

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in Great Hall  
Memorial Student Center  
University of Wisconsin-Stout  
Menomonie, Wisconsin

Friday, October 5, 2012  
9:00 a.m.

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- President Smith presiding -

PRESENT: Regents Jeffrey Bartell, Mark Bradley, Tony Evers, Michael Falbo (attending by phone), Tim Higgins, Tracy Hribar, Edmund Manydeeds, Regina Millner, Katherine Pointer, Charles Pruitt, Brent Smith, Mark Tyler, José Vásquez, and Gerald Whitburn

UNABLE TO ATTEND: Regents John Behling, John Drew, Gary Roberts, and David Walsh

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**APPROVAL OF THE MINUTES OF THE JUNE AND AUGUST MEETINGS**

The minutes of the June 7, 2012 and August 24, 2012 meetings had been distributed. Upon the motion of Regent Whitburn and a second by Regent Bartell, the minutes were approved on a unanimous voice vote. There were no additions or corrections.

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**REPORT OF THE PRESIDENT OF THE BOARD**

***Hospital Authority Board and Wisconsin Technical College System Board Reports***

President Smith said that the reports for the Educational Communications and Wisconsin Technical College System Boards had been provided. The Board of Regents has representatives on each of those boards. There were no questions or comments on the reports.

***Regents' Campus Visits and Other Updates***

President Smith mentioned that many Regents have been busy visiting campuses, including UW-Eau Claire, UW-Fox Valley, UW-Green Bay, UW-Madison, UW-Parkside, UW-Platteville, and UW-

Stout. He also noted that he was invited to speak at campus gatherings of faculty and academic staff at UW-La Crosse and UW-River Falls.

President Smith described the topics covered during Regent visits as including the UW System budget, the flexible degree proposal, economic development, and faculty and staff compensation. He noted that UW System faculty and staff do an excellent job and added that there is no substitute for on-site visits and in-person conversations, which provide a flavor for the good work occurring on the UW campuses, as well as the challenges that sometimes confront the campuses. He stated that it is good to know that Regents are learning more about the wonderful UW institutions and meeting administrators, faculty, and staff.

President Smith announced that UW System President Kevin Reilly, currently a member of the Board of Directors for the American Council on Education (ACE), is the sole nominee for Secretary of the board, one of the three officer positions. He reported that new officers would be elected at ACE's annual meeting in March, and extended his congratulations to President Reilly.

President Smith noted that within the UW System there were two chancellor searches underway, one at UW-Eau Claire to find a successor for Chancellor Brian Levin-Stankevich and another at UW-Madison to find a successor for Interim Chancellor David Ward. He said that in both cases, search and screen committees comprised of faculty members, academic staff, administrators, students, and community representatives have been appointed by President Reilly to identify a select pool of final candidates, and final candidates will be presented for consideration to the Regents Special Committee for each search and to President Reilly. He explained that after a series of public presentations and personal interviews, President Reilly and the Regent Special Committee would recommend one individual to the Board and noted that both searches would be completed by spring.

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## **REPORT OF THE PRESIDENT OF THE SYSTEM**

### ***Update on Recent Events***

#### **National Manufacturing Day**

President Reilly began his remarks by recognizing that October 5 is the first ever National Manufacturing Day, sponsored by the Fabricators and Manufacturers Association, the National Institute of Standards and Technology, and the National Association of Manufacturers. He explained that National Manufacturing Day is designed to highlight the job opportunities available in the manufacturing field and noted that the National Association of Manufacturers reports there are approximately 12 million manufacturing jobs nationwide, and approximately 18 million people have jobs related to manufacturing. Noting that Regent Tyler is the Chief Executive Officer of a successful manufacturing firm and recently penned a piece on the new manufacturing industry, President Reilly asked Regent Tyler if he wanted say anything.

Regent Tyler thanked President Reilly and noted that this was an exciting time for manufacturing. He noted that the idea that the manufacturing industry was only growing abroad and not

something to which the nation needed to pay attention has been dispelled. He said the manufacturing industry is growing, and may actually lead the U.S. out of the current economic conditions. Regent Tyler commented that his company's close proximity to UW-Stout was fortunate, as approximately one-half of his company's management team has a UW-Stout degree. He praised UW-Stout's outreach in working with the manufacturing community, as well as the institution's involvement in such programs as STEPS (Science, Technology and Engineering Preview Summer), which introduces girls to engineering; the Northwest Manufacturing Outreach Center; and efforts to encourage careers in manufacturing.

### **Wisconsin Manufacturers & Commerce**

President Reilly noted that he had recently joined Associate Vice President Dave Brukardt at a meeting with individuals from Wisconsin Manufacturers and Commerce (WMC), the state's largest business association. He said that through discussions with WMC President Kurt Bauer and Vice President Jim Morgan, the UW System was continuing to work to find new ways to partner with business and industry across the state. He noted that the discussions have enhanced the mutual understanding of educational and workforce priorities in this state.

President Reilly mentioned that he and Associate Vice President Brukardt also recently met with Tim Sheehy, President of the Metropolitan Milwaukee Association of Commerce, to discuss the organization's strategic plans for industry clusters in southeast Wisconsin in areas such as power automation, food and beverages, water, information technology, and biomedical enterprises. He said the organization is looking for highly trained talent in these fields and UW System needs to be cognizant of the skills and knowledge that businesses are looking for as they expand current operations or seek to develop new business opportunities.

### **Sequestration Update**

President Reilly also offered an update on the federal sequestration issue that he spoke about at the September Board of Regents meeting. He noted that the first year sequester is scheduled to start in January 2013 if agreement at the federal level is not reached. He provided several examples of areas in which higher education would be affected, including: the Supplemental Educational Opportunity Grant and Federal Work-Study, which would see cuts of 7.6 percent; the National Science Foundation, the National Institutes of Health, and the National Endowment for the Humanities, which would see a 7.6 percent across-the-board cut to mandatory spending and an 8.2 percent cut to discretionary spending; and federal college access programs, such as TRIO and GEAR-UP, which will also see an 8.2 percent cut. He noted that the UW System would continue to monitor the federal situation, working with the state's congressional delegation and national higher education partners to highlight the significant impact that deep cuts would have on UW System institutions and students.

### ***Preliminary Enrollment Data, Fall 2012***

Turning to the topic of enrollment, President Reilly noted that as the new academic year progresses, people are very interested in the UW System's enrollment numbers. He explained that overall, UW System enrollments decreased by 0.6 percent from last year, a net loss of 22 students out of 156,580 undergraduate students. Graduate student enrollment numbers decreased by 4.3 percent to 23,600, or a decrease of 1,067 graduate students. He emphasized that the data presented are

preliminary, and final enrollment numbers available later in the year may look somewhat different. He also cautioned against looking at or interpreting the enrollment numbers in isolation, noting, for example, that graduating students effect enrollment totals. President Reilly then asked Senior Vice President Mark Nook and UW-Madison Provost Paul DeLuca to provide additional information regarding UW System enrollment data.

Senior Vice President Nook thanked the Regents for giving him the opportunity to talk about UW System enrollments, and indicated he would provide systemwide information, rather than focusing on individual institutions. He noted that the real decline in enrollment is among graduate students, rather than undergraduates, and is in part due to good news related to graduation rates and the degrees conferred. Also, the UW System faces a challenge with respect to the number of students graduating from Wisconsin's high schools. He also cautioned that the enrollment numbers were very preliminary and are compared to final data from prior years, which is not preferable.

Referring to slides, Senior Vice President Nook indicated that while UW System total enrollment has grown from 2003 to 2010, it started to fall off in 2011 and 2012, with most of the decline due to a decrease in the graduate student population. He explained that when predicting enrollment, it is important to understand who is going to leave the institution through graduation and through non-retention and emphasized that graduation rates have increased. He said it is necessary to estimate who is going to enter the institutions as freshmen and as transfer students, which can be difficult to predict. He noted that changes in the economy and with financial aid have affected students' behavior and made it difficult for institutions to predict enrollments.

Senior Vice President Nook indicated he would first share the good news that over the last ten years the number of degrees conferred by UW System institutions had continued to increase and reached 35,708 in 2011-12. He reminded Regents that the increase in degrees conferred was important with respect to the UW System's achieving 80,000 more graduates by 2025. He also noted that it is the number of graduates, and not necessarily the number enrolled, that will drive the state's economy. He stated that the number of students entering the UW System as freshmen increased quickly between 2003 and 2007, peaking in 2007, and dropping slightly but consistently since then. He said that this past year, seven institutions saw a decrease in their freshman enrollment and seven saw an increase in freshman enrollments.

Senior Vice President Nook explained that freshmen enrollments are affected by a number of things, including the number of Wisconsin high school graduates; they account for the largest share of the UW System's freshman class. He noted that some UW institutions, depending on their geographic location, have a large number of students from Minnesota, Illinois, or Iowa, but these states have demographics and numbers of high school graduates similar to Wisconsin's. He explained that the number of high school graduates peaked in 2008 and will continue to decline for the next few years. He said that currently, the number of Wisconsin high school graduates is approximately 70,000 each year.

The UW System's freshman class was at its largest in 2007, which is when the number of Wisconsin high school graduates was peaking. The UW System has been able to maintain enrollments while the number of Wisconsin high school graduates has been declining because UW institutions have enrolled more students from other states. Dr. Nook noted that the percentage of Wisconsin high school graduates enrolling at UW institutions has been flat at 37 percent for the last decade. Referring to the

number of non-resident new freshman enrolled from 2003-2012, Senior Vice President Nook noted that nonresident student enrollment has increased, primarily at institutions that can draw heavily from out-of-state, UW-Madison, UW-Platteville, and UW-Whitewater. He said that all of the institutions have improved their out-of-state and international recruitment efforts, though some been more effective at increasing nonresident enrollment because of either national or international reputation or their geography.

Regent Whitburn asked how many of the comprehensive UW institutions experienced a decrease in the number of undergraduates enrolled for the current academic year. Senior Vice President Nook indicated that undergraduate enrollments were down at six of the eleven comprehensive institutions.

President Smith stated that before the recent enrollment figures were available, there were plans for the Board of Regents to discuss and reexamine the Growth Agenda goals, as it is a good practice to periodically revisit long-term goals; he noted that discussion would be scheduled for a future meeting. He then asked Senior Vice President Nook to provide the percentage of nonresident students in the UW System. Senior Vice President Nook explained that this information was not yet available due to the preliminary nature of the data and the lack of retention rate and demographic information for all of the institutions. He said that two institutions, UW-Madison and UW-Platteville, were above 20 percent in terms of nonresident enrollment, and he estimated that most of the other institutions were at 10 percent or less.

President Smith asked if the percentage of nonresident students enrolled could be expected to increase. Senior Vice President Nook indicated that that was his expectation, particularly because UW institutions have pushed to globalize their curriculum and offer global education to their students, which has led to increases in international students.

President Smith welcomed UW-Madison Provost Paul DeLuca to the podium. Provost DeLuca started his presentation by noting that UW-Madison's enrollments are competitively driven, and said he wanted to elucidate some of the factors that affect enrollments but are difficult to control. Referring to his first slide, he pointed out that productivity, in terms of baccalaureate degrees conferred, has systematically increased since 2006-07. Noting that the actual output of degrees has increased dramatically, he said that two years ago the total degrees awarded surpassed 10,000 for the first time, and would approach 10,200 this year.

Provost DeLuca noted that the more striking trend is in time to degree, which has a major effect on enrollment. He said that time-to-degree has decreased significantly since 1996, particularly for Wisconsin residents. He attributed this to the Madison Initiative for Undergraduates (MIU), efforts to improve advising, and the efficiency and availability of courses.

Provost DeLuca's next slide illustrated the distribution of the average time to degree for new freshman. He pointed out that if everything worked perfectly in a four-year degree program, everyone would graduate in 3.7 calendar years but, in actuality, a small group of students finish in less time and some take longer, often because degree programs such as engineering require more than four years. He said that improvements in this distribution will be slight.

His next slide illustrated the retention and graduation rate gaps between targeted minority students and all other students. Provost DeLuca noted that the retention rate gap has been nearly eliminated, but the graduate rate gap of 14 percentage points persists and needs to be addressed.

Referring to new freshman applicants, Provost DeLuca noted that the rate of Wisconsin-resident applications has been relatively constant, at approximately 9,000 applicants per year, while nonresident domestic and international applications have increased dramatically over the same time period.

Provost DeLuca summarized the “applicant pipeline” by noting that for fall 2012, approximately 8,400 Wisconsin residents applied to UW-Madison; 68 percent of those applicants, or 5,040, were admitted, and 3,515, or 61 percent of admitted Wisconsin residents, actually enrolled. He said that approximately 42 percent of the Wisconsin residents applying to UW-Madison actually enroll at UW-Madison. He also pointed out that approximately 15 percent of applicants from the rest of the United States and approximately 12 percent of international applicants actually enroll at UW-Madison. He noted that while the institution can control the admit rate, it cannot control who applies to the institution or who actually enrolls.

Showing a slide that illustrated the overall make-up of UW-Madison’s fall 2012-13 class, broken out by category (undergraduate, graduate, professional, special students and overall) and by residency (Wisconsin/Minnesota and nonresident), Provost DeLuca noted that small perturbations anywhere in the process can cause unexpected results, but UW-Madison works hard at hitting its targets, and does so quite well. Provost DeLuca concluded his presentation by pointing out that financial aid plays an important role in the process, and significant efforts and resources are put toward financial aid for undergraduate students.

Regent Whitburn pointed out that there was a sharp, out-of-pattern increase in applications from domestic, out-of-state applications in the last few years, which seemed puzzling given the downturn in the economy. Provost DeLuca responded that while he could provide only a speculative answer without significant research, he believes a very reasonable explanation is that UW-Madison offers a world-class educational experience, in a large number of fields, for a very good value.

Regent Pruitt asked Senior Vice President Nook which three campuses experienced the greatest increase in enrollment from last year to this year, and which three had the greatest declines. Senior Vice President Nook indicated that with respect to the total undergraduate headcount, UW-Madison, UW-Platteville, and UW-Whitewater had the largest gains, while UW Colleges, UW-Milwaukee, and UW-River Falls had the largest decreases.

Regent Pruitt observed that there seemed to be some correlation between the percentage of Pell Grant recipients, which may be the best measure for the relative percentage of low and moderate income students at a campus, and enrollment decline. He noted that it was not an exact correlation, as UW-Superior has the highest percentage of Pell Grant recipients, followed by UW-Parkside, and UW-Milwaukee has the fourth highest percentage, whereas UW-Madison is last on the list of UW institutions. He noted that the UW System has been through a number of budget cycles that have resulted in a reduction in state aid, and an appropriate response by the Board of Regents to increase tuition because of declining state support. He said he would like some additional information on trends

related to low and moderate income students who may be unable to afford to attend institutions after their freshman or sophomore year as a result of financial pressure.

Senior Vice President Nook indicated that information would have to be provided at a later date as the enrollment numbers were very preliminary. He said that the chancellors and provosts were just starting to analyze their enrollment data for the purpose of setting enrollment targets for next year, and asked if any of them wanted to offer comment on their progress thus far.

Chancellor Gow said that Regent Pruitt's question was a good one, but it was also very complicated. He said that any trend is probably due to society's discomfort with the high tuition/high aid model, which is evident at private institutions. He said that at UW institutions, tuition has risen because of cuts in state appropriations, while private schools want more money so that it can be redistributed to the people on the lower end of the socioeconomic scale. He indicated that the UW System has not pursued that arrangement extensively due to discomfort with that trend, although at UW-Madison one of the aspects of the Madison Initiative for Undergraduates was to use the additional funding for financial aid. He said that there are people attending UW institutions who could probably afford to pay more, but because of the reluctance to charge them more, the UW System does not derive the aid money that could be given to students who need it the most.

Provost DeLuca said that UW-Madison is careful to admit students from throughout the state and from all categories, including first-generation students from impoverished areas. However, unless they complete the federal FAFSA (Free Application for Federal Student Aid) form, they will not receive any financial aid. He suggested that students who should be completing the FAFSA form are not always doing so. President Reilly suggested that it might also be interesting to look at the graduation rate of Pell Grant recipients as compared to non-Pell students.

Senior Vice President Nook stated that graduation rate and retention rate information for Pell recipients can be tracked, but it is not yet available for the current year. He said that the issue of Pell Grants, retention, and graduation becomes more worrisome if sequestration occurs as it will have a major impact on future Pell recipients and the programs that support low-income students, first generation students, and underrepresented minority students.

Regent Vásquez asked what was being done to monitor the high school graduation rates of students of color and if the UW System was working proactively with schools that have significant numbers of students of color.

Senior Vice President Nook indicated that the proportion of Wisconsin high school graduates that are white is decreasing, while the proportion of Hispanic students is increasing most rapidly, and the proportion of African American students is increasing slightly. He added that the proportion of Native American students is relatively consistent. Because of the increasing proportion of Hispanic students, many states have identified Hispanics as a population of opportunity.

Senior Vice President Nook noted that the segment of the high-school-graduate population that raises the biggest concern with respect to college attendance is African American males, as they are not moving into higher education, including technical colleges or four-year schools, at rates similar to their white male counterparts or African American female counterparts. He added that African American

females' rate of attending college has increased more than other segments of the population. He said that many UW institutions have increased their recruitment efforts among the Hispanic, African American, and Native American populations within the state and in neighboring states, particularly in the Minneapolis/St. Paul area, the Chicago area, and within California due to changes occurring within that state's higher education system. He added that the tuition at UW institutions is much more competitive, even for out-of-state students, as compared with a few years before.

President Smith asked Senior Vice President Nook if anyone had used the data to forecast enrollments and graduation rates of resident and nonresident students for the next four or five years. Senior Vice President Nook stated that such a forecast had not been completed at the system level, though some of the institutions have completed four-year forecasts. He noted that because of the changes in the economy and other pressures on UW students, this was an unexpected year. He said that UW-Madison's experience with students who enrolled this year could not have been predicted based on their 10-year trend data. He indicated that it would be necessary to analyze data on freshman enrollments and transfer students for the entire system to determine how things are changing and the potential impact on UW campuses.

President Smith suggested that the Board might discuss enrollment issues again in three months, and asked if the forecasts might be available at that time. Senior Vice President Nook stated that by the spring of 2013, he and his staff would have more information. He said that by late fall more final numbers would be available for fall enrollments. President Smith thanked Senior Vice President Nook and Provost DeLuca for their presentations. President Reilly also thanked the presenters and offered his assurance that staff would return to a future meeting with more analysis, finalized numbers, and possible forecasts.

## ***News from Around the UW System***

### **UW-Green Bay Cofrin Library Named 2012 State Library of the Year**

Continuing his report, President Reilly reported that the Wisconsin Library Association named UW-Green Bay's Cofrin Library the 2012 State Library of the Year. The Association noted that the institution's founding chancellor, Edward Weidner, placed the Cofrin Library at the physical center of the campus, and during the past three years, Director Paula Ganyard and the library staff had worked hard to make it the heart of the university as well. The Association also said that reducing barriers to access is a hallmark of the library's success, and services include using technology to deliver information to desktop and mobile devices, and having librarians use e-mail, chat, cell phones, text messaging, Facebook, and Twitter to communicate with and respond to users. President Reilly noted that improved marketing efforts have led to a 25-percent increase in reference transactions during the past three years and a 230-percent increase in interlibrary loan usage. He congratulated Chancellor Harden and his colleagues at UW-Green Bay.

### **UW-River Falls Receives Gift for Naming and Construction of Don Page Arena**

Sharing news from UW-River Falls, President Reilly said that Chancellor Dean Van Galen reported that Ab Nicholas, Chairman and CEO of Nicholas Company, made a \$750,000 gift toward the naming and construction of the Don Page Arena on the UW-River Falls campus. Mr. Nicholas and Mr. Page became friends as teammates and starters on the 1950 UW-Madison basketball team, with Mr.

Page eventually becoming the most influential figure in the history of UW-River Fall athletics. Mr. Page, who died in 2010, had a long and distinguished career as a teacher, coach, and administrator that began in 1957 and lasted until his retirement in 1992. Mr. Page was inducted into the Wisconsin Football Coaches Association Hall of Fame in 2004 and was part of the inaugural Wisconsin Intercollegiate Athletics Hall of Fame class of 2012. President Reilly reported that the university, in partnership with Mr. Page's family and friends, is seeking to raise \$1 million to name the new arena for Don Page. The arena will be part of the Falcon Center, which is currently in the design phase and is scheduled for construction beginning in 2014.

### **UW-Madison Awarded i6 Challenge Grant**

President Reilly reported that the Wisconsin Center for Dairy Research (CDR) at UW-Madison was awarded one of seven i6 Challenge Grants from the U.S. Department of Commerce to support efforts to commercialize research ideas that will positively impact economic development. The CDR, along with state industry and university partners, will use the federal funds to help develop new products for fast-growing Asian markets; create new higher-value uses for cheese and dairy byproducts, such as whey, to grow exports; and develop healthier dairy-based alternatives for school lunch menus. Matching support for the effort will be provided by the Wisconsin Economic Development Corporation, which will provide \$200,000 to Wisconsin firms that seek to commercialize CDR dairy technologies and from the Wisconsin Milk Marketing Board, which will provide access to detailed consumer, marketing, and other databases and promotional support. He congratulated Interim Chancellor Ward on the grant and the partnership.

### **UW-Eau Claire Foundation Receives Gift for Endowed Science & Mathematics Faculty Chair**

President Reilly noted that the UW-Eau Claire Foundation received a gift of \$1.25 million to establish a permanently endowed faculty chair in the sciences or mathematics at UW-Eau Claire. The gift is the fulfillment of an estate gift from James and Ann Ramsey, in memory of James Ramsey's brother, U.S. Navy Lieutenant Oliver Marian Ramsey, a 1933 UW-Eau Claire graduate, who later served as a lieutenant in the Navy during World War II and died in the naval Battle of Guadalcanal in 1942. The Oliver Marian Ramsey Endowed Chair is UW-Eau Claire's fully endowed faculty chair in the College of Arts and Sciences, and the first faculty recipient will be announced before the 2013-14 academic year.

### **UW-Eau Claire Professor Receives 2012 Henry Dreyfus Teacher-Scholar Award**

Interim Chancellor Gilles Bousquet reported that for the fifth time a member of the chemistry faculty has been honored with the prestigious Henry Dreyfus Teacher-Scholar Award. Dr. Kurt Wiegel is one of only seven people nationwide to receive the 2012 award, which recognizes young chemical sciences faculty as outstanding teachers and for their scholarly research with undergraduates. Dr. Wiegel receives a \$60,000 grant for his research on liquid crystalline molecules, such as those widely used in electronic products like computer monitors or cell phone displays. Since 2001, only one other school in the nation, Mount Holyoke College in Massachusetts, has received more Dreyfus Awards than UW-Eau Claire.

### **UW-Marinette's Virtual Shipyard Orientation Program Demonstrated in Washington, D.C.**

President Reilly remarked that that UW-Marinette Dean Paula Langteau was recently invited to provide demonstrations of UW-Marinette's 3D virtual shipyard orientation program for high-level U.S. Navy officials at an event in Washington D.C., sponsored by the National Shipbuilding Research Program (NSRP). The project has received recognition in several national shipbuilding publications. He said that for the past five years UW-Marinette has worked with the NSRP shipyards to develop programs that are responsive to the needs to the U.S. shipbuilding industry and is the first institution in North America to develop a fast-track distance-delivered set of courses and a full certificate program in modern shipbuilding design.

### **UW-La Crosse's 2012 Business Administration Graduates' Test Scores Best in Country**

President Reilly also reported that the May 2012 graduates of UW-La Crosse's College of Business Administration scored higher than 93 percent of other business students from universities across the country on a test measuring their subject knowledge in business. The Educational Testing Service's Major Field Test compared students from 440 business schools across the nation.

### **UW-Oshkosh University Studies Program Development**

UW-Oshkosh is making significant progress on the development on its University Studies Program, the pioneering redesign of general education that builds upon explorations or quests of sustainability, cultural understanding, and civic engagement; it will launch the program in fall 2013. President Reilly reported that new courses, many of which were collaboratively built from the ground up by UW-Oshkosh faculty, are being selected. He said that UW-Oshkosh would soon host dozens of partnering community agencies and nonprofits on campus that would benefit from the estimated 900 students who participate in civic engagement projects that fulfill one of the program's groundbreaking requirements. He said he looked forward to hearing about further progress from Provost Earns and Chancellor Wells as the program moves ahead.

### **UW-Milwaukee Vice Chancellor Named Alternate to the General Assembly of the U.N.**

President Reilly reported that Dr. Joan Prince, UW-Milwaukee's Vice Chancellor for Global Inclusion and Engagement, was nominated by President Obama and sworn in as an alternate representative of the United States to the 67<sup>th</sup> Session of the General Assembly of the United Nations. Dr. Prince began her appointment, which comes with the rank of Ambassador, in mid-September. He said that Chancellor Lovell noted that Dr. Prince would continue her work at UW-Milwaukee during her appointment and would open more doors for international opportunities for students, faculty, and staff. Dr. Prince, a native of Milwaukee, earned a Bachelor's Degree in Medical Technology, a Master's Degree in Clinical Laboratory Sciences, and a Doctorate in Urban Education, all from UW-Milwaukee.

### **All Thirteen Four-Year UW Institutions Named 2013 "G.I. Jobs" Military-Friendly Colleges**

President Reilly reported the *G.I. Jobs* magazine recently released its 2013 list of military-friendly colleges, and all 13 of the UW System's four-year institutions made the list. He said that the list, which considers both financial and non-financial efforts to recruit and retain military and veteran students, honors the top 15 percent of colleges, universities, and trade schools nationwide that are doing the most to embrace America's service members and veterans as students. To earn this ranking, a

university is evaluated in areas such as flexibility in class scheduling and requirements, transferring academic credits, providing support for veterans, and academic accreditation.

### **UW-Superior Opens Veteran & Nontraditional Student Center**

President Reilly noted that UW-Superior, which has more than 115 military veterans and students now enrolled, had recently opened its Veteran and Nontraditional Student Center, designed to provide additional services to students who are veterans, active military personnel, or age 25 and older.

### **UW-Milwaukee, UW School of Medicine & Public Health, and WARF Collaborate with GE Healthcare**

President Reilly also shared news of major collaborations between GE Health Care and the UW System's two doctoral campuses. In mid-September UW-Milwaukee Chancellor Lovell announced a \$3 million commitment from GE Health Care to support a talent pipeline for Wisconsin-based medical imaging software developers and researchers, including a \$1-million donation to establish the GE Health Care Center for Advanced Computational Imaging. He reported that the five-year joint effort would enable UW-Milwaukee to develop advanced-level coursework in software development and provide seed funding for research and collaborative projects related to cutting-edge medical technology.

President Reilly also noted that the University of Wisconsin School of Medicine and Public Health at UW-Madison, the Wisconsin Alumni Research Foundation, and GE Health Care also announced new agreements that celebrate more than 30 years of research collaboration and technology invention, with an anticipated \$32.9-million GE investment in a state-of-the-art imaging research facility on the UW-Madison campus. He said the center would be located in the Wisconsin Institutes for Medical Research, which is connected to the UW Health Sciences Learning Center and UW Hospitals and Clinics. The 10-year agreement supports GE Health Care's collaborative research program with UW-Madison's Department of Radiology and Medical Physics. According to WARF, during the past 11 years, collaborations between GE and UW researchers have resulted in nearly 200 invention disclosures, more than 80 filed U.S. patents, and numerous licensing agreements and technology improvements. President Reilly congratulated both Chancellor Lowell and Interim Chancellor Ward.

### **UW-Stout Campus Police Officers Save Student's Life**

President Reilly concluded his news updates with some good news from UW-Stout, regarding a young man whose life was saved thanks to the quick action of a friend and two campus police officers. He said that three weeks prior, 18-year-old Ryan Child, a freshman from Lake Geneva, was returning to UW-Stout's South Hall with a friend, but Mr. Child never made it. Mr. Child and his friend, David Winger, were about halfway to their rooms when Mr. Child suddenly collapsed, face-down on the ground; he was in cardiac arrest. Mr. Winger immediately called 911 and then noticed two campus police officers, Officers Lisa Pederson and Jason Spetz, exiting South Hall, about 100 yards away. Officer Spetz radioed the Dunn County 911 Center, and while paramedics were on their way Officer Pedersen did chest compressions on Mr. Child while Officer Spetz held his airway open. When an ambulance arrived, a defibrillator was used to revive Mr. Child.

Mr. Child was eventually flown by helicopter to the Mayo Clinic Health System in Eau Claire, where doctors determined he has a genetic abnormality called hypertrophic cardiomyopathy, a condition

that, if left undetected, is the most common cause of sudden death among young people. Thanks to the quick action of a friend, campus police officers, and medical experts, Mr. Child was given a second chance and would resume his classes online in the spring and return to the campus in the fall. President Reilly wished Mr. Child a speedy recovery, and congratulated and thanked Mr. Winger and the police officers. He asked Officer Pederson and Office Spetz to stand, and they were recognized with applause and an extended standing ovation.

President Reilly concluded his remarks with a Halloween poem called “The Hag,” by Robert Herrick, a 17<sup>th</sup> Century English author.

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## **FIRST IN A SERIES OF DISCUSSIONS WITH CHANCELLORS ABOUT UW INSTITUTIONS’ STRATEGIC GOALS: UW-STOUT CHANCELLOR CHARLES SORENSEN**

President Smith thanked President Reilly for his remarks and turned to the next item, which he said he hoped would become a standard part of the Board’s agenda. One of the recommendations of the Ad Hoc Committee on Board Roles and Responsibilities, appointed by Regent President Spector last year and chaired by Regent Bradley, was that regular opportunities be provided during Board meetings for chancellors to brief the Board directly on their strategic goals and their progress and impediments in meeting those goals. This recommendation was in keeping with the Ad Hoc Committee’s theme that Board meetings should emphasize high-level policy setting and strategic directions, rather than only operational issues.

President Smith explained that the idea was for chancellors to communicate with the Board about topics such as an institution’s long-term goals for carrying out its mission, improvements in undergraduate or graduate education, Inclusive Excellence efforts, plans for new programs or enrollment management, and implementation challenges. He noted that while chancellors would take the lead in these presentations, the committee had recognized the presentations might also include stakeholders, key faculty, research and staff, or even foundations, donors, or alumni.

Ideally, President Smith said, the Board would hear a report on strategic goals from one chancellor at each of its two-day board meetings, and after all of the chancellors had presented, they would have an opportunity to report back on progress or new developments. He said that when he and Secretary Radue issued the invitation for chancellors to do these presentations, Chancellor Sorensen quickly stepped up and volunteered for October. He then welcomed Chancellor Sorensen back to the podium for a presentation and discussion on UW-Stout’s strategic goals.

### **Overview**

Chancellor Sorensen prefaced his presentation by thanking all of the great people he had worked with over the years at UW-Stout, noting that nothing could have been done at UW-Stout without the talented, energetic, and dedicated faculty, staff, and students that he has been privileged to work with throughout his career. He said that in good times and in bad, they have never wavered in their efforts to

provide students with the best education possible and move the university forward. He stated that all the best ideas and innovations have come from faculty, staff, and students, which is why UW-Stout is such a great place to work, and he feels very privileged to come to work daily to work with such fine people.

The chancellor explained that planning at UW-Stout is an inclusive process that allows everyone on campus a chance to have input into what the campus is doing and what should be done in the future, with the entire campus involved in a meaningful way. The process begins every summer with a retreat for the planning process group to identify plans for the following year, two years, or five years, and most of the plans that are funded address the central focus of the campus: education.

Chancellor Sorensen asked Assistant Chancellor Meredith Drzakowski to join him at the podium, explaining that she is in charge of UW-Stout's Planning, Analysis, Research, and Quality Office. He said that planning is a dynamic process at UW-Stout, and the results have been profound.

Chancellor Sorensen highlighted some of his administration's major accomplishments, including expansion of the program array and the growth of distance education courses. He noted that nearly 100 percent of UW-Stout graduates are employed within six months of graduation, in part due to the focus on experiential learning, co-ops, and internships. UW-Stout's growth in external funding allowed the institution to underwrite the Discovery Center, the applied research center for the campus, and to establish an endowed Ethics Center, with plans to include ethics in every program at UW-Stout. He also noted that over the last eight or nine years, enrollment growth had been consistent and persistent, and focused on new programs and customized instruction. In addition, the institution has nearly closed the achievement gap and retention rates for racial minorities. Chancellor Sorensen then invited Dr. Drzakowski to talk about UW-Stout's integrated planning in more detail.

### ***Characteristics of UW-Stout's Planning Process***

Dr. Drzakowski thanked the Board for the opportunity to talk about UW-Stout's planning process and challenges to meeting institutional goals for the future. She said that Regents had been hearing a lot about UW-Stout's major accomplishments, new initiatives, and milestones over the last 25 years, and explained that the institution's planning process has been the primary driver for making things happen.

Dr. Drzakowski highlighted some aspects of UW-Stout's planning process, noting that strategic plans are five year plans that begin by identifying targets on a small number of critical metrics and annual initiatives to help achieve the identified goals. She explained that the planning process is aligned and includes cascading plans and action plans in several areas, such as Inclusive Excellence, an academic plan which identifies new academic programs planned for the next several years, and other areas. On an annual basis, leaders associated with each of these action plans work to identify three to five high-level initiatives that they plan to complete in the upcoming year. On an annual basis, each of the institution's major units and colleges completes its own strategic plan, which contributes to the university action plans and serves as a feeder for new initiatives that are later added into the action plans.

Dr. Drzakowski explained that all of the action plans are tied to budget, and through the strategic planning process UW-Stout had reallocated millions of dollars. When action plan leaders submit their

initiatives for the upcoming year, they also include any resource allocations that are needed to achieve those goals. Examples of initiatives that have been funded include a curricular incubation center that has helped to expand the program array, an e-scholar program, and numerous retention and recruitment initiatives.

One hallmark of UW-Stout's planning process is that it is participatory and includes visioning sessions; engagement sessions; and broad, campus-wide representation in the strategic planning group. Dr. Drzakowski explained that visioning sessions are held approximately every five years for the purpose of engaging external stakeholders in the planning process. Through annual engagement sessions, all faculty, staff, and students are invited to participate in a campus-wide event that includes information about proposed initiatives for the year and opportunities for participants to offer suggestions. The strategic planning group is responsible for finalizing the strategic plan, monitoring progress, and ensuring that the five-year goals are achieved; Dr. Drzakowski stated that the group includes approximately 35 people, with campus-wide representation.

In addition to asking for input, campus leaders also felt that it is important to show the campus that their input has been used in meaningful ways, through a program called "You Said, We Did," which started last year. Dr. Drzakowski explained that more than ten action items were identified for implementation based on the feedback from the 2011 engagement session. She specifically noted that during the 2011 engagement sessions, faculty indicated they did not have enough technical support in the classroom, and in response, the administration provided funding to add two new technicians to provide dedicated support to faculty in the classroom. She also noted that an evaluation plan is place to determine if the response is effective in meeting the identified need.

Dr. Drzakowski stated that UW-Stout has been using this planning process for approximately 15 years and has learned a lot about what makes the process effective. She identified some of the keys to UW-Stout's success, such as involving stakeholders in setting the vision for the institution, including faculty and staff in meaningful ways to help within achieving that vision, and having regular communication among those involved. She also indicated that when planning, UW-Stout is "thinking big," starting with ideas and then determining what resources are needed, rather than starting with how much money is available and then determining what can be done with that amount. She explained that funding the initiatives is not limited to just allocating money, but also time, space, and other resources. A strategic plan is all about change, and change is difficult. She said that UW-Stout has learned that in order to be successful, difficult conversations have to happen, and it takes a lot of time to reach goals. She also noted that the institution has learned that it needs to be flexible, and the planning process has changed continuously over the past 15 years and will continue to change in the future.

### ***Future Challenges***

Dr. Drzakowski transitioned to discussing the challenges to UW-Stout meeting its goals for the future. She started by specifically mentioning the balance between the need for high retention and graduation rates and the need to provide students access to higher education. She said that research shows that students who enter college with higher ACT scores and higher class ranks are more likely to be retained and graduate than those that enter with lower scores. She noted that UW-Stout's retention rate, like the rates of other traditional peer schools, is approximately 71.5 percent, whereas the retention rate for highly selective schools is approximately 90 percent. She explained that this issue is a challenge

because national reports and publications compare highly selective schools right alongside more traditional schools like UW-Stout.

Dr. Drzakowski indicated that another challenge for the institution relates to the budget and declining percentage of funding provided by the state. She noted that state funding accounts for 13 percent of UW-Stout's budget, which has decreased over time. A related issue that is particularly concerning is UW-Stout's inability to pay competitive salaries to faculty and staff. She said that a recent national survey indicated that the pay of UW-Stout's professors and associate professors is at the 12<sup>th</sup> percentile for master's institutions, and the pay of assistant professors is at the 21<sup>st</sup> percentile. She also noted that a record number of faculty and staff are leaving the institution for other positions.

Dr. Drzakowski said that a further challenge is the growth in the number of metrics and targets that the institution must track as part of the planning process. She provided examples of metrics and targets that UW-Stout is currently tracking or will be tracking for the national Voluntary System of Accountability, for the federal Obama Scorecard, the state initiatives from Act 32, and UW System and campus-level initiatives. She noted that the UW System has taken a leadership role in trying to integrate some of the diverse metrics into the UW System accountability report.

Dr. Drzakowski noted that a final challenge for UW-Stout is the declining number of high school graduates, which will impact the institution's ability to recruit new freshmen.

### ***Short- and Long-Term Goals***

Chancellor Sorensen concluded the presentation by providing information regarding UW-Stout's short-term and long-term goals. He stated that by fall 2013, the institution would decrease the time-to-degree to 120 credits. He noted that this may vary somewhat by program, but the motivation is to provide a more efficient set of baccalaureate programs that students can get through in an efficient way.

Another short-term goal involves competitive salaries. He noted that his administration was working hard to analyze where the shortfalls are, identify ways to internally reallocate money to address the issues, and support a statewide pay plan to address salary issues. He said UW-Stout lost four people in its industrial design program in the third week of August; they left for salaries ranging from \$20,000 to \$50,000 more than UW-Stout was able to pay. He emphasized that this is a critical issue for UW-Stout and the UW System.

Mentioning other short-term goals, the chancellor said that UW-Stout plans to address the declining number of high school graduates by targeting transfer students and graduate students and working diligently to increase scholarship support through the UW-Stout Foundation. He also noted that UW-Stout will continue to infuse diversity into its curriculum and pursue opportunities for regional cooperation with UW-River Falls, UW-Eau Claire, UW-Superior and UW-La Crosse. In the area of academic planning, the institution also intends to implement its first doctoral program in career technical education and expand its professional/Master's Degree program and certificate programs.

Chancellor Sorensen indicated that long-term goals include rethinking the institution's fiscal model and becoming more efficient in business efforts and degree delivery efforts. Another goal includes the establishment of an e-college that includes a structure that allows for good leadership,

quality control, solid planning, and faculty development. He also said that UW-Stout will remain on course to become a vibrant emerging research institution with its Discovery Center and Medical Device Center, and plans to increase research funds from approximately \$8 million per year, to \$15 to 18 million per year. Other goals include increasing foundation assets from \$40 million to \$60 million by 2020, eliminating the minority retention gap by 2025, and achieving 100 percent participation in experiential learning by 2018.

### ***Regent Discussion***

Responding to a question from President Smith about the large number of distance learning courses and the reaction to those courses, Chancellor Sorensen explained what led to the expansion of the distance learning courses.

Chancellor Sorensen explained that UW-Stout pushed hard to advance distance learning and empowered key people on campus to identify cohorts of individuals that needed education but could not attend classes on campus. UW-Stout's biggest program is in management, but the institution also offers a dynamic program at the master's level in education certification, which is reaching students from across the country and, in some cases, from around the world. He said that UW-Stout carved out a vision for how to address the decreasing number of available students in the upper Midwest by providing a different kind of model, based on the University of Phoenix model, identifying what was needed and then providing the education. He said that the effort had been very successful because there is demand for the courses.

Chancellor Sorensen also noted that the challenge with distance education is ensuring quality control by providing structure for the courses and programs and strong leaders who drive a strong strategic plan and who monitor who is hired and how people are trained. Also important is the existence of the necessary assessments and outcomes.

President Smith asked if the distance education courses primarily target adult learners. Chancellor Sorensen indicated that this was the case, as there are more nontraditional students who need this type of program.

Responding to a question from Regent Bradley about the source of funding, Chancellor Sorensen explained the numbers were a result of excess enrollment and an ability to charge market price for some programs. This provided a pool of money that is non-state driven that allows the institution to reinvest in the enterprise and continue the dynamic quality of UW-Stout's programming, he said.

Regent Bradley also followed up on the chancellor's remarks about the critical issue of competitive salaries. He said that if the state of Wisconsin is not going to allocate additional funds for UW-Stout and other campuses to address that issue, the institutions have some ability to address the issue with the new flexibilities the Legislature provided. He asked Chancellor Sorensen what else he needed if there is not going to be additional funding.

Chancellor Sorensen explained that if there is not a pay plan from the state, the institution would have to reallocate base dollars to increase pay for faculty and staff, which is a very painful process but one the institution was already going through. He said that the institution could offer a supplemental

pay plan for faculty, but it is not for everyone; \$500,000 had been identified to fund this through reallocations. He said that the challenge was going to be working with the state to demonstrate that if there is no investment in faculty and staff, Wisconsin's world class system could not remain a world class system.

Chancellor Sorensen provided an example of the process for hiring a provost, indicating that UW-Stout had identified four external candidates and one internal candidate. He said that every external candidate is currently earning more money as an academic dean than the top of the salary schedule allows. He said that UW-Stout is losing people and not attracting people, and this is a critical issue for the UW System.

Regent Pruitt praised the collaboration between UW-Stout, UW-Eau Claire, UW-River Falls, and UW-Superior, which had been mentioned during the presentation, and asked the chancellor about the areas of collaboration.

Chancellor Sorensen explained that the campuses were in the elementary stages of the process, and UW-Stout's Vice Chancellor for Administration, Phil Lyons, has been leading the discussion with the chief business officers on the other campuses to identify areas of cooperation. The idea is to start with "low-hanging fruit," which might include cost-saving coordination with respect to surplus property, printing, information technology, licensing, or purchasing.

President Smith asked the chancellor what it would mean to UW-Stout if predictions were correct and the size of the incoming freshman class would decrease by 125 students. Chancellor Sorensen indicated that if that occurs, it will decrease UW-Stout's flexibility, which is why the institution is planning to increase the enrollment of transfer students and graduate students. He also noted that the institution is becoming more aggressive with outreach to international students and had entered into a three-year contract with Saudi Arabia to bring in 100 Saudi students a year for training in technical education so the students could return to Saudi Arabia and become teachers. He noted that UW-Eau Claire Interim Chancellor Bousquet had been a good partner as UW-Stout tried to sharpen its focus in the area of internationalization.

President Smith asked if there was also an effort to recruit out-of-state students. Chancellor Sorensen indicated that there was an effort to attract out-of-state students; however, while UW-Stout is nationally recognized for some of its programs, most students do come from a 100-mile radius, which is true of virtually every campus in the UW System.

Regent Bradley said that he recognized that Chancellor Sorensen and the other chancellors were looking for ways to "keep the ship afloat" with alternative sources of revenue, including reaching out to students from other states and other countries who would not typically attend a UW campus. He asked if UW-Stout could fill its spaces with students from within a 100-mile radius if either tuition were lower or there were more financial aid.

Chancellor Sorensen said UW-Stout could fill those spaces, which is one of the advantages of UW-Eau Claire's Blugold Commitment and the program's use of differential tuition funding for scholarships, a capability that UW-Stout does not currently possess. He indicated that UW-Stout has to raise private dollars for scholarships, and while the UW-Stout Foundation is healthy, it has to honor the

wishes of donors, and not all donors want to give money for scholarships. He agreed that more financial aid is needed.

Regent Tyler said that, from his perspective as a manufacturer with a team of 500 individuals, the vast majority of whom have some sort of technical college experience, it is unrealistic for anybody to take two years off from working to return to school. He said that while some very aggressive individuals will do so, they are the exception. With regard to the 100-mile radius and engaging adult workers that are currently employed and seeking more opportunities, he said it is critical to have entrance and exit points that are not two or four years long, but instead may be a few semesters in length. Regent Tyler also said that for these individuals, financial aid typically is not an issue because companies are anxious to upgrade their employees' skill set. He also noted that the types of programs that can be custom fit to that needs of individuals are important, because employees are interested in learning more but the experience has to fit with the rest of life.

Chancellor Sorensen responded that these were some reasons UW-Stout's distance education programs had grown so much. He said that UW-Stout has not modified its programs to be company-based like UW-Extension is doing, but that may occur in the future as a response to the need to the different entry and exit levels Regent Tyler had mentioned. He said there was still opportunity for more growth in distance education programs, but more planning would be needed.

President Smith thanked Chancellor Sorensen for his presentation.

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## **REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE**

President Smith noted that the written report of the Research, Economic Development and Innovation (REDI) Committee had been provided, and he called upon Regent Bradley for any additional comments.

Regent Bradley said that he was pleased to announce that the UW System was well on its way with the development of an economic development plan that would guide the efforts of the System. He said that to carry out the plan in the best way possible would require the participation and good thinking of many individuals and experts from across the UW System, as well as from the business community and elsewhere.

He said that the REDI Committee meeting provided an opportunity to outline the UW System's strategic direction and highlighted the System's partnership with the Wisconsin Economic Development Corporation (WEDC). During the meeting, Senior Vice President Morgan articulated the mission, vision, and strategic objectives for the newly formed Office of Economic Development, noting that the mission of the office was to connect the talent of university faculty and staff with Wisconsin businesses in order to build better communities and foster job retention and growth. The vision of the office is to serve as a 21<sup>st</sup> century global model for talent development, research innovation, and technology transfer.

Regent Bradley said that Senior Vice President Morgan also presented the strategic goals for economic development efforts: (1) raising the profile and commitment to economic development as a priority for the UW System; (2) working to build stronger connections to link university research activities with established businesses and with entrepreneurs; and (3) finding and sustaining new means of funding. He commented that the latter would be a challenge.

Regent Bradley said that Associate Vice President David Brukart outlined the principles under which the Office of Economic Development intended to operate. Regent Bradley noted that Mr. Brukart said that the success of any new economic development programs would depend in part on how well the programs meet the differing needs of both university and business entities. Regent Bradley further reported that the idea of launching a one-stop UW System web portal to enhance connections between the university and businesses was also discussed. He pointed out that while everybody at the committee meeting, including WDEC representatives and business owners, thought that the web portal was a good idea, there was no budget allocation for this portal and the challenge with web portals is keeping them up to date.

Regent Bradley said that the REDI Committee was honored to have as its special guest Mr. Paul Jadin, Secretary of the Wisconsin Economic Development Corporation, who encouraged the entire UW System to move ahead with economic development with a sense of urgency. Regent Bradley said that Mr. Jadin also reminded committee members that the WEDC's collaboration with the UW System ties directly into the economic development needs of the state, and that WEDC intended to work with all parties to identify effective best-practice models.

The REDI Committee meeting also included a panel discussion among local and regional entrepreneurs, facilitated by Mr. Randy Hulke, director of UW-Stout's Discovery Center. Panelists included individuals from Johnson Electric Coil of Antigo, White Winter Winery of Iron River, Shape Products of Menomonee, and BTL Food Group of Eau Claire.

Regent Bradley concluded by stating that as the UW System moves forward with economic development, it would continue to be important to align with partners at WEDC and across the state, and work to have broad campus and business community buy-in. He expressed the goal of sustaining and expanding economic development opportunities for faculty and staff who are interested and those who want to do more, and he said that doing so would require recognizing faculty and staff with funding and acknowledgement of their work.

President Smith thanked Regent Bradley for his report and recognized Regent Tyler, who expressed excitement about the REDI Committee presentations, because they highlighted where economic development in Wisconsin should be focused – growing what is already in Wisconsin, and not necessarily recruiting somebody to move to Wisconsin. He observed that companies appreciate those who help them be successful, and the connections that are built by UW System institutions' helping companies would lead to support of the institutions and their foundations in the future.

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## **REPORT AND APPROVAL OF ACTIONS TAKEN BY THE BUSINESS, FINANCE, AND AUDIT COMMITTEE**

President Smith noted that the written report of the Business, Finance, and Audit Committee had been provided, and he turned to Regent Whitburn, committee chair, for any additional comments.

### ***Committee Business***

Regent Whitburn said that the committee heard an excellent presentation by UW-Stout's Director of Business and Financial Services, Kim Schulte-Shoberg, on the university's document management initiatives with imaging and electronic workflow. He said that UW-Stout was realizing important efficiencies and process improvements through this initiative and suggested that other chancellors may wish to consult with the staff at UW-Stout.

Regent Whitburn said that the committee approved UW-Madison's \$2.7 million contractual agreement with Novartis Pharmaceutical Corporation to conduct clinical trials over the next two years. He reported that the committee happily accepted \$2.3 million in new bequests to the UW System Trust Funds, and also received an annual update on the proxy voting season results. Also, the committee reviewed and approved routine changes to Regent Policy Documents related to corporate governance and social responsibilities in the trust funds area.

Regent Whitburn said that Associate Vice President Al Crist updated the committee on progress related to the development of the two new personnel systems due for implementation on July 1, 2013. He said the Board of Regents would consider the final recommendations on this important project in December. In addition, Audit Director Elizabeth Dionne reported on a proposed strengthening of audit report structures, which the committee embraced.

Regent Whitburn stated that Senior Vice President Morgan reported that unavoidable cost-to-continue budget lines have been adjusted down about \$21.2 million. He also noted that Senior Vice President Morgan indicated that the UW System would not need to ask for a delay in further budget submissions in the biennial budget process, and that debt service funding in the budget proposal is pending and will be added later by the state Department of Administration. Senior Vice President Morgan also updated the committee on progress related to implementing recommendations of the audit report on reporting crimes against children and the implementation of the related Executive Order 54; Mr. Morgan also provided an update on the upcoming procurement of an alternate vendor for services currently provided by WiscNet.

### ***Consent Agenda***

Regent Whitburn then moved adoption of Resolutions 10117, 10118, 10119, 10120 and 10121. The motion was seconded by Regent Bradley and adopted on a unanimous voice vote.

### **UW-Madison Contractual Agreement with Novartis Pharmaceuticals Corporation**

Resolution 10117: That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of

Regents approves the contractual agreement between the University of Wisconsin-Madison and Novartis Pharmaceuticals Corporation.

**UW System Trust Funds Acceptance of New Bequests**

Resolution 10118: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the benefiting University of Wisconsin institutions, the bequests detailed on the attached list be accepted for the purposes designated by the donors, or where unrestricted by the donors, by the benefiting institution, and that the Trust Officer or Assistant Trust Officers be authorized to sign receipts and do all things necessary to effect the transfers for the benefit of the University of Wisconsin.

Let it be herewith further resolved, that the President and Board of Regents of the University of Wisconsin System, the Chancellors of the benefiting University of Wisconsin institutions, and the Deans and Chairs of the benefiting Colleges and Departments, express their sincere thanks and appreciation to the donors and their families for their generosity and their devotion to the values and ideals represented by the University of Wisconsin System. These gifts will be used to sustain and further the quality and scholarship of the University and its students.

**UW System Trust Funds Regent Policy Document Review Process: Rescission, Consolidation, and Modification of Regent Policy Documents 31-5, 31-6, 31-7, and 31-13**

Resolution 10119: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 31-13, “Social Responsibility Investment Considerations” and rescinds Regent Policy Documents 31-5, 31-6, and 31-7. This action: (1) retains much of the existing version of Regent Policy Document 31-13, “Investment and Social Responsibility”, but retitles the RPD; (2) rescinds Regent Policy Documents 31-5, “Investments and the Environment”; 31-6, “Investment of Trust Funds”; and 31-7, “Interpretation of Policy 31-6 Relating to Divestiture”; and (3) incorporates most of the subject matter from the three rescinded policies into the retitled RPD 31-13.

**UW System Trust Funds Regent Policy Document Review Process: RPD 31-16, “Sudan Investment”**

Resolution 10120: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 31-16, “Sudan Investment.”

**UW System Trust Funds Regent Policy Document Review Process: RPD 31-10, “Procedures and Guidelines for Voting Proxies for Trust Funds”**

Resolution 10121: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy

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## **REPORT AND APPROVAL OF ACTIONS TAKEN BY THE CAPITAL PLANNING AND BUDGET COMMITTEE**

President Smith noted that the written report of the Capital Planning and Budget Committee had been provided, and he turned to Regent Bartell for any additional comments.

### ***Committee Business***

Regent Bartell said the committee began its meeting with a very effective PowerPoint presentation by UW-Stout Vice Chancellor Phil Lyons regarding the campus's residence hall renewal plan. The presentation focused on renewal plans for the residence halls and strategies used to address various deficiencies in current buildings. He noted that UW-Stout is beginning a strategically phased approach to renovate its residence halls over 20 to 30 years, taking them out of service one or two at a time, in order to minimize the impact of the cost to the students.

### ***Consent Agenda***

Regent Bartell provided a brief overview of the committee's consent agenda and then moved adoption of Resolutions 10122, 10123, 10124, 10125, 10126, 10127 and 10128. The motion was seconded by Regent Whitburn and adopted unanimously on a voice vote.

#### **Authority to Release a Parcel of 12.642 Acres of Land from the UW-Barron County Lease Back to Barron County, UW Colleges**

Resolution 10122: That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to permanently release a parcel of 12.642 acres of land from the UW-Barron County lease back to Barron County.

#### **Authority to Demolish the Kunkle Center Building, UW-Milwaukee**

Resolution 10122: That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to demolish the Kunkle Building for a total project cost of \$884,000 Program Revenue-Cash.

#### **Approval of the Design Report of the Dobson and Melcher Residence Halls Renovation Project and Authority to (a) Seek a Waiver to Allow Single Prime Bidding, (b) Adjust the Project Scope and Budget, and (c) Construct the Project, UW-Platteville**

Resolution 10123: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, the Design Report of the

Residence Hall Renovations-Phase I project be approved and authority be granted to: (a) seek a Waiver of s. 16.855, Wis. Stats, under provision of s. 13.48 (19) Wis. Stats., to allow single prime bidding; (b) increase the project scope and budget by \$1,836,000 Program Revenue Supported Borrowing-Residual; and (c) construct the project for a total cost of \$14,015,000 (\$12,179,000 Program Revenue Supported Borrowing and \$1,836,000 Program Revenue Supported Borrowing-Residual).

**Authority to Adjust the Scope and Budget of the Carlson (Laurentide) Hall Renovation Project, UW-Whitewater**

Resolution 10125: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to increase the project scope and budget of the Carlson (Laurentide) Hall Renovation project by \$2,500,000 Program Revenue Supported Borrowing for a total project cost of \$19,500,000 (\$17,000,000 General Fund Supported Borrowing and \$2,500,000 Program Revenue Supported Borrowing).

**Authority to Adjust the Budget of the Fischer and Wellers Halls Renovation Project, UW-Whitewater**

Resolution 10126: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to increase the project budget by \$250,000 Program Revenue–Cash for additional contingency funding for the Fischer and Wellers Halls Renovation project for an estimated total project cost of \$10,755,000 (\$8,584,000 Program Revenue Supported Borrowing and \$2,171,000 Program Revenue-Cash).

**Approval of Revisions to Physical Planning Principles, UW System**

Resolution 10127: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents (a) approve that the Physical Planning Principles be renamed the “Physical Development Principles;” (b) approve the modifications contained therein; and (c) adopt the Physical Asset Stewardship Goals.

**Authority to Seek Enumeration of Additional 2013-15 Capital Budget Projects, UW System**

Resolution 10128: That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to modify the 2013-15 Capital Budget recommendation previously submitted to the Department of Administration in September 2012, with the following additional requests for enumeration:

- (1) UW-Milwaukee: Northwest Quadrant Student Health Services  
\$11,066,000 Program Revenue Supported Borrowing
- (2) UW-Oshkosh: Intramural Recreation Field Complex  
\$4,328,000 Program Revenue Supported Borrowing

## ***UW-Eau Claire Confluence Project***

Regent Bartell then reported that the committee also considered Resolution 10129, which he separated because it is an interesting public-private proposal related to UW-Eau Claire's Confluence Project. He explained that the project is a combination of a shared university and community arts facility, including an off-campus apartment style student residence hall that would be located in the heart of the city of Eau Claire, in the South Barstow Historic Riverfront District. He noted that the partners involved in the project include various entities in the city of Eau Claire, as well as the city, the county, and UW-Eau Claire. It is a very complicated project, and the kind of project that raises questions about responsibilities, operations, liabilities, and continuing costs, all of which have to be worked out carefully.

Regent Bartell reported that the project is in the early stages, and while all of the partners are moving toward each other, none of the partners wants to commit until all are moving in the same direction. He said that the city of Eau Claire adopted a resolution which sets forth a number of things the city believes are necessary. The resolution before the Board essentially states that the Board is approving the project concept. He said he believed it was a great concept, and he was enthusiastic about the concept because it involves a partnership between government and private developers, and it provides an arts facility that will be shared by the community and the university.

Regent Bartell explained that the resolution included a list of items that needed to be addressed before moving forward with the project, including identifying who would own and operate the facility, the necessary financial wherewithal the organization must have, and some hold harmless language. The resolution also had a requirement that the public component of the project be directly and proportionately related to the state investment, and that the project must be developed in accordance with state procedures. The resolution also caps the state investment in the arts facility portion at \$25 million, which would likely be the university's investment, although there is also an expected cost of \$30 million for the student-residence portion of the project that is not addressed in the resolution.

Regent Bartell summarized by stating that upon satisfaction of these principles as described in the resolution, and upon further recommendation of the Chancellor and the System President, the Board of Regents would consider seeking enumeration of the state portion of this project as an amendment to the 2013-15 Capital Budget or in subsequent capital budgets, depending on when all of the items are satisfied. Regent Bartell then moved approval of Resolution 10129, and the motion was seconded by Regent Millner.

Calling for discussion, President Smith recognized Regent Whitburn, who said that at the last Regent meeting, the Board approved a capital budget request of approximately \$400 million of an expected \$538 million anticipated biennial capital program. He asked if this project was a potential \$55 million add-on to that budget request.

Associate Vice President Miller said that the capital budget approved by the Regents at their August meeting was for \$400 million of general fund supported borrowing for 2013-15 and an additional \$369 million in program revenue supported borrowing in the same biennium. He said that the \$25 million and the \$30 million for the Confluence Project would be requested in 2013-15 for release of funding and enumeration in 2015-17. He said that the projects would proceed through a model that has

been used in almost all public-private partnerships, which is lease-first and then purchase upon completion. He explained that the funding would be in the 2015-17 budget, for which the UW System had also requested advance enumeration of \$169 million of general fund supported borrowing, and this project would be placed in priority order behind the other projects listed for advance enumeration in 2015-17.

Regent Smith called for a vote on the motion to approve Resolution 10129. The motion was adopted on a voice vote with Regent Bradley abstaining.

**Approval of Guiding Principles for the Development of the Confluence Project by UW-Eau Claire and Partners, UW-Eau Claire**

Resolution 10129: Be it Resolved, that upon the recommendation of the UW-Eau Claire Interim Chancellor and the President of the University of Wisconsin System, the Board of Regents approves the concept of the public-private partnership known as the Confluence Project, a shared university and community arts facility and off-campus apartment-style student residence hall to be located in the South Barstow Historic Riverfront District in downtown Eau Claire, as it has been described in materials and a presentation to the Board's Capital Planning and Budget Committee; and

Further Resolved, that the Board of Regents approves the following guiding principles for the development of the Confluence Project if it is to involve participation by UW-Eau Claire and the UW System Board of Regents:

The entity or entities that will own and operate the private components of the Project's arts facilities must provide satisfactory proof of an independent guarantor or surety of the financial and operational obligations of the entity or entities;

The Project's operating agreement must ensure that neither UW-Eau Claire nor the Board of Regents will be liable for more than their prorated share of operational costs;

The value of the public component of the Project's arts facilities must be directly proportional to the amount of the state investment in that component, as confirmed by independent audit;

The Project's development process must be conducted in cooperation with the state Department of Administration and in compliance with all project delivery requirements relating to fair competition and transparency; and

The state investment in the Arts Facility portion of the Project must not exceed \$25 million.

Be it Further Resolved, upon satisfaction of these guiding principles and upon the further recommendation of the UW-Eau Claire Interim Chancellor and the

President, the Board of Regents will consider seeking enumeration of the state portion of the Project as an amendment in the 2013-15 Capital Budget for funding in 2015-17, or in subsequent capital budgets.

### ***Capital Planning Development Plan***

Closing his report, Regent Bartell noted that Board members had received the Capital Planning and Budget Physical Development Plan for 2013-2019. He noted that the development plan included a description of the biennial budget requests, major projects list, project request summaries, as well as interesting background materials on the UW System's profile, mission statements, and physical development principles. He reminded the Board that capital planning and budgeting for the UW System is a substantial part of the capital budget for the whole state of Wisconsin, with the UW System comprising 70 percent of the building that the state does through state agencies. He said that the development plan was a very important document and urged Regents to review it.

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## **REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE**

President Smith noted that the written report of the Capital Planning and Budget Committee had been provided, and he turned to Regent Vásquez for any additional comments.

### ***Committee Business***

Regent Vásquez highlighted the presentations given at the Education Committee meeting. He noted that the first presentation, by UW-Stout Provost Mary Hopkins-Best, on advancing STEM (Science, Technology, Engineering, and Mathematics) education, included remarks from some UW-Stout students. He remarked that it is good to hear about some innovative things that are happening at different campuses. He said the presentation included good examples of UW-Stout's polytechnic mission in action, and was very informative.

Regent Vásquez also noted that the committee meeting included an update on the flexible degree program, which led to a very good discussion. Regent Vásquez said that Provost Aaron Brower's presentation highlighted that the flexible degree program is very complex, and that there are high expectations on many fronts. He said the committee indicated that it has a strong interest in seeing the flexible degree program move forward expeditiously and is pleased to be receiving regular updates. Regent Vásquez also noted that Special Assistant Rebecca Karoff, who has been staffing the Education Committee for several years, will be leaving to work with Provost Brower on the flexible degree program, and he wished her well.

### ***Consent Agenda***

Regent Vásquez provided a brief overview of the committee's consent agenda and then moved adoption of Resolutions 10130, 10131, and 10132. The motion was seconded by Regent Bartell and adopted unanimously on a voice vote.

**Wisconsin Partnership Program UW School of Medicine and Public Health Oversight and Advisory Committee Appointments**

Resolution 10130: That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the reappointments of Greg Nycz, Dr. Philip Farrell, and Dr. Patrick Remington to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program for four-year terms beginning November 1, 2012, through October 31, 2016.

**Program Authorization (Implementation) Bachelor of Applied Science, UW-River Falls**

Resolution 10131: That, upon the recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, the Chancellor be authorized to implement the Bachelor of Applied Science.

**Program Authorization (Implementation) P.S.M. in Industrial and Applied Mathematics, UW-Stout**

Resolution 10132: That, upon the recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, the Chancellor be authorized to implement the Professional Science Master's in Industrial and Applied Mathematics.

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**RESOLUTION OF APPRECIATION TO UW-STOUT AS HOST OF THE OCTOBER MEETING**

President Smith then called upon Regent Evers to present the resolution of appreciation to UW-Stout. Regent Evers first thanked UW-Stout and Chancellor Sorensen for their active outreach and collaboration with school districts, and then he read the resolution of appreciation, which was adopted by acclamation.

**Resolution of Appreciation to UW-Stout for Hosting the October Board of Regents Meeting**

Resolution 10133: WHEREAS, the Board of Regents is pleased to have held its October 2012 meeting at the University of Wisconsin-Stout, Wisconsin's Polytechnic University; and

WHEREAS, the Board focused on Thursday morning on the innovation and progress that have transpired at UW-Stout during Chancellor Sorensen's tenure by way of his presentation, "Transforming a University: Twenty-five Years of Moving UW-Stout Forward;" and

WHEREAS, Board members had opportunities to learn about the value that UW-Stout contributes to the economy through the skills its graduates bring to business, industry, and the university's operations; and

WHEREAS, the Board is impressed by the accomplishments of UW-Stout's integrated planning process, having learned how the process works, keys to success, challenges, and goals for the future; and

WHEREAS, the Board's committee members learned about innovations in STEM education (Science, Technology, Engineering and Mathematics fields), opportunities to improve university business processes through efficiencies of electronic workflow, and the long-term effort to revitalize campus housing via the university's Residence Hall Renewal Plan; and

WHEREAS, the Research, Economic Development, and Innovation Committee heard from a group of business and industry leaders about the many ways UW Stout helped their companies become more efficient and profitable;

BE IT THEREFORE RESOLVED that the Board of Regents hereby extends sincere appreciation to the University of Wisconsin-Stout for the generous hospitality extended by Chancellor Sorensen and the entire campus community.

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The meeting recessed at 11:30 a.m. and reconvened at 11:45 a.m.

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## **CLOSED SESSION**

President Smith called upon Regent Bradley to present Resolution 10134 to move into closed session. The motion was seconded by Regent Higgins and adopted on a roll-call vote, with Regents Bartell, Bradley, Evers, Falbo, Higgins, Hribar, Manydeeds, Millner, Pointer, Pruitt, Smith, Tyler, Vásquez and Whitburn voting in the affirmative. There were no dissenting votes and no abstentions.

### **Closed Session Resolution**

Resolution 10134: That the Board of Regents move into closed session consider a UW-Madison salary adjustment, as permitted by s. 19.85(1)(c), *Wis. Stats.*, and to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*

The following resolution was adopted during closed session:

**Approval of Salary: Dean of the Law School, University of Wisconsin-Madison**

Resolution 10135: That, upon recommendation of the President of the University of Wisconsin System and the University of Wisconsin-Madison Chancellor, the annual salary for Margaret Raymond, Dean of the Law School, University of Wisconsin-Madison, be increased by 5% to an annual salary of \$346,500, effective October 1, 2012.

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The meeting was adjourned at 12:12 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