed hope that the Board would learn much about the local and statewide impact of UW-Extension and UW Colleges.

Chancellor Wilson asked the Board to remember the numbers 13, 75, 14,000, and 1.6 million. Chancellor Wilson said that a faculty speaker's story should be multiplied 13 times. Local UW-Extension professors' work is being replicated or shared among 72 counties and three tribal nations, for a total of 75 UW-Extension sites statewide, dedicated to making research work in communities. Nearly 14,000 UW Colleges students statewide benefit from access and quality. Local UW-Extension office served 1.6 million families, farmers, businesses, and others across the state in the last year alone. Chancellor Wilson said that UW Colleges and UW-Extension are leaders across the state in the renewal of communities.

The chancellor then introduced Eric Boos, Assistant Professor of Philosophy at UW-Fond du Lac. Professor Boos said that he and his wife both graduated from the University of Wisconsin Law School and were enamored of the Wisconsin Idea. He received a Fulbright Scholarship and served his appointment in Tanzania, writing a book on property ownership. He helped start a college in Tanzania 15 years ago. He said that he was privileged to see a country move from socialism to democracy. UW-Fond du Lac provided the flexibility Professor Boos needed to work on a variety of socioeconomic projects in Tanzania. He brings back what he learns to UW-Fond du Lac, drawing upon his experiences living in a different culture. Students respond to these experiences, which add credibility to his teaching. Professor Boos thanked Dean Goldsmith, as well as his colleagues, for their support in his efforts.

Next, Paul Dyk, an Assistant Professor in the Department of Agriculture/Agribusiness and a Fond du Lac County UW-Extension Dairy and Livestock Agent, told the Board that the changing dairy industry has also meant changes at UW-Extension. Owners of large dairy farms have different needs than in the past. For example, the number of farms in Fond du Lac County has declined in the last 100 years from 4,000 to 350, and the number of cows per farm has increased from seven to 130. About 16 herds, with more than 500 cows each, account for more than 40 percent of Fond du Lac County's milk production. Changes such as these have caused UW-Extension to focus on larger-scale corporate farming strategies, the need for Spanish-speaking moderators to work with a changing dairy workforce, and workers' safety and skill training needs.

Sarah Oehm, a student at UW-Fond du Lac, related her story of returning to college as an adult, after previously suspending her education at UW-Oshkosh due to a serious family illness. She will be transferring to UW-Milwaukee in fall 2010 after completing her associate degree at UW-Fond du Lac. Thanking her advisor, chemistry professor, and other staff at UW-Fond du Lac, Ms. Oehm expressed her gratitude for the opportunity to redeem her academic standing and to honor her late grandfather by conducting cancer research. Her research findings will be shared at Posters in the Rotunda in May 2010, along with 18 other posters from UW Colleges students.

Chancellor Wilson then introduced Vicki Garthwaite, a member of the Fond du Lac Area Landlords Association; she and her business partner own and operate rental units in the Fond du Lac area and are keenly aware of the needs of renters, who are looking for clean, safe housing. UW-Extension's family living educators, part of Cooperative Extension, provide renters with access to housing information because a stable, affordable home environment is essential to the welfare of Wisconsin families. Ms. Garthwaite said that her rental units are mainly rented to lower-income renters. Discussing UW-Extension's Rent Smart program, she said that every effort made to help low-income renters understand the world of renting helps make them better neighbors and tenants.

Finally, Chancellor Wilson introduced Diana Hammer Tscheschlok, an Instructor in the Department of Community Resource Development and a Fond du Lac County UW-Extension Community, Natural Resource and Economic Development Educator. Ms. Tscheschlok described her work in sustainable energy technology. Wisconsin has long used more energy than it produces, she said. The cost of importing fuel to Wisconsin each year is \$15 billion. Ninety-

six percent of Wisconsin's energy is imported, and 4 percent is renewable energy, which is mostly locally produced. Wisconsin is beginning to look for more stable, reliable sources of fuel. Ms. Tscheschlok has been hosting local energy technology tours to show local residents renewable energy technologies. Showing the Board a series of slides, she provided a "virtual tour" of local businesses, farms, and subdivisions involved in the program.

Chancellor Wilson said that he has been very fortunate to work with many "dreamers and builders" at UW Colleges and UW-Extension, who are very committed to the mission of access. He acknowledged campus deans, UW-Extension deans and directors, media staff, the Chancellor's staff, and UW Colleges and UW-Extension faculty members in the audience. He said that these institutions embody the Wisconsin Idea.

President Reilly commented that the idea that the university has a strong obligation to bring objective knowledge and learning to bear on the lives of individuals who may otherwise never come to a university campus is unique in Wisconsin.

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## **GROWTH AGENDA STRATEGIES FOR ECONOMIC RECOVERY AND RENEWAL**

President Pruitt complimented Chancellor Wilson and his colleagues on an extraordinary presentation and began a discussion of the next phase of the *Growth Agenda for Wisconsin*. President Pruitt remarked that in February the Board had discussed the future of this strategic effort to increase the number of college graduates, create more well-paying jobs, and strengthen local communities. He reminded Board members that President Reilly reviewed the process of developing the UW System's 2011-13 biennial budget request at the February meeting.

At that meeting, President Reilly also reported that he had appointed a new Competitive University Workforce Commission, led by Regent Vice President Michael Spector and former Kimberly-Clark executive Kathi Siefert. The Commission is due to report back in June. Compensation is a foundational activity for the UW's educational and research objectives, which are to help create new jobs and revitalize old ones through academic research and development, and to produce more graduates who will fill those well-paying jobs. The focus of the morning session is on the second goal: more college graduates for Wisconsin.

### ***More College Graduates for Wisconsin***

President Pruitt introduced President Reilly, who added his thanks to Chancellor Wilson, Dean Goldsmith, Professor Baumgartner, and their UW Colleges and UW-Extension colleagues for hosting the Fond du Lac meeting.

President Reilly observed that *The Growth Agenda for Wisconsin* has garnered a great deal of public support, in part because people embrace the results that the *Agenda* seeks to achieve for all Wisconsin people. Stressing "results," President Reilly said that it is important to

emphasize the measurable outputs and outcomes of higher education, starting with an examination of the state's educational needs and opportunities -- the need for more college graduates in Wisconsin, and the opportunity to create a more educated citizenry that will "drive and thrive" in the innovation economy.

Referring to a slide showing the visual framework for the *Growth Agenda*, President Reilly reminded Board members that the UW is seeking to achieve the goal of a more educated citizenry in concert with efforts to create more and better jobs through research and development. Underlying these efforts is the need for renewed investment, as well as the freedom to allow UW campuses to make better use of the dollars they already have.

### ***Value of a College Degree***

Reviewing the timeline discussed at the last Regent meeting in February, President Reilly said that the focus of the April meeting is on More Graduates for Wisconsin, the plan to increase the number of people who earn their college degrees from the UW System. The United States is one of only two developed countries where younger people are not as well educated as their parents. In comparison with other states, fewer Wisconsin workers have baccalaureate degrees. In 2008, Wisconsin ranked 29th in the nation in the percentage of adults who hold a four-year degree. As a result, per capita income in the state continues to trail Minnesota and most other states.

President Reilly referred to a 2008 study by the urban policy group CEOs for Cities, which made the case that more degree-holders lead not only to higher per capita income, but also to a faster rate of economic growth. The report indicated that higher education levels correlate with lower demand on social services and lower poverty rates. The UW's case statement, "New Strategies for Economic Recovery and Renewal," in the meeting materials, provides additional information.

President Reilly said that he has heard from business leaders around the state that a college-educated workforce is critical to their companies' success. He then introduced Jim Thomas, president and CEO of Society Insurance in Fond du Lac, to share his views about the state's need for more college graduates. Mr. Thomas serves as president of the UW-Fond du Lac Foundation Board.

Mr. Thomas addressed the Board, saying that he and other family members are graduates of UW-Madison and that the University of Wisconsin has been a defining influence on his life. He explained that Society Insurance is a property and casualty insurance company, headquartered in Fond du Lac, doing business across a four-state area, and employing approximately 260. Wisconsin is home to a number of property and casualty insurance companies in the state, employing directly about 17,000 people and linked to as many as 65,000 jobs in the state.

When he began in the insurance industry in 1971, Mr. Thomas said, armies of clerical workers were employed in the industry, processing mountains of letters, memos, forms, and

other documents. The pricing of insurance policies involved manual calculations on paper worksheets; much of the work involved endless rounds of repetitive tasks.

Mr. Thomas told the Board that times have changed in the insurance industry. As late as ten years ago, 60 percent of workers were hourly workers, and 40 percent salaried professionals. Today, 70 percent are salaried and 30 percent hourly; the proportion of salaried workers will continue to accelerate with the continued development of technology. The jobs available today are for people who can make decisions, do analysis, think critically, communicate effectively, develop relationships, and also work independently in an environment of empowerment. Further, employees must have poise and self-confidence, be able to embrace change, and have the capacity to continue to learn and develop professionally.

To fill these jobs, the industry looks to graduates of four-year colleges and universities, Mr. Thomas continued. One of the biggest challenges in business is to develop leaders – people who can train, supervise and manage at ever-higher levels; problem-solve; and think strategically and with vision. Employees at the entry level must be those who have the ability to progress, and who have “learned how to learn.”

Now is an important time to bring college graduates into the business community, as baby-boomer-aged leaders and professionals begin retiring. Having individuals ready to step up to replace them is critical to the health of businesses. Mr. Thomas cited a report by McKinsey and Company, which indicated that the percentage of workers aged 55 and over in the property and casualty insurance industry increased by 74 percent during a recent ten-year period. Competition for qualified individuals will be fierce, as other industries have the same issue. Mr. Thomas said that McKinsey points to the critical role of colleges and universities in exposing students to opportunities in insurance and supplying outstanding graduates.

Wisconsin is home to some fine insurance companies, providing high-quality careers and incomes. Mr. Thomas emphasized the critical resource of well-prepared talent for the insurance industry, and other industries, as well. Universities play a key role in creating that talent pool.

Thanking Mr. Thomas for his remarks, President Reilly told Board members about a plan to add 80,000 new college degree-holders to the Wisconsin population between now and the year 2025. This would be a cumulative increase, resulting from steady, strategic growth in the number of people who come to college, stay in college, and leave with a UW diploma. Over time, the plan would have the number of UW undergraduate degrees issued each year increase by 30 percent. Last year, the UW System conferred 26,000 associate and baccalaureate degrees. By 2025, that number would rise to nearly 34,000.

President Reilly emphasized that achieving this goal will require hard work and persistence, especially since the number of traditional-aged high-school graduates is forecasted to decline in coming decades. It would be much easier to maintain the status quo – enrolling the same slice of high school graduates with the same retention rates and the same graduation rates. However, in that scenario, the number of UW graduates would likely decline over time, due to those shifting demographic trends.



The plan is not a short-term objective, President Reilly stressed, but a long-range goal to add not 80,000 new enrollments, but 80,000 graduates by 2025. The additional degrees would be added over the next 15 years, cumulatively, by a variety of means. Looking ahead to what 80,000 more graduates for Wisconsin will mean, President Reilly said that there will be 80,000 more college-educated citizens in our state who use their high-quality UW educations to obtain, or create, a high-quality job.

In addition to all the other college graduates who emerge from a UW campus, a Wisconsin technical college, or one of the private schools, these 80,000 graduates will bring home more personal income every year. More graduates earning more income means a broader tax base for local communities and the entire state, and the ability to fund clean air, clean water, and good schools. States with more college graduates enjoy higher economic productivity, lower crime rates, healthier populations, and more engaged citizens.

President Reilly said that the university remains committed to high quality. People who earn UW degrees will have the ability to think beyond the particular discipline in which they are grounded. They need to be creative problem-solvers, clear communicators, and effective leaders.

### ***Strategies for Increasing Degree Holders***

President Reilly noted that colleges and universities will not succeed unless enough young people are adequately prepared for college. The Wisconsin Covenant and other pre-college programs must play a larger role. The Wisconsin Covenant sends a strong message to Wisconsin students that college is within their reach, both academically and financially, and that they need to work hard to get there.

Paying for college can be a significant barrier to attendance. Last month, Governor Doyle announced new details about Wisconsin Covenant Scholars Grants, ranging from \$250 to \$2,500, which will be added to all other need-based financial aid.

As part of the effort to reach out to high school students, President Reilly said he plans to send a personal letter to every Wisconsin Covenant scholar each year, encouraging them to choose college-preparatory classes, or reminding them about specific milestones such as taking their ACT tests or scheduling campus visits. Also, 26 UW campuses hold open houses for high school students, and Covenant scholars will be invited to these campus events.

President Reilly noted that about 92 percent of Wisconsin resident applicants are admitted to at least one of the UW campuses to which they have applied. If a Covenant scholar wishes to attend a UW System school and is not admitted to the school of his or her choice, plans are being developed to allow that information to be shared among UW campuses where space is available and where the student would be admissible. All Covenant scholars will be admissible to the 13 UW Colleges.

Once admitted, special orientation events for Covenant scholars, access to first-year “high impact experiences” (e.g., Freshman Seminars), or other similar experiences, will be available to increase their likelihood of retention and graduation.



President Reilly stated that the UW Covenant Scholars Package, and the many other UW pre-college programs, are essential to helping expand the pool of college-bound students and helping to reach the goal of 80,000 more graduates by 2025. This ambitious goal was developed following a series of in-depth conversations with the leadership teams from each UW System institution, as well as consultation with faculty and staff leaders. Specific, detailed strategies are currently being developed; core elements for the UW are: (1) some new enrollment; (2) better retention and graduation rates; and (3) more innovative course delivery methods and credentialing protocols.

The *Growth Agenda* is complex, and its success will require: (1) reinvestment from the State of Wisconsin in higher education; (2) freedom to employ better business practices that make efficient use of existing resources; (3) diligence within the UW System in squeezing overhead costs in ways that preserve quality and accountability; (4) new ways of delivering courses and providing pathways to graduation; (5) increases in all sources of need-based financial aid, as well as new private sources; (6) close cooperation with the K-12 schools, technical colleges, and independent colleges; (7) ways of networking more effectively with families and students; and (8) the goodwill and commitment of UW faculty and staff.

Regent Crain asked a question about the percentage of eligible Wisconsin high school students who have signed the Wisconsin Covenant. Shannon Lored, Director of the Office of the Wisconsin Covenant, responded that about 17,000 students per year have signed the Covenant. The Covenant is a growing program, in its initial years; the goal in the future is to have all students sign the Covenant. Regent Crain noted the importance of how the message is delivered to students across the state. President Reilly said that the Wisconsin Covenant Scholars Package is a response to this issue.

Regent Bartell asked how the year 2025 was chosen as the target year for the 80,000-more-graduates goal. President Reilly suggested that this question would be addressed during Senior Vice President Rebecca Martin's remarks, and he invited Ms. Martin to further describe the "More Graduates for Wisconsin" planning process.

### ***"More Graduates" Planning Process***

Senior Vice President Martin, supplementing her remarks with a slide presentation, first responded to Regent Bartell's question by saying that the milestones in the planning process are 2015, 2020, and 2025. Some national projections have used 2020 and 2025. The 2025 horizon provides the most opportunity to make a difference.

The 80,000 projection is based on annual increases, starting modestly and increasing over the 15-year period. Added together, the increases accumulate to 80,000 additional degrees between now and 2025. Thus, in 2025, the goal is to award 7,700 more associate and bachelor's degrees than in 2010.

Describing the planning process, Senior Vice President Martin said that discussions with campus leaders and others started with aspirational goals and evolved into discussions of what would be both aspirational and possible.

Highlighting the goal for additional associate and bachelor's degrees by campus, Senior Vice President Martin addressed several specific campus goals. UW-Milwaukee's goal, for instance, is 14,050; UW-Milwaukee has a large student body with opportunity for increased graduation and retention rates. They are not planning an increase in their freshman class, but rather, a focus on additional online degrees and transfers from Milwaukee Area Technical College. Milwaukee is the most under-educated region of the state, with opportunity for increasing students of color and adult students.

The UW Colleges' goal of 11,700 is based on a plan to graduate most students with an associate degree. This does not occur at this time; students currently transfer to four-year institutions without an associate degree, even though there are many benefits to completing the associate degree. In addition, UW-Extension is an important player through its community programs and online programs, continuing education, e-learning, and reaching potential adult students.

Senior Vice President Martin noted that particular attention will be paid to populations of opportunity – adult students, students of color, first-generation students, and low-income students – which are currently underserved. She then asked Regent Evers to talk about efforts in the K-12 arena, a pipeline to the UW.

Regent Evers said that more than 89 percent of Wisconsin high school students graduate from high school, one of the highest rates in the country. However, as State Superintendent, his goal is to have all students be high school graduates. He then related some “sobering facts;” for example, African American students are six times more likely than white students to drop out; American Indian and Hispanic students are four times more likely than white students to drop out; and students with disabilities and those who are economically disadvantaged are twice as likely to drop out as their peers.

Regent Evers listed some of the ongoing and developing efforts to improve Wisconsin's high school graduation rate, such as participation in the Common Core Standards initiative, a new generation of assessments in the state, and movement toward a new data system to provide better student-success information. A Graduation Summit and a similar event in the city of Milwaukee also have occurred. In addition, special efforts are being made to raise achievement levels in the Milwaukee Public Schools. Title I, charter school, pre-college, and other funding sources will be focused on raising graduation rates. A statewide early intervention system will help to better identify students at risk of not graduating and provide targeted interventions for them. Regent Evers said he is a significant supporter of early college high schools; students who are at risk of not graduating can succeed if barriers are broken down between secondary school and post-secondary school.

In sum, Regent Evers said that his administration's goal of increasing high school graduation rates, particularly among students of color, is aligned directly with the UW System's Growth Agenda, and he is excited about the opportunity to work with the System and all of postsecondary to make this happen.

Senior Vice President Martin thanked Regent Evers and went on to describe strategies for increasing the number of UW graduates. Throughout these efforts, the UW will continue to emphasize and invest in quality, providing more, better-prepared graduates for Wisconsin. She listed strategies in four categories:

1. Improve results among the students who are admitted: Senior Vice President Martin said that the UW System has tremendous potential to increase the success rates of its students. If UW-Madison is taken out of the mix, the System graduates about half of admitted students. This is not good enough, she said, and new attention must be focused on retention and graduation rates. Even the most selective institutions have committed to improve. Across the system, institutions have committed to increasing retention and graduation rates as part of the national Access to Success project. The System has committed to cutting in half the achievement gap for students of color and low-income students by 2015.

The goal is not only more graduates, but more better-prepared graduates; shared learning goals, LEAP initiatives, and academic program planning are all important in building quality. Other initiatives over the past five years have included investment and reallocation in inclusive excellence, first-year programs, equity scorecard, and the climate survey. Another recent focus has been on “high impact practices,” such as learning communities; study abroad; undergraduate research; and community-based learning, which are proven to improve student success.

2. Enhance the pipeline of students coming to UW institutions: Senior Vice President Martin said that critical to success is the UW’s partnership with the K-12 arena. Important tools are the Wisconsin Covenant; pre-college programs and Know How 2 Go; encouraging students to believe that college is possible by having all Wisconsin high school students take the ACT; the Common Core Standards and American Diploma project, which will yield better-prepared entering students, with a reduced need for remedial courses; more college-credit opportunities in high school; and the longitudinal data system.
3. Increase enrollment: Enrollments will increase across the System, at varying rates on different campuses; some campuses will grow, others will develop delivery methods that reduce students’ time on campus, and others will focus on current students’ success. Particular attention will be paid to reaching underserved populations of students of color, low-income students, adults and veterans. Some campuses will focus on attracting more transfer students and returning adult students.

Based on early projections, enrollment growth in all degree programs by 2025 will be nearly 196,000, compared with the current headcount enrollment of 179,000.

4. Offer alternative pathways to the UW System: With an eye toward improving results, some efforts will be renewed and others begun. Senior Vice President Martin said that new associate degrees will be awarded through completion of the degree prior to transfer from the UW Colleges, as well as through “milestone” associate degrees, offered to

students at some comprehensive universities. UW-Oshkosh, for example, last month announced a program to re-engage students who “stopped out” before earning their bachelor’s degrees, offering them an associate degree as a viable credential in the workplace and a way to encourage them to consider returning to college.

Other efforts include: (a) the four-year tuition discount, which reduces tuition and expenses for students who complete their degrees in four years; (b) the three-year baccalaureate, offered at UW-Stout and planned for several other campuses; (c) new and expanded online programs; (d) new programs targeting adult students, including prior learning assessment and a credit bank, to help students evaluate their previous educational experiences; and (e) new degree programs to meet the state’s emerging needs, such as the Bachelor of Science in Sustainable Management.

Senior Vice President Martin went on to describe some of the conditions that will need to be in place for the described level of change to occur, such as statewide agreement that more college-educated graduates are critical to Wisconsin’s future; more college-ready high school graduates, including those from underserved populations; and increased financial aid.

Also important are new investment of state resources and greater flexibility in using those resources; a competitive university workforce; up-to-date facilities, equipped with new technologies; and a climate to stimulate job growth and turn UW research into jobs. Senior Vice President Martin again emphasized that investing in quality is essential for more, better-prepared graduates.

Regent Danae Davis, expressing excitement about the goals Senior Vice President Martin had described, referred to the process for determining UW-Milwaukee’s and other individual institutions’ prospective increases in the number of undergraduates. She asked whether strategies were identified related to campuses’ goals and whether the Board would be involved in future conversations about the details of those strategies. Senior Vice President Martin responded affirmatively, saying that the development of the numerical goals has been an iterative process; UW System staff have been working closely with the campuses. Numbers are preliminary, and more planning needs to occur at the campus level. UW System will be working with the campuses, probably over many years, to refine the strategies, track success, learn from the campuses, and consider where to invest more resources.

Senior Vice President Martin turned to Chancellor Santiago for comments on UW-Milwaukee’s goals. Chancellor Santiago noted that UW-Milwaukee has been using its own resources to increase retention rates. Online learning is an important part of the university’s strategy, as are increasing transfer students and reaching out to new populations. He noted that the number of students UW-Milwaukee has graduated during the past ten years has gone up dramatically. Future gains are predicated on new investments of resources, capital dollars for facilities and operating dollars.

Regent Smith then echoed Regent Davis’s excitement about the new goals and discussed the leadership from the Board and the System that would be needed to help accomplish the goals. Regent Smith asked about what other states are doing in the area of increasing the number of

graduates and what has been successful in other states. Senior Vice President Martin responded that UW System is part of a group of 15 systems across the country that is setting goals related to enrollment, graduation, or both; systems are at various stages of implementation of their goals and are learning from each other.

Regent Crain also expressed enthusiasm and suggested that it's important to communicate what it means to earn a degree; there is more flexibility than there had been in the preparation needed for a degree, the length of time to a degree, and other areas. Regent Crain also commented that if the university is to be successful in its goals, support is needed for students at basic levels, including preschool.

Regent Vásquez next added his expression of excitement for the proposals and appreciation for Regent Evers' commitment; he also was glad that UW-Milwaukee was not highlighting dependency on Milwaukee Public Schools (MPS) in its strategy, because MPS needs significant help. Asking about populations of opportunity, and mentioning UW-Oshkosh's efforts in particular, Regent Vásquez wondered whether students, and particularly students of color, who left the UW System without a degree could be targeted through this initiative, even if they are encouraged to earn associate degrees. These degrees could become launching pads to bachelor's degrees. Senior Vice President Martin responded that it would be reasonable to target students who attended non-UW System institutions, as well, and commented that the Adult Student Initiative at UW-Extension has been actively doing so during the past several years.

Chancellor Wells added that when UW-Oshkosh started a graduation project in 2004, focusing on bachelor's degrees, the university provided specialized services and support to people who had "stopped out," had 90 credit hours or above, and were in good academic standing. This was not a diverse group, which suggests that students of color are leaving school before they earn 90 credits. Further analysis of students who had earned between 45 and 89 credits before leaving, who were in good academic standing, and who had not already earned a degree elsewhere suggests a pool of approximately 13,000 potential students systemwide in the past six years. Some of them may already have enough credits to earn an associate degree.

Regent Vásquez expressed his hope that UW Colleges and UW-Extension and the comprehensive institutions would work cooperatively to promote students' return to college.

Regent Womack noted her concern for affordability and recalled one of the Board's recent guest speakers, who said there is a population of college-ready, underserved no-shows who do not apply to college. She asked how this group can be tapped. Senior Vice President Martin observed that programs aimed at middle-school and high-school students, such as Know How 2 Go and mentoring programs, help students realize that college is possible. Regent Womack suggested also looking at assessments that occur in middle school or high school, such as the Explore, Plan, and ACT process, associated with the ACT.

Regent Bartell expressed support for the *Growth Agenda* objectives, but suggested that the 80,000-graduates goal would not be achieved without new resources for UW operations and financial aid. Prospective new students will need assistance to achieve and continue their

enrollment. Regent Bartell posed a question about how the university will achieve the goal and what the cost would be.

President Reilly responded that administrators are just now beginning to make that assessment. The process is complicated somewhat by the different strategies involved; the cost for a traditional 17-to-18-year-old student is different from the cost for a student to complete the UW-Oshkosh Baccalaureate Completion Program or a student transferring with Technical College credits, for example. Costs will be identified in the course of preparing the 2011-13 biennial budget proposal, but the goals are long-term. Regarding financial aid, strong advocacy with the legislature, the governor, and the federal government will be important, as will working on a variety of other financial-aid opportunities, such as continuing to raise private funds, building on the Covenant, and ensuring work-study jobs are available.

Regent Bradley, commenting on the significant role of UW Colleges, asked why it is important for students to complete an associate degree. Senior Vice President Martin explained that students who have completed these degrees have completed all of their General Education requirements and have better success rates in terms of graduating. Chancellor Wilson, asked to add his comments, indicated that students who transfer to a four-year institution with an associate degree have a nearly 80-percent graduation rate. Senior Vice President Martin added that students with an associate degree fare better in the workplace than students with “some college.” Interim Chancellor Nook offered an example of the success of UW-Marathon and UW-Wood County students who transferred to UW-Stevens Point after they were not originally admissible to UW-Stevens Point.

Regent Falbo asked a question about funding and the planning process. President Reilly responded that some of the numbers will be available by August, as part of the 2011-13 biennial budget process.

Regent Walsh commented that the goals are important, but it is also important to maintain quality. It is good for the economy to graduate more students, but this is a difficult time, as jobs are not readily available. More data will be needed. Referring to Mr. Thomas’s earlier remarks, Regent Walsh noted that it was the nature of Mr. Thomas’s business that had changed, and employees with skills different from those of 20 years ago are now needed. A reasonable, rational description about the relationship between our graduates and business needs will be necessary to obtain more state investment.

President Reilly thanked Chancellors, Provosts, and Chief Business Officers, as well as Senior Vice President Martin, Associate Vice President Wilhelm, and other UW System Administration staff members, for their hard work on developing the somewhat daunting new goals for 80,000 new degree holders.

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The meeting was adjourned at 12:50 p.m.

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Submitted by:

/s/ Jane S. Radue

Jane S. Radue, Secretary of the Board  
Office of the Board of Regents  
University of Wisconsin System