

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in 1820 Van Hise Hall
1220 Linden Drive
Madison, WI 53706

Friday, December 6, 2013
9:00 a.m.

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- President Falbo presiding -

PRESENT: Regents, Mark Bradley, John Drew, Tony Evers, Michael Falbo, Margaret Farrow, Tim Higgins, Tracy Hribar, Chad Landes, Edmund Manydeeds, Regina Millner, Janice Mueller, Drew Petersen, Charles Pruitt, Gary Roberts, José Vásquez, David Walsh, and Gerald Whitburn

UNABLE TO ATTEND: Regent John Behling

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APPROVAL OF THE MINUTES OF THE OCTOBER 10-11, 2013 MEETING

President Falbo noted that the minutes of the October 10 and 11, 2013 meetings had been distributed. Regent Whitburn moved their approval and, after a second by Regent Petersen, the motion carried.

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REPORT OF THE PRESIDENT OF THE BOARD

Hospital Authority Board, Higher Educational Aids Board, and Wisconsin Technical College System Board Reports

The reports for the Hospital Authority Board, Higher Educational Aids Board, and Wisconsin Technical College System Board had been provided. There were no questions or comments.

Legislative Visits and Other Outreach

President Falbo noted that the farewell celebration for President Reilly the night before had been a wonderful time. He thanked the chancellors, in particular, for their part in a video commemorating President Reilly's service to the System.

Leadership Academy Guests

President Falbo acknowledged the presence in the gallery of guests from the UW Colleges and UW-Extension Academy for Leadership and Innovation, a model leadership program through which members take part in a variety of learning activities related to major policies, management and leadership issues facing higher education in Wisconsin. The academy is designed for faculty, academic staff, and classified staff working in UW-Extension and UW Colleges, as well as those with Extension appointments at other UW institutions in Wisconsin counties. The program is in its 22nd year and is facilitated by Dr. Sue Buck.

Winter Commencement

President Falbo remarked that it was a busy time of year, with graduation ceremonies for many students occurring in December. He noted that in the coming weeks, about 10,000 students around the UW System were expected to cross the stage to receive their degrees. President Falbo noted that he, as well as a number of other Regents and President Reilly, was privileged to be taking part in the ceremonies.

Legislative News

President Falbo reported that Vice President Millner had recently testified at a public hearing before the Joint Legislative Audit Committee. Following the presentation by the Legislative Audit Bureau on its audit of the UW System program revenue balances, Regent Millner joined System Senior Vice President David Miller, System Associate Vice President Julie Gordon and UW-Madison Vice Chancellor Darrell Bazzell in providing legislators with further information on the balances and the proposed methodology for calculating balances and reserves going forward. The committee also reviewed the UW System Revenue Balances and Reserves Policy, which was adopted by the Board of Regents at its October meeting and subsequently submitted to the Joint Finance Committee, in accordance with Act 20. President Falbo said that the System would continue to work with LAB and the legislators on these important issues.

Presidential Search

President Falbo provided an update on the search for President Reilly's successor, saying that the Search and Screen Committee had been hard at work, sifting and winnowing applicants. They would be interviewing candidates on Friday, Saturday and Sunday. After those interviews, the Search and Screen Committee, chaired by Vice President Millner, would meet on December 20th with the Regent Selection Committee to present its recommendation of up to five finalists. The next step will be interviews with the final candidates on January 6th and 7th. President Falbo noted that as part of the final interview process, an opportunity would also be provided for

videoconferencing with the candidates so that faculty, staff and community members can become acquainted with the finalists. In addition, chancellors will have time with each candidate, as will members of the President's Cabinet. If all goes as planned, it is expected that the next President of the UW System would be recommended to the full Board at a special meeting on January 10th.

UW-Stout Chancellor Search

President Falbo reported that with UW-Stout's Chancellor Chuck Sorensen's announcement that he would be stepping down as of August 15, 2014, the Board would be launching a national search to find his successor, with the goal of naming a new chancellor by Chuck's retirement date. Chancellor Sorensen is the longest-serving leader in the UW System. Among the many achievements during his tenure, UW-Stout received the Malcolm Baldrige National Quality Award in 2001, an award that is given to outstanding organizations within the education, business and health care sectors. President Falbo said that it had been a privilege to work with Chancellor Sorensen.

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REPORT OF THE PRESIDENT OF THE SYSTEM

President Falbo called upon President Reilly to present his report.

Update on Recent Events

President Reilly expressed his appreciation for the great event at the Wisconsin Institutes for Discovery the night before. He also extended his appreciation to Chancellor Sorensen, stating that he had built a national reputation for UW-Stout as a 21st-century polytechnic university.

Malcolm Brett and Public Broadcasting System

President Reilly said that he wanted to begin his report by sharing some good news regarding Malcolm Brett, the Director of Broadcasting and Media Innovations at UW-Extension, who oversees the public radio and television stations that are part of Wisconsin Public Radio and Wisconsin Public Television, the distance learning facilities, the Instructional Communications Systems, and the National Center for Community Engagement. President Reilly said he was delighted to report that Mr. Brett was recently elected the Professional Vice Chairman of the national Public Broadcasting System (PBS) Board of Directors, which is responsible for governing and setting policy for PBS. He also noted that Mr. Brett would soon mark 30 years with Wisconsin Public Broadcasting, and over the years had helped guide, design, fund, and implement various national public television models, including Portal Wisconsin, the National Center for Community Engagement, Wisconsin World War II Stories and Wisconsin Hometown Stories. President Reilly also reminded Regents of a 2010 presentation to the Board on Wisconsin Vietnam War Stories. He asked the Regents to join him in offering congratulations to Mr. Brett, and invited him to address the Regents.

Mr. Brett thanked the Regents for their collective and individual support of Wisconsin Public Radio and Wisconsin Public Television. He said it was an honor to represent the university and Wisconsin Public Broadcasting on the PBS Board, noting that national organizations like PBS look to Wisconsin for leadership because of the university's tradition of public service, its history as the first public broadcaster in the nation, and the university's reputation as a leader in how it serves the state and innovates with new programs.

Mr. Brett explained that public broadcasting started on the UW-Madison campus in 1915 when Professor Earle Terry used radio as a way to teach the physics of radio waves to his class; and out of that developed WHA radio, Wisconsin Public Radio (WPR) and Wisconsin Public Television (WPT). He said that today, Wisconsin Public Broadcasting embraces its role as a visible, ubiquitous and accessible service embodying the Wisconsin Idea. Noting that technological innovation spurred its growth and reach, it was Wisconsin Public Broadcasting's innovative programming that distinguished the organization. He noted that the organization's earliest programming included weather reports and market reports for the state's agriculture community. Last year, more than 500 UW professors, researchers, administrators, and students appeared on broadcasts with programming that includes symposiums, lectures and presentations by UW leaders.

Mr. Brett highlighted some of the public radio and television shows throughout the years—University on the Air, Let's Draw, The Friendly Giant, Stories of Wisconsin Veterans, Bookworms, the Joy Cardin Show, Higher Ground, To the Best of Our Knowledge, as well as a recently completed series that profiles each of Wisconsin's tribes. He noted that the organization's services and contemporary expressions of the Wisconsin Idea are also expressed in the UW System's mission—to develop human resources, discover and disseminate knowledge, offer research and public services to educate and improve the human condition, and to search for the truth. He said that Wisconsin Public Broadcasting enthusiastically embraces these high standards and the responsibilities that go with them.

Mr. Brett said that to be relevant and valuable, his organization must be authentic, accurate and impeccable in fulfillment of that mission, particularly as it relates to the organization's award-winning news and journalism. He said that the organization's unwavering commitment to journalism can be traced to the core values articulated by the Regents in 1894 with their defense of academic freedom and encouragement of "fearless sifting and winnowing." He said that UW-Extension programming policy directs Wisconsin Public Broadcasting to deal with political subjects concisely, fairly, accurately and responsibly, and to highlight qualified spokespersons of significant points of view. He said that equally important is how they do this—through professional training and constant attention to editorial and best journalism practices. He noted that the organization routinely evaluates and affirms its rigorous editorial and ethics standards, and recently put those standards online.

Mr. Brett said it is Wisconsin Public Broadcasting's responsibility and privilege to discover and disseminate knowledge, to educate people and to improve the human condition, and to always search for the truth; he said that this work has never been more important. He said that as the world becomes more complex and financial challenges have diminished print, broadcast

and cable outlets, the need for an informed electorate persists. He said that next time the Regents enjoy one of Wisconsin Public Broadcasting's debates, a newscast, the Joy Cardin Show, Frontline, Here and Now, Nova, or Sesame Street, he hoped they would take special pride in the programming that is delivered every day as an expression of the university's mission. He said that viewers and listeners, students, partners and donors recognize the university's significant role in making meaningful work possible and on their behalf; and he thanked the Regents for their support of that work.

Congratulating Mr. Brett, President Falbo said that he had had the honor of working with Mr. Brett and his staff, and the level of professionalism and care demonstrated by the staff was amazing. He said their work is tremendous!

Regent Millner also congratulated Mr. Brett, noting that Wisconsin Public Radio has been a mainstay in her life since moving to Wisconsin. She commented that the six bureaus throughout Wisconsin had brought the state together in ways that are unique to Wisconsin, and thanked him for that. She shared that she heard that Wisconsin Public Radio had a real impact on the state's dairy industry due to the classical music that was broadcast to dairy herds and dairy farmers during the cold winters and the hot summers of the 1920s. She said she was certain that the music was important to those cows and to those families that were so isolated at that time.

Regent Landes also congratulated Mr. Brett and thanked him for all of his work. Recalling the prior day's discussion of remedial math and remedial English, he speculated that he might be the only Regent whose first math and English course came from Big Bird on Sesame Street, which is where his generation learned to count and learned the alphabet. Noting that Sesame Street was a very important part of his life and family, he again thanked Mr. Brett.

Other News from Around the System

Association of Public and Land Grant Universities

President Reilly continued his report, saying that the UW System was well represented at the recent annual meeting of the Association of Public and Land Grant Universities in Washington. Gilles Bousquet, the System's Senior Special Assistant for International Strategies and Pickard-Bascom Professor of French at UW-Madison, moderated a panel at the conference on "Building the Future: The Role of Land Grant Universities in Leading Globalized Economic Development While Sustaining the Obligation to Serve the Public Good". Panelists included Wisconsin State Senator Sheila Harsdorf, Chair of the Senate Committee on Universities and Technical Colleges; Laura Dunek, a dissertator in Educational Leadership and Policy Analysis at UW-Madison (and former member of our UW System legal team); and Tom Still, President of the Wisconsin Technology Council. President Reilly said that he had participated on a panel that focused on competency-based education, where the UW System's Flex Option generated significant interest. He said it was heartening to go to these meetings and know that the University of Wisconsin is looked to as one of the lead 21st Century embodiments of the Great American Land Grant tradition.

UW-Eau Claire Chancellor Inauguration

President Reilly said that he had the honor in November of participating in the inauguration of Jim Schmidt as the 8th Chancellor of UW-Eau Claire. Many community leaders, campus colleagues, university friends, and members of this Board were part of the festivities, a potent reminder of the many invaluable ways in which UW campuses enrich their communities. President Reilly said that he especially enjoyed the reading by UW-Eau Claire English Professor Max Garland, the 2013-14 Wisconsin Poet Laureate, who wrote a wonderful inaugural poem to celebrate the occasion.

UW Foundation Dinner

President Reilly noted that little more than two years earlier, he and then-Regent-President Chuck Pruitt invited the University Foundation Board Chairs from around the System to dinner at Brittingham House for the first time. The occasion provided all with an opportunity to share ideas and advice, and it was decided that future dinners would be beneficial for strengthening relationships and sharing information. In November he and President Falbo held the second such dinner meeting at Brittingham House. Regent Walsh also attended this year's meeting, to share his personal experiences in working to raise resources on behalf of the foundations with which he is engaged, and also to provide additional insights into the Board's relationships with University Foundations. There was consensus that the get-together merits repeating. President Reilly thanked Andy Richards for his hard work in putting together the event.

Wisconsin Professor of the Year

President Reilly reported that UW-La Crosse History Professor Victor Macías-González recently received the Wisconsin Professor of the Year Award in Washington, D.C. The award, sponsored by the Carnegie Foundation for the Advancement of Teaching, is part of the U.S. Professor of the Year Program, which salutes the most outstanding undergraduate instructors in the country. Professor Macías-González came to the U.S. from Mexico in the fourth grade, knowing little or no English. He soon achieved academic success, which he attributes to the support he had early on from parents, teachers, and mentors. Having taken a special interest in working with under-represented and first-generation students, Professor Macías-González joined Barbara Stewart, UW-La Crosse Associate Dean for Campus Climate and Diversity, to design the Eagle Mentoring Program in 2008. The program is a retention initiative for under-represented, underprivileged, second-year students. President Reilly congratulated Professor Macías-González.

State Economic Development Projects

Students at UW-Whitewater have combined their skills in geography, information technology, and website design to create an important online map of state economic development projects. The interactive map was produced for the Wisconsin Economic Development Corporation by Pangea Studios, the university's nonprofit center that provides mapping services for clients. UW-Whitewater worked in collaboration with the State Cartographer's Office and the Cartography Lab at UW-Madison on the design for the map, and then three UW-Whitewater

students and one recent graduate worked all summer to make it a reality. The map is intended to offer a clear public view of WEDC's investments across the state. Users can find information on award amounts, types of industry, projected jobs, and summaries for counties and regions. President Reilly said that Pangea's helps students develop skills for their careers and also fosters economic growth.

NCAA Today Top 10 Award

Tim Nelson, a four-time national champion in track and cross country, has been selected to receive the 2014 NCAA Today's Top 10 Award, recognizing student-athletes for their success in athletics, in the classroom, and in the community. Only ten athletes nationwide from all levels of NCAA athletics receive the award each year. Mr. Nelson is only the fifth student in the history of the Wisconsin Intercollegiate Athletic Association to receive the award. Among his accomplishments: He is a seven-time U.S. Track and Field and Cross Country Coaches Association All-American; was named WIAC Athlete of the Year in 2011 and 2013, and won five WIAC championships; is an eight-time recipient of the UW-Stout Chancellor's Award for Academic Excellence and a four-time member of the WIAC Scholastic Honor Roll. He received the UW-Stout Outstanding Student Leadership Award, before graduating this past spring with a bachelor's degree in business administration and a grade point average of 3.70. In addition, Mr. Nelson was commissioned last summer as a second lieutenant in the Army and started officer training school in Fort Benning, Georgia. President Reilly congratulated Mr. Nelson for his accomplishments.

National College Athletic Association Inspiration Award.

President Reilly also highlighted UW-La Crosse graduate Jason Church, a U.S. Army First Lieutenant and former UW-La Crosse football player, who was named the recipient of the 2014 National College Athletic Association Inspiration Award. The award recognizes a current or former varsity letter-winner at an NCAA institution who, when confronted with a life-altering situation, used perseverance, dedication, and determination to overcome the event, and now serves as a role model to give hope and inspiration to others. Mr. Church, a 2011 graduate of UW-La Crosse, was a member of the Eagles' football squad and a cadet in the ROTC. In May 2012, he joined his Striker Battalion in Afghanistan. Several months later, he was on a dismounted patrol in an abandoned village when an IED explosion caused him severe injury, leaving him without either leg below the knee. Lt. Church was evacuated, and three days later, he arrived at Walter Reed Army Medical Center outside Washington, D.C. He has since undergone more than 20 surgeries, but he nonetheless has continued to travel around the country speaking about standing up to adversity.

Lt. Church was awarded a Purple Heart and elected to receive it during halftime of UW-La Crosse's football game against UW-Whitewater in November of 2012, at Roger Harring Stadium at the Veterans Memorial Field Sports Complex. Lt. Church's father, Colonel David Church, who served in the U.S. Army Reserve for 29 years, presented the Purple Heart to his son. Lt. Church said he wanted to receive his Purple Heart on campus as a testament to the impact UW-La Crosse and the La Crosse community have had on his life. Jason is still undergoing treatment at Walter Reed, but his future plans include graduate school to continue his education. President Reilly congratulated Lt. Church.

Federal Research Funding at UW-Madison

According to statistics just released by the National Science Foundation, despite flat research expenditures nationwide, UW-Madison's research enterprise grew by a bit more than 5 percent in 2012 and inched up to Number 3 in the national rankings. UW-Madison now ranks just behind Johns Hopkins University and the University of Michigan for sheer volume of research. In fiscal year 2012, research expenditures at UW-Madison neared the \$1.2 billion mark, showing growth of 5.2 percent over fiscal year 2011, when UW-Madison spent \$1.1 billion and weighed in at Number 4 nationally. While the new statistics show UW-Madison performing well, university officials have cautioned that future reports may reflect reduced growth in federal expenditures for research, an increasingly competitive environment for grants, and the effects of sequestration and the government shutdown of 2013.

Already, federal awards to UW-Madison researchers – a leading indicator of future research spending – have declined by 10 percent since the end of fiscal 2012. In anticipation of a decline in research expenditures, the university has set aside bridge funds for research projects and centers affected by the across-the-board cuts to current research; the university hopes to position itself for the new funding environment and maintain its competitiveness. UW-Madison has consistently ranked in the top five of all American universities, public and private, for research volume for more than two decades. President Reilly congratulated Chancellor Blank and the UW-Madison campus.

President Reilly also reminded meeting attendees that more news from around the System can be found on the UW System website.

UPDATE ON FLEX OPTION

Introducing the next item on the agenda, the Flex Option, President Reilly said that it had been a remarkable 18 months for the Flex Option, moving from concept to reality. Noting that a lot had happened, from the opening of admissions on November 18th to the development of the curriculum to be offered beginning January 2nd, he said that all early indications suggested robust numbers of prospective students and growing interest in the program. He indicated that the UW Flex Option has had a high profile since it was announced in June of 2012, and there is a high level of interest from the Governor and the Legislature. He said that national exposure for the program has been significant, with features in the *Wall Street Journal*, *New York Times*, and *The Chronicle of Higher Education*, as well as on National Public Radio and a host of other media.

President Reilly said that he had been asked to speak about the UW Flex Option program at several national meetings in the prior few months. He also noted that several colleagues from the UW System had been speaking about the program at a host of higher education meetings. He said that the nation is watching what the UW System is doing; and many other states, higher education systems and institutions, and policy makers recognize that the UW System is building something that is potentially game-changing. He then invited UW-Extension Chancellor Ray Cross to address the Regents.

Timeline and Recent Developments

Chancellor Cross said that since he last updated the Regents on April 5th, faculty and staff at UW-Milwaukee and at UW Colleges and UW-Extension had been busy developing competencies, assessments and instructional materials, developing support and operational systems, working on branding and marketing, and growing relationships with internal and external stakeholders. He referred to a slide which included the program's new logo and said that he hoped Regents had been seeing it or would look for it.

Chancellor Cross referred to a slide illustrating the timeline of important events since his last briefing to the Regents, and then provided a quick overview of those events. He said that at a September 18th briefing at the State Capitol, more than 35 offices were represented, including the Governor's office and legislators and staffers from the offices of Representatives Schraa, Marklein, Bewley, and Ballweg, as well as Senators Cullen, Schultz, and Harsdorf. This reflects the breadth of bipartisan interest in the project. He also expressed special thanks to Senator Harsdorf for her support and encouragement.

Chancellor Cross said that on November 6th he and his colleagues attended an informational hearing of the Senate Committee on Universities and Technical Colleges, which was also attended by several members of the Joint Finance Committee. He said that he and his colleagues worked hard to keep legislators informed and excited, while also trying to manage expectations. Since then, about ten legislators had featured the UW Flex Option in their legislative electronic newsletters or in op-ed pieces in their districts, including Senators Leibham and Lassa and Representatives Schraa and Ballweg, just to name a few.

Chancellor Cross noted that the UW Flex Option program was officially launched with a press event on November 18th, which included Regent Vice President Millner; Regent Hribar; President Reilly; and representatives from the offices of the Governor, Congressman Pocan, Senator Harsdorf and Representative Strachota. The event was covered in virtually every major media outlet in the country. He added that his sons in Washington D.C. and Portland, Oregon called to tell him that they had read about it! The event also featured Aaron Apel, the program's first official applicant.

Chancellor Cross then introduced David Schejbal, Dean of Continuing Education, Outreach and E-Learning at UW Extension, as a key leader in developing the program. Chancellor Cross thanked Dean Schejbal for his hard work and leadership and asked him to brief the Regents on some of the developments.

Dean Schejbal thanked Chancellor Cross, the Regents, President Reilly, chancellors and provosts for their support, noting that the UW Flex Option had been a team effort. Noting that one of the areas on which they had been focusing was the national landscape, he provided background information to explain why the Flex Option is such a hot issue and why it has become important in Wisconsin and at the national level. He noted the "perfect storm" of issues in higher education—affordability, sophisticated technology that allows for many ways to deliver education, and increasing demand for accountability. He explained that over the past year, President Obama's administration has become very engaged in trying to steer the future of higher

education by looking at new models, including competency-based education, and rethinking how higher education might work in the future. He said that potential changes could be transformative maneuvers in higher education that have not been seen in decades.

Dean Schejbal explained that the national landscape also includes accreditors such as the Higher Learning Commission, which accredits all of the UW System campuses. While the Higher Learning Commission has been very supportive of the Flex Option, it has been under pressure from both institutions and the federal government to change and make new accommodations, which is challenging for accreditors. The landscape also includes large foundations that have started to play a significant advocacy and policy role in higher education, including the Lumina Foundation, the Bill & Linda Gates Foundation, and the Carnegie Foundation.

Dean Schejbal also provided information about current Flex programs. He explained that several programs would be opening on January 2nd, including an Associate of Arts and Sciences Degree at UW Colleges and four programs at UW-Milwaukee. The UW-Milwaukee programs include three bachelor's degree programs, in Nursing, Biomedical Sciences Diagnostic Imaging, and Information Science and Technology, as well as a certificate program in Business and Technical Communications. He said these degrees are incredibly important for workforce development and for helping the 700,000 Wisconsinites who have some college credit but no baccalaureate degrees, to complete their degrees.

Dean Schejbal identified current challenges and opportunities. He explained that one of the Flex program's biggest challenges is the lack of a common student information system for the UW System, which means there is no way to provide common support to all of the institutions. In addition, competency-based programs are structured differently from credit-based programs, which leads to implications for the ways in which student records are maintained with the student information systems. He said that the Flex Option is in the process of developing a new student information system that would dove-tail with the systems on the campuses, and provide robust and comprehensive one-stop-shop services for students, while also providing campuses with the data needed to track those students and issue degrees. He also explained that the program is in the process of finalizing a Request for Proposal for a customer relations management system that will track students and allow for the provision of robust services that will help students to succeed. The program is also developing robust processes for admissions, bursar, registration, and financial aid processing to provide wraparound, one-stop-shop services for students.

Admissions and Student Support

Dean Schejbal then introduced Jan Ford, Director of Student Success, to provide additional information regarding admissions and bringing students into the Flex Option program. Ms. Ford explained that as the Director of Student Success, her focus is the work related to a student's first point of contact, through exploration, application, admission, enrollment, and beyond. She said that all of the work in her area is driven with an eye toward developing good services and support to students and delivering what they need, when they need it and in just the right ways.

She explained that each student who enters the Flex Option program works with a team of experts—an outreach specialist who provides front-end information and next-step information; an admissions advisor who takes a student through the application, admission and enrollment process; and an academic success coach, who is a unique blend of academic advisor, mentor, coach, and point person for the student. She said the goal of this “Flex Team” approach is to provide wrap-around that is positive and personalized.

Ms. Ford said that it is important for students to have a good understanding of the Flex Option program and how it works, but also how their learning style, life circumstances, and educational goals line-up with this new modality. She and her colleagues worked to develop an accessible, on-line, self-assessment tool to help students explore and evaluate their fit to the Flex Option. The result of this effort was the launch of the “Flex Fit” on November 11.

She explained that the Flex Fit is a two- part survey instrument. Flex Fit 1 indicates whether a student is a good candidate for admissibility and gets them thinking about on-line learning. The second part is more robust and invites a student to explore their student characteristics and learning attributes. Ms. Ford also noted that this Flex Fit 2 is based on national research indicating elements that are important to online, self-paced and competency-based learning. She referred to a slide illustrating the summary information a student receives upon completion of the Flex Fit and added that students also receive feedback throughout the process. She indicated that program staff also receive the student summary information, which is used by the academic success coach to develop an individualized learning plan and other strategies if there are areas of concern.

Ms. Ford said that the program’s focus on students permeates the Flexible Option experience. She said that the program has redefined structures to provide innovative levels of student service and responsiveness. She also noted that the program is “high touch” and “high tech,” relying on a blend of technologies that is balanced to provide exceptional and personalized service, as well as efficiencies and effectiveness. She added that while technology is paramount because this is an online program, the program also recognizes the importance of relationships, the personal touch and ongoing and regular conversations.

Ms. Ford shared information regarding the level of interest in the program. As of December 2, the program website had more than 15,000 unique visitors from 75 countries. In addition, 1,754 visitors completed Flex Fit 1, and 632 completed Flex Fit 2; more than 200 visitors submitted applications. She said the program is on track to have a full complement of students in January, as well as applicants for February and March. She also noted that while all of the programs offered are admitting students, the area with the most interest is the Information Technology degree. She also noted that a large number of students from across the country were expressing interest.

New Programs and UW Institutions

Ms. Ford then introduced Dr. Aaron Brower, Interim Provost and Vice Chancellor for Academic Affairs at UW Extension. Provost Brower thanked the Regents for the invitation to provide an update of the Flex Option program. He said that before introducing the new programs and institutions that will become part of the Flex Option, he wanted to thank UW-

Milwaukee and UW Colleges for the groundbreaking work they had provided. He said that the challenges, hard work, and plowing new ground that had been done in the first year of the program could not have happened without colleagues at UW-Milwaukee and Colleges. He also acknowledged the hard work and leadership of those at UW-Extension.

Provost Brower said that the distinctive thing about UW Flex is that the UW System is the first public system that has entered into the competency-based world; because of the way the System is organized, it allows for the UW Flex program to try new things and provides a partnership that is unique and distinctive from other public institutions. He said that the UW Flex degrees and certificates do not sit outside of what goes on in the university, but are part and parcel of those programs; that is what is generating so much interest nationally. He said that Wisconsin is able to do transformative things within the content of the traditional institutions because of the partnerships across the System.

Provost Brower announced that four new institutions and four new programs would be part of the Flex Option and will be brought online as the content becomes available. He explained that UW-Parkside is developing a series of stackable certificates, with the first two certificates to be offered in Sales and Global Skills and four additional certificates in Professional Writing, Leadership, Public Relations and Project Management. Students will complete three of the six certificates and stack them together to receive a bachelor's degree. Provost Brower noted that the approach is very innovative, and one that may be used as a model for other programming. He also said that UW-Madison has an Alcohol and Other Drug Abuse Counseling Certification that it is pursuing, which would provide a non-credit certification for professionals in the field. He explained that due to the Affordable Care Act and other national and state changes, there are now different certification requirements for AODA counselors that lend themselves to a Flex model. He also noted that UW-Stout is working on a Project Management certificate and exploring possible markets for that credit-based certificate, and UW-Stevens Point is developing a Geographical Information Systems certificate.

Discussion

Regent Vásquez thanked the speakers for a very informative presentation, noting they had thought of everything, with even the logo illustrating forward movement. He indicated that he was very impressed with the assessment form and asked if the assessment could be used to help an individual determine the appropriateness of pursuing a bachelor's degree. He also asked if it would be possible to help redirect individuals to other appropriate alternative educational settings, such as the technical college system.

Ms. Ford explained that the Flex Option, particularly the Flex Fit assessment, is designed to inform the student as they move through the process. There are three or four points during the Flex Fit 1 process in which the student may receive a phone call indicating they may not be ready to enroll at that moment, but would be in the future. She said the point is to not say "no" and try to connect the student with other options.

Regent Vásquez said that he had been looking at the Flex Option as an opportunity to help students of color or disabled students who have started college, left because they were not ready, or may be unwilling to reenroll at a traditional campus. He asked how Flex Option is

going to help students of color and disabled students. Ms. Ford indicated that all of the UW institutions are very focused on outreach to populations that are not well served otherwise, and the Flex Option builds in a personal touch, working with students to identify strategies to be successful. She said that the Flex Fit is required for full admission consideration, but students are invited to converse with staff before they take the Flex Fit.

Regent Whitburn commented that the available assistance provided telephonically sounded wonderful, and he asked if the function would be central or across the campuses. Ms. Ford said that a team is working to establish centralized information technology services and is also partnering with UW-Madison's Division of Information Technology and campus resources. She noted that a business analyst is working on these processes, trying to flowchart every possible point where a student might need functional or technical support and where the resources are. Noting that 24/7 support may be necessary, Ms. Ford indicated that this question is being considered.

Regent Whitburn said that when the program was announced, the estimated number of Wisconsinites with some college experience but no degree was between 500,000 and 550,000, and the number now being used is 700,000. He asked how that number was derived. Ms. Ford explained that the Flex Option staff works closely with marketers and researchers. Provost Brower added that initially, two studies were done; and one indicated there were 700,000 people in the state with some college but no degree. He emphasized that there are plenty of people in the market who would have interest or fit into a program such as Flex Option.

Regent Hribar said that as the post-traditional representative on the Board, she wanted to thank Chancellor Cross, Provost Brower, and Ms. Ford for their work and support of the program. She said that she also appreciated how quickly, by academic standards, the program was developed. She thanked the faculty at all of the campuses, as this effort was outside of their comfort zone. She indicated that the Flex Option would provide flexibility and opportunity to adults not able to access higher education due to family, work and other commitments. Regent Hribar thanked President Reilly, saying that without his input and support this program would not have happened. Noting that the UW campuses and the System transform lives, including hers, Regent Hribar again thanked Chancellor Cross and his colleagues for giving many busy adult learners a chance to transform their life in a positive way.

Regent Hribar asked the presenters what metrics are in place to ensure quality and rigor, as well as continuous improvement. Provost Brower thanked Regent Hribar for her support and comments, and said that he and his colleagues felt privileged to be able to put together a program that could have an impact on people like her across the state. In response to her question, he indicated that the program is trying to keep enrollments at a manageable level to provide a good experience, and to allow for a very personal relationship with each student to learn how the program works for all types of students. He said that enrollment would only be ramped up when the program has the capacity and ability. He also said that the program is building in data analytics, recording students' every keystroke and interaction so that improvements can be identified.

Regent Farrow complimented the speakers and their colleagues for their terrific work and creativity. She shared her observation that four of the current programs the presenters referred to are in STEM subjects, and development of STEM opportunities is needed. She noted that the materials provided indicated that by 2025, 65 percent of the workforce will need at least an associate's degree. She said that Waukesha County was already at that point. She said that students of any age need more than a high school diploma to effectively enter the workplace and maintain full employment. Regent Farrow suggested that the response to the Flex Option was impressive, but that the program should focus on Wisconsin students and charge a premium to students from outside of Wisconsin.

Regent Drew mentioned that he received his undergraduate degree from a primitive flexible program—one that used stamps and envelopes to allow him to submit his work—and it had been a tremendous opportunity for him to go back to school and get a degree in a timely fashion while working full-time. Noting that more programs are being added, he asked the presenters for their vision of an appropriate number and variety of programs to offer.

Provost Brower indicated that he and his colleagues were in discussions with many of the UW institutions to solicit more types of programs. He said that the stackable certificate model or collaborative degree model might be important as the Flex Option moves forward. While there have been many discussions about the need for a business degree in a flexible format, he said that there are challenges for the accreditation body and specific requirements that would be difficult to address with a Flex-Option-type program. He suggested that one option might be to have different certificates offered at each institution, which together would lead to a business degree. This option would spread the burden of development across the institutions, and the risk of going through the accrediting body would be shared by the group. He also said that the strategy is to pursue degrees and certificates in areas where a need has been identified. Chancellor Cross added that in 20 years, the UW System would be the dominant leader in the world, serving millions of students through tools that cannot yet be imagined, and the Flex Option is the beginning tool.

Observing that the Flex Option was a “high-touch” model, with outreach directors and academic success coaches, Regent Petersen asked how the program would address that, given that one of the statistics indicated interest from 75 countries. Dean Schejbal responded that the program's scaling model calls for one academic success coach for every 85 students, which is actually a small ratio compared to standard advising ratios on many campuses in and outside of Wisconsin. He said that as the numbers grow, staff will be added. In addition, continued improvement of technological capabilities in instructional delivery and student engagement will allow students to better self-serve.

Regent Petersen said that it was striking that all of the options are in the STEM fields, and asked for Dean Schejbal to share how the business community has been engaged. Dean Schejbal indicated that UW-Extension engages with the business community on all of the programs they develop, not just the Flex Option. He said that across all of the industries, some of the standard skill sets that are critically needed are the ability to communicate across disciplines, leadership capacity, and the ability to be resilient in significant times of change. He said these skills are critically important to the American workforce. Dean Schejbal also noted

that industry-specific input for UW-Extension's collaborative degree program comes from advisory boards targeted at industry, which help inform the curriculum. He also said that the departments that are engaging in the Flex Option model also have strong engagement with industry. As the Flex Option program takes a more proactive and strategic role in targeting individual programs, engaging with industry on the curriculum development process is going to be a critical component to ensuring that the competencies have both the robustness that faculty demand and the practicality that business demands.

Noting that there could be a healthy competition between the Flex Option and for-profit universities, and that it is significant that the Flex Option leads to a University of Wisconsin degree, Regent Petersen asked the speakers to comment on how UW-Extension will deal with the competition. Dean Schejbal said that he hoped the competition would be a healthy one. He said that the for-profit universities have been "on their heels for several years," in large part because of congressional action; even though the University of Phoenix continues to be the largest university in the country, it has shrunk over the past few years and is undergoing significant soul searching, he said. Dean Schejbal agreed with Regent Petersen that the University of Wisconsin brand is meaningful and suggested that the UW System must simply move forward.

Provost Brower added that UW System already has the reputation, and it needs to maintain that standard with the Flex Option. He said that the program's business model includes an academic success coach-to-student ratio of one-to-85, and this will account for a significant section of the program's budget. He said that this is intentional, to ensure quality and student success. He also noted that another large budgetary category is development funds and support for faculty doing assessments and continually revising the curriculum. In contrast, for-profit entities put 80 percent of their budgets into recruitment, and 20 percent into education, the opposite of the Flex Option model.

In response to a question from Regent Vásquez regarding UW-Extension's role in continuing education and the Flex Option, Dean Schejbal explained that distance education started through correspondence, morphed into online learning, and is now transitioning to competency-based approaches. He said that from a student perspective, having silo tracks does not make sense; what is needed is a learning environment that allows students to come in and out of whatever program they happen to be in, in whatever modality works for them. He explained that currently, the online collaborative programs and the Flex Option program sit side-by-side and are not yet integrated, because Flex is so new. He said that he and his colleagues were working on a collaborative master's degree in Data Science, which could provide an opportunity to demonstrate mastery to move into the program, but at the same time allow traditional course structures in an online environment.

In response to a question from Regent Mueller regarding capacity and the baseline annual operating budget, Dean Schejbal said that the current year's operating budget is approximately \$3 to \$4 million for staffing and supporting costs, and the total budget for the development of the Flex Option over five years is approximately \$30 million; this includes the student information system, the customer relations management system, and other items. He added that these expenses will be offset by tuition revenues. Provost Brower noted that the Flex Option is a cost-

recovery program, so there is new money for the start-up phase; the business model indicates the program will break even in three to five years.

President Reilly concluded the Flex Option discussion by saying that one of the exciting things about the work his colleagues were doing is that Flex Option and the Flex Fit survey will help to guide students on the most effective path, which will help in addressing retention and graduation rates. He thanked the presenters for all of their work.

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REPORT AND APPROVAL OF ACTIONS TAKEN BY THE BUSINESS AND FINANCE COMMITTEE

President Falbo called upon Regent Whitburn to present a report of the actions taken by the Business and Finance Committee. Regent Whitburn reported that the Committee received a report indicating that gifts, grants and contracts in the first quarter of the new fiscal year were up almost \$49 million, to a total of over \$538 million. Federal awards increased more than \$73 million, while nonfederal awards decreased about \$25 million. The committee also approved a four-year data analysis research contract between UW-Madison's Department of Biostatistics and Medical Informatics and the Pfizer Organization. The contract is expected to have a total value of just under \$1 million.

Regent Whitburn reported that the UW System policy on the annual distribution of tuition fee revenue and state GPR was approved by the committee. The policy will be submitted to the Joint Finance Committee for its 14 day passive review.

Earlier in the week President Reilly established a committee to review the issue of tuition and GPR distribution methodologies. The work group will be chaired by Mark Bugher, with a report expected in June.

Regent Whitburn noted that the committee also approved minor revisions and reaffirmed the 2013 investment policy statement for UW trust funds; accepted six new bequests, with a total value of \$2.9 million; and received the 2013 proxy voting season results. The committee sets the direction on these each spring; there were a total of 395 proposals related to social issues filed in 2013, up more than 350 from the prior year.

The committee approved a one-time transfer of \$275,000 to the 2013-14 allocation for the Tripp Trust Fund for the Brittingham House Maintenance Account. The trust fund principle will not be affected by this action. Brittingham House is in need of renovation due to ADA requirements, as well as the need to address deferred maintenance. No state dollars are involved in the project.

The committee was updated on efforts to address the recommendations received recently from Price Waterhouse Coopers in connection with ongoing risks associated with HRS implementation. The committee was also briefed on improvement efforts related to internal

controls, training, security, benefits redesign and reconciliation. As of December 1st, the Service Center employees have transitioned from UW-Madison to UW System Administration.

The committee received a report on faculty turnover in the UW System in the past three years. Total UW System faculty turnover was 7.2% in FY 2011, 5.4% in FY 2012, and 5.9% in FY 2013. Faculty turnover not related to retirements ranged from 2.3% to 4.8%. With this three-year snapshot in place, the System will be able to track trends in turnover across campuses and systemwide.

On behalf of the committee, Regent Whitburn moved adoption of Resolutions 10292, 10293, 10294, 10295, and 10296, which had been approved by the Business and Finance Committee. The motion was seconded by Regent Pruitt, and brief discussion followed. Regent Farrow complimented Mr. Larry Henderson for his progress at the Service Center. Regent Drew asked about the availability of additional data on historical trends and peer comparisons with respect to compensation and turnover; Regent Whitburn noted that national data is not readily available, but UW-Madison has prepared an extensive longitudinal study, available in its Data Digest. Regent Whitburn's motion was adopted on a voice vote.

UW-Madison Contractual Agreement with Pfizer, Inc.

Resolution 10292 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 Pfizer, Inc.

UW System Policy on the Distribution of GPR and Tuition Revenue to Individual University of Wisconsin Institutions

Resolution 10293 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves for submission to the Legislature's Joint Committee on Finance the attached policy regarding the annual distribution of tuition and fee revenue and state general purpose revenue to each institution. This policy would be effective for the 2013-15 biennium, and a sunset of June 30, 2015 is anticipated.

University of Wisconsin System Trust Funds Investment Policy Statement Affirmation

Resolution 10294 That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the recommended revisions to, and otherwise reaffirms its adoption of, the Investment Policy Statement for the University of Wisconsin System Trust Funds.

Acceptance of New Bequests over \$50,000

Resolution 10295 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 Board of Regents and the President 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.

Tripp Trust Fund Allocation

Resolution 10296 The Board of Regents approves a one-time increase for 2013-14 in the allocation from the Tripp Trust Fund income account to the Tripp Trust Fund – Brittingham House Maintenance account, from \$30,000 to up to \$275,000.

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

President Falbo called upon Regent Manydeeds to present a report of the actions taken by the Capitol Planning and Budget Committee. Regent Manydeeds reported that the Capital Planning and Budget Committee, having received the materials from Alex Roe, Kate Sullivan, and other Capital Planning staff, and having been advised by various campus representatives, unanimously passed nine resolutions.

The first three resolutions related to granting authority to lease back land to modify lease agreements between two UW Colleges. In the first instance, the city of Baraboo and Sauk County entered into a long-term lease so that a project developer could build and operate a student housing facility for UW-Baraboo/Sauk County students. The second resolution would extend the lease agreement to a 50-year period. The third resolution, related to UW-Rock County, would allow for the transfer of ownership of a particular parcel back to Rock County so it could transfer ownership of the parcel to the UW-Rock County Foundation for the purpose of constructing and operating student housing.

Resolution 10300 was related to the construction of a new student center at UW-La Crosse, and the committee heard about the extensive support for the project.

Regent Manydeeds reported that several UW-Madison-related resolutions were adopted by the committee. Resolution 10301 requested the appointment of Brian W. Ohm to the University Research Park Design Review Board. He is a professor in the Department of Urban and Regional Planning at UW-Madison and is an attorney and specialist in land use and

environmental regulation. Other resolutions pertained to street parking in University Research Park and several all-agency maintenance-repair projects, including upgrades in fire protection systems and remodeling on the UW-Madison campus.

Also adopted was a request for authority to approve the construction of the Lake Superior National Estuarine Research Reserve Building, made possible by a \$432,000 grant and funds from the National Estuarine & Atmospheric Administration. The funds were used to convert a vacant restaurant into a laboratory and office complex to support the activities of the research center.

Finally, the committee approved a resolution requesting authority to renovate the Brittingham House with funds from the Tripp Trust Fund, which are earmarked for that purpose. The home was last renovated in 1969 and needs various improvements.

On behalf of the committee, Regent Manydeeds moved adoption of Resolutions 10297, 10298, 10299, 10300, 10301, 10302, 10303, 10304 and 10305, which had been approved by the Capital Planning and Budget Committee. The motion was seconded by Regent Vásquez and adopted on a voice vote.

Authority to Release a Parcel of Land to the City of Baraboo and Sauk County for the Purpose of Housing Development, UW-Baraboo/Sauk County

Resolution 10297 That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to permanently release approximately 3.0 acres from the UW-Baraboo/Sauk County lease back to the City of Baraboo and Sauk County.

Authority to Extend a Lease Agreement with Sauk County and the City of Baraboo, UW-Baraboo/Sauk County

Resolution 10298 That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to extend the original lease between the UW System Board of Regents (lessee), and the City of Baraboo and Sauk County (lessors), for an additional fifty (50) years for the purpose of operating and supporting UW-Baraboo/Sauk County.

Authority to Release a Parcel of Land to Rock County for the Purpose of Housing Development, UW-Rock County

Resolution 10299 That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to permanently release approximately 4.9 acres from the UW-Rock County lease back to Rock County.

Approval of the Design Report of the New Student Union Project and Authority to Construct the Project, UW-La Crosse

Resolution 10300 That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report of the New Student Union project be approved and authority be granted to construct the project for an estimated total cost of \$53,300,000 (\$50,966,000 Program Revenue Supported Borrowing and \$2,334,000 Program Revenue-Cash).

Appointment to the University Research Park Design Review Board, UW-Madison

Resolution 10301 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to appoint Brian W. Ohm to serve on the Design Review Board for the University Research Park.

Approval of Amendments to the Declaration of Covenants, Conditions, and Restrictions for the Plat of University Research Park, UW-Madison

Resolution 10302 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the amendments to the Declaration of Covenants, Conditions, and Restrictions for the University Research Park: the Plat of the First Addition, the Plat of the Second Addition, the Lot 1 Certified Survey Map 5417 and the Certified Survey Map 5551 be approved.

Authority to Construct All Agency Maintenance and Repair Projects, UW System

Resolution 10303 That, upon the recommendation of the UW System Chancellor and the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$2,168,500 Program Revenue-Cash.

Authority to Construct the Lake Superior National Estuarine Research Reserve (NERR) Administration and Laboratory Building Renovation Project, UW-Superior

Resolution 10304 That, upon the recommendation of the UW-Superior Chancellor and the President of the University of Wisconsin System, authority be granted to construct the Lake Superior National Estuarine Research Reserve (NERR) Administration and Laboratory Building Renovation project using \$432,000 grant funds.

Authority to Construct the Brittingham House Renovation Project, UW System

Resolution 10305 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct the renovation project for the Brittingham House, not to exceed \$500,000 from the Tripp Trust Fund.

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REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE

President Falbo called upon Regent Bradley to present a report of the actions taken by the Education Committee. Regent Bradley reported that the committee unanimously approved three resolutions, one authorizing a Ph.D. in Kinesiology at UW-Milwaukee, another approving the School of Business at UW-Platteville, and a third approving the Wisconsin Partnership Program's five-year plan.

Regent Bradley reported that Dean Robert Golden of the University of Wisconsin School of Medicine and Public Health presented his annual report and also discussed the five-year plan for the Wisconsin Partnership Program. The Wisconsin Partnership Program grants support new and emerging local partnerships between community organizations and also academic partners. Regent Bradley provided three examples, related to a childhood obesity surveillance system, medical interventions for high-risk families, and the creation of a pipeline of public health workers who bring their expertise to people struggling with mental, dental and physical health issues. The Wisconsin Partnership Program's advocacy for the underserved and poor in both rural and urban populations has been widely recognized. Regent Bradley noted, as evidence, that the program received the 2013 Spencer Forman Award for Outstanding Community Service.

Regent Bradley moved adoption of Resolutions 10306, 10307, and 10308, which had been approved by the Education Committee. The motion was seconded by Regent Drew and adopted on a voice vote.

Program Authorization (Implementation) Doctor of Philosophy in Kinesiology at UW-Milwaukee

Resolution 10306 That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee, as well as the President of the University of Wisconsin System, the Chancellor be authorized to implement the Doctor of Philosophy in Kinesiology.

Establish a School of Business at UW-Platteville

Resolution 10307 That, upon the recommendation of the Chancellor of the University of Wisconsin-Platteville, as well as the President of the University of Wisconsin System, the UW System Board of Regents authorizes

the establishment of a School of Business at UW-Platteville.

Approval of the 2014-2019 Plan, Wisconsin Partnership Program, UW School of Medicine and Public Health

Resolution 10308 That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the UW System Board of Regents approves the 2014-2019 Five-Year Plan of the Wisconsin Partnership Program, which was collaboratively developed by the Oversight and Advisory Committee and the Partnership Education and Research Committee of the UW School of Medicine and Public Health, in accordance with the Order of the Insurance Commissioner and the Grant Agreement between the UW System Board of Regents, the UW Foundation, and the Wisconsin United for Health Foundation, Inc.

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REPORT AND APPROVAL OF ACTIONS TAKEN BY THE RESEARCH, ECONOMIC DEVELOPMENT AND INNOVATION COMMITTEE

President Falbo called upon Regent Higgins to report on the actions taken by the Research, Economic Development and Innovation Committee. Regent Higgins reported that he opened the meeting by welcoming special guests, panelists and committee members, including Regent Emeritus Jeff Bartell, who had chaired the Economic Development Incentive Grants Selection Committee. Expressing thanks for Regent Emeritus Bartell's agreeing to serve in this role, Regent Higgins said that Regent Bartell gave the committee a brief update on the results of the Economic Development Incentive Grant selection process. In particular, he discussed how the selection committee evaluated and made its final decisions, which resulted in 12 out of the 56 grant applications being selected for funding. The REDI Committee then unanimously approved Resolution 10309, which thanked Regent Emeritus Bartell and selection committee members for their work on the incentive grant program.

In addition, Regent Higgins reported that three panelists provided a brief overview of three of the incentive grant initiatives that were selected for funding: the collaborative engineering technology program at UW-Oshkosh and UW-Green Bay, the Southeast Wisconsin Applied Chemistry Center of Excellence at UW-Milwaukee, in collaboration with UW-Parkside, and the statewide initiative to address the nursing shortage collaboration among UW-Eau Claire, UW-Madison, UW-Milwaukee and UW-Oshkosh.

The committee also reviewed the status of 20 specific recommendations in the REDI Committee's strategic roadmap. Much of the plan focuses on connecting UW campuses with local businesses and other entities that can benefit from a strong relationship with the UW System and UW institutions. WEDC Secretary and CEO Reed Hall commented on the value of the developing partnership between WEDC and the UW System. The committee affirmed that the REDI Committee strategic plan remains a viable plan for guiding the committee.

Regent Higgins moved adoption of Resolution 10309. The motion was seconded by Regent Whitburn and adopted on a voice vote.

UW System Board of Regents Expression of Appreciation to Regent Emeritus Jeff Bartell and the Incentive Grant Selection Committee

Resolution 10309 That, upon recommendation of the President of the University of Wisconsin System, the UW System Board of Regents expresses its appreciation to Regent Emeritus Jeff Bartell and the Incentive Grant Committee for the evaluation and selection of recipients for the UW System \$22.5 million program to fund economic development, workforce development, and initiatives to improve the affordability of higher education. This resolution further encourages all grant applicants and all grant recipients to foster increased business and job growth across the State of Wisconsin through continued emphasis on research, economic development, and innovation at all campus locations.

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE AUDIT COMMITTEE

President Falbo called upon Regent Whitburn to present the report of the Audit Committee. Regent Whitburn remarked that this had been the first stand-alone meeting of the new Audit Committee. The committee was updated on the hiring of the Chief Audit Executive. The candidate pool had been narrowed and telephone interviews scheduled. The intent would be to forward candidate names to the chair of the committee and the UW System President-designate shortly after the first of the year.

Regent Whitburn reported that the committee was briefed on dual employment overload audits that had been undertaken across the System. Some of the audits had satisfactory findings, others did not. Areas of concern included the use of multiple overload codes in HRS and the timing of approval for overload payments. With the lifting of the \$12,000 annual cap, policy development is now left to individual campus discretion.

The committee was updated on 2013 major audit program activity. Audits discussed included physical security and access for children, IT backup and data recovery across the campuses, and execution of COBRA when individuals leave UW employment. A survey was sent to senior management at all the campuses, seeking input with regard to priorities for the upcoming 2014 audit plan, to be discussed by the committee in February.

RESOLUTION OF APPRECIATION FOR UW SYSTEM PRESIDENT KEVIN REILLY'S SERVICE TO THE UNIVERSITY OF WISCONSIN SYSTEM

Commenting that goodbyes are never easy, President Falbo called upon three former Board presidents—Regents David Walsh, Mark Bradley, and Chuck Pruitt—to share a few words about System President Kevin Reilly, whose presidency would end on December 31.

Regent Walsh

Regent Walsh started by joking that the only thing he, Regent Bradley and Regent Pruitt could agree on was that he would go first! He indicated that President Reilly's departure is bittersweet because the great UW System is losing an even greater leader, but he noted that President Reilly would now spend more time on some other things that are also important to him. Noting that this was his eleventh year on the Board of Regents, Regent Walsh said he wanted to provide some context.

Regent Walsh said that being System President is a very difficult job—with responsibility for managing a \$5.5 billion operation and 26 different campuses; managing and working with 13 chancellors and 40,000 employees; and educating 180,000 students, including 30,000 graduates who enter the workforce each year. It is the biggest business enterprise in the state of Wisconsin. He also said that there are only five states with larger university systems—California and New York each have two larger systems, and North Carolina, Texas and Florida also have slightly larger systems. Wisconsin is in the top six. Regent Walsh said if that were not enough of a challenge, it is important to consider who the System President reports to—18 political appointees or somebody representing a constituency, such as Regent Evers. In addition, another 133 voices and sets of ears and eyes are watching from the State Capitol, as well as the people of Wisconsin. Regent Walsh noted that because the UW System is a public institution, the media magnifies any “hiccups” by ten. He said that being a System President is a tough job, and Kevin Reilly has done a remarkable job. There have been hiccups, and the hiccups have been magnified, but the general mission and the direction the System has taken is because of Kevin Reilly's good leadership.

Regent Walsh relayed the story of when he first joined the Board of Regents, in January 2003, and met then-Chancellor Reilly. He said that when they were first introduced, then-Chancellor Reilly looked at him and said “good, another Irishman.” Regent Walsh said he was happy about that, though he's not sure how happy he would have been had he known that Kevin Reilly read poetry! Regent Walsh recalled that he was elected Regent Vice President four months later, and was asked by Regent President Toby Marcovich to chair the Presidential Search Committee and serve on the Selection Committee. He said he was very involved when the Board chose Kevin Reilly to be President, who was selected from a wonderful pool of candidates that included sitting chancellors and people with significant experience in large university systems and who were known nationally. Despite all of this, he said that very quickly the large committee focused on Kevin Reilly, because he had the attributes the committee was seeking. He said that because the Regents were now again hiring a new System President, he wanted to tell the Regents what attributes were important 11 years ago, as well as today.

Regent Walsh recalled that 11 years before, the Regents were looking for someone who had administrative experience in a large, similar institution, and Kevin Reilly came from the State University of New York, the largest system in the country. In addition, Kevin Reilly was a sitting chancellor, which was important because the UW System has many parts and responsibility to many—the governor, legislators, and all the campuses. He said that Regents were also looking for someone who had appreciation for academic issues such as academic freedom, the mission of quality and maximum access, and shared governance. More importantly, he said the Regents were looking for someone with character.

Regent Walsh said that while he was prepared to talk about the character of Kevin Reilly, he would only be repeating what everyone heard from chancellors the prior evening—that Kevin Reilly is supportive, focused, open to ideas, transparent, and most of all collaborative. He said that, over and over again, what the chancellors said is that Kevin Reilly is a person of integrity.

Regent Walsh said he also wanted to comment on two lessons he learned from Kevin Reilly, the first of which is that issues about money and flexibilities will always exist and the UW System will always have tension with decision-makers about money and flexibilities. He said that the UW System and decision-makers have conflicting responsibilities, and it is healthy to have that tension. He said he recently reviewed the three study reports completed by the Board of Regents in 1986, 1996, and 2004; and each of those reports discussed two things: state investment in the UW System and flexibility. He said the issues have not changed and will not change, which is what Kevin Reilly taught him. The issues of money and flexibility are a function of the state's economy and political philosophies, which simply change over time, and are dynamics the Board of Regents cannot control.

He said that what the Board does control is what Kevin Reilly spoke of the previous night—the noble purpose of providing access to a great education for all of the state of Wisconsin. He said that in order to do that, the Board has to preserve academic freedom, shared governance, and the collaborative efforts of the UW System. He said he does not know of a better leader who had done that, through all the rough times, than Kevin Reilly. He thanked President Reilly for reminding him that some issues will always be present, and of the greater noble purpose of the UW System.

Regent Bradley

Regent Bradley recalled that former Governor Lee Sherman Dreyfus was also a member of the Board of Regents, a chancellor at UW-Stevens Point, and a professor of communications at UW-Madison. He used to tell his students that when giving a presentation to a group of people, they should limit their points to only three because an audience cannot understand more than three things! Regent Bradley continued by saying that although his audience is well above average, he would adhere to the Dreyfus rule and limit his comments about Kevin Reilly to three things: his ideas, his direction, and his integrity.

Regent Bradley said that whether or not Kevin Reilly received credit, most of the most important ideas in Wisconsin higher education over the last nine years had been his. He said that members of the Board, the students of the UW System, and the governors of the state of Wisconsin would miss Kevin Reilly's creative and fertile ideas.

With regard to direction, Regent Bradley said that the more one gets to know about the UW institutions and the chancellors that lead them, the more one understands how different those institutions are, with different missions, histories, geographies, and cultures. In spite of all these differences, he said that under Kevin Reilly's leadership, all of them have had a common direction over the last nine years—the *Growth Agenda for Wisconsin*. He said that Kevin Reilly conceived of this direction and clearly and tirelessly articulated it all around the state. He said that it was not the *Growth Agenda* for the university, but instead the *Growth Agenda* for the people of the state of Wisconsin which, in today's economy, necessitates a strong university system.

Regent Bradley said that while it is now a common agenda item for public higher education systems in many other states, it was Kevin Reilly who identified the *Growth Agenda* as the North Star for the path to prosperity for a state like Wisconsin in a 21st-century economy. Regent Bradley recalled the three tenets of the *Growth Agenda*—develop the state's human potential by producing more graduates who can think critically, communicate clearly, and adapt to changing circumstances; create more well-paying jobs in the knowledge economy; and strengthen local communities by extending the expertise of the University. He said that government officials and higher education leaders throughout the country identify Kevin Reilly as an early leader who set this direction for the state of Wisconsin.

Regent Bradley said that integrity is a recurring theme among those reminiscing and reflecting on Kevin Reilly's career. He said that every leader of a large organization has a public persona, which may be an accurate reflection of the person or in some cases could be a bit manufactured. However, one cannot obscure who they really are with the people they work closely with every day; who see the unguarded moments; and who observe the reactions to challenges and adversity, especially in a time of crisis. Regent Bradley said that everyone who has worked with Kevin Reilly knows that he is incapable of duplicity—what you see, whether it is in public or in private, is what you get. He said that many of those in the room have been with Kevin Reilly when the door is shut, the pressure is on, and the stakes are high. He said that any inquiry is always led by the facts, all options are considered, and a decision is made guided by a highly developed sense of personal integrity. He said that with Kevin Reilly, whether in public or in private, what you see is what you get. He thanked President Reilly, noting that the people of the state had received his full measure of good ideas, his sense of direction, and his high level of integrity, and would always be in his debt.

Regent Pruitt

Regent Pruitt joked that it seemed as though he had been following in the footsteps of David Walsh and Mark Bradley since the first day he joined the Board! Regent Pruitt said that he and Kevin Reilly experienced a lot together. The relationship between the Board President and System President is critical, and during his time as Board President, Regent Pruitt said that the UW System experienced what is now euphemistically called “a bit of a family argument,” with the proposal to separate UW-Madison from the UW System. He said that experience was, in many ways, a painful time for all involved, as there were good friends and colleagues on the other side of that debate. Regent Pruitt recalled that very early in that process, he and President Reilly agreed that in the coming months, there would not be and could not be a sliver of light

between them, because they needed to be on the same page and pulling together. He said one does not do such a thing unless they believe, as he did, that they have a partner they can count on, someone with an extraordinary sense of integrity, with whom they would want share the same fox hole and trust implicitly; Kevin Reilly was that kind of partner and leader.

Regent Pruitt said that all of these same qualities can be seen in Kevin Reilly's relationships with the chancellors who lead the UW campuses. He said that these extraordinary chancellors came to the UW System and stayed because they knew they had a leader who would always have their back. He said he could also testify that getting all of these same strong personalities on the same page was not always easy. Using a line he attributed to President Reilly, Regent Pruitt said that being the UW System President is a bit like being the caretaker of a cemetery—there are a lot of people under you but you are not sure if any of them are listening! He said that while the chancellors were not always on the same page, on the big things like the *Growth Agenda for Wisconsin*, a state budget that invests in higher education, and whether there should be one university system or multiple systems, the chancellors always had Kevin Reilly's back because they knew he always had theirs. He said that during the challenging days of debating the future of the UW System, nothing impressed him more than Kevin Reilly's ability to hold together a coalition of all chancellors in support of a continuing union and a Wisconsin Idea Partnership. He said that in the end, they learned that the people of Wisconsin loved this university and wanted to continue with this 42-year-old experiment in university governance. He said that the fact that the Board was meeting on this day, in Van Hise Hall, on the flagship's campus rather than in another hall in another building somewhere else in Wisconsin, was a fitting and enduring legacy of Kevin Reilly's leadership of the university system.

Regent Pruitt said that everyone knows of Kevin Reilly's love of poetry, as he had regaled the Regents at Regent meetings and Brittingham House events with poems commemorating springtime, Valentine's Day, St. Patrick's Day and virtually every other day that can be imagined. Regent Pruitt said that his adaption to this behavior was made a bit easier as his father was a little like Kevin Reilly, an English major who went on to a career in medicine and never quite got over it. Regent Pruitt recalled that his father and two sisters with Ph.D.s would often sit at the dinner table and quote poetry. While he never acquired their love of it, Regent Pruitt said he did come from time to time to appreciate it.

Regent Pruitt said that in honor of Kevin Reilly's departure, he wanted to close with an excerpt of a poem his father shared at an important moment in his life, by Percy Bysshe Shelley. For those unfamiliar with Shelley, Regent Pruitt explained that Shelley was born in 1792 in Sussex England, attended Eaton College, and went on to Oxford. Shelley's final major work was *Prometheus Unbound*, a four-act lyrical drama that dealt with and is built around the torments of the Greek mythological figure Prometheus, who defies the gods, and for which he is subject to eternal punishment and suffering at the hands of Zeus. He noted this description sounds very similar to the job description of the University System President. He then recited the final lines of the play:

To suffer woes which Hope thinks infinite;
To forgive wrongs darker than death or night;
To defy Power, which seems omnipotent;

To love and bear; to hope till Hope creates
From its own wreck the thing it contemplates;
Neither to change, nor falter, nor repent;
This, like thy glory, Titan, is to be
Good, great and joyous, beautiful and free;
This is alone Life, Joy, Empire, and Victory.

Regent President Falbo

President Falbo recalled that his first Board meeting was in 2004, when the Regents approved Kevin Reilly's appointment as UW System President; since then, President Reilly had proven himself an outstanding leader, with vision and fortitude, through some interesting times. Speaking for Regents and chancellors, past and present, he said that Kevin Reilly had done a terrific job leading the System. The challenges, at times, had been very formidable, but Kevin Reilly met every challenge with intelligence, grace, integrity, common sense, a great sense of humor and, at times, the occasional poem. He said that he had a vision of Kevin Reilly, growing up and probably being a leader in the streets of New York, and as in "The Gangs of New York," preparing for battle -- only with his book of poems!

President Falbo said that it had been a great privilege to work with Kevin Reilly and thanked President Reilly for his exemplary service and dedication to the UW System. He said they had all benefitted from Kevin Reilly's wisdom and experience over the years, and the UW System would miss his steady hand at the helm. Noting that it had been a great pleasure and privilege to serve with him, Regent Falbo thanked Kevin Reilly on behalf of the Board of Regents, the faculty, staff and System Administration, and most of all the thousands of students who have been, are and will be part of the UW System family. He then read a resolution of appreciation:

Resolution Of Appreciation for Kevin P. Reilly

Resolution 10310 WHEREAS, Kevin P. Reilly has served with exceptional commitment since September 2004 as the sixth President of the University of Wisconsin System, one of the longest and most productive tenures in the System's 40-year history; and

WHEREAS, access across the UW System grew significantly during his tenure, with the present-day enrollment of 181,000 students representing a nearly 9% increase, and private grant aid more than doubling to almost \$26 million; and

WHEREAS, Kevin has been a tireless champion of more college graduates, with 330,000 UW diplomas bearing his signature, and the annual number of degrees conferred by UW campuses having grown by 13%, including an increased number of graduates in high-demand science, technology, engineering and math fields; and

WHEREAS, Kevin led the formation of the University's broadly supported Growth Agenda for Wisconsin, showcasing the myriad ways UW institutions play a key role as Wisconsin looks to the future – sparking human ingenuity, invigorating the economy, and sustaining a high quality of life; and

WHEREAS, Kevin was instrumental in the leadership and direction of every UW campus, having hired more than 31 Chancellors and worked with 65 members of the Board of Regents; and

WHEREAS, Kevin joined Governor Scott Walker and Chancellor Ray Cross to announce the UW Flexible Option, an innovative effort to create self-paced, competency-based UW degree programs for working adults, with UW faculty ensuring the hallmark quality of a UW degree, and the program being widely lauded as a national model; and

WHEREAS, Kevin's tenure saw increased access to the University through live web streaming of Board of Regents' meetings; the launch of the UW System eCampus gateway to more than 70 online UW degrees and certificate programs; an enhanced transfer website that helped achieve record numbers of transfer students; a mobile-enabled web portal to serve veterans; participation in the KnowHow2Go pre-college campaign; and selection as the first pilot partner for the Liberal Education and America's Promise (LEAP) initiative; and

WHEREAS, under Kevin's guidance, the UW System continued its national leadership in accountability, expanding its annual accountability reports and joining the national Voluntary System of Accountability, designed to use standardized data to increase understanding of how public colleges and universities perform; and

WHEREAS, Kevin enhanced research and economic development collaborations throughout the state, with UW institutions being awarded more than \$7.5 billion in research funds and constructing more than \$3.9 billion worth of projects, including \$770 million from private gifts, and UW institutions benefiting from greater operational flexibility within a unified UW System, an area for which he is a staunch advocate; and

WHEREAS, Kevin elevated the stature of the UW System through service on national boards, speaking engagements, editorial columns, and current service as President of the National Association of System Heads and Secretary of the Board of Directors of the American Council on Education; and

WHEREAS, Kevin shared his love of literature and maintained his connection to students and teaching throughout his presidency, co-

teaching the James Joyce course at UW-Madison and establishing a unique tradition of reading a poem, apropos to the season or occasion, at most Board of Regents' meetings; and

WHEREAS, Kevin's pride in his Irish-American heritage – his grandparents having emigrated from Ireland to the United States to provide a better future for their children – led to his first-hand experience of higher education as [QUOTE] “an accessible gateway that provides anyone who has the desire and the drive with a chance to rise from poverty into the promise of opportunity” [UNQUOTE];

BE IT THEREFORE RESOLVED that the University of Wisconsin System Board of Regents highly commends and thanks Kevin P. Reilly for his accomplished tenure and distinguished service to the citizens of Wisconsin and to the institutions of the UW System, service imbued with integrity, respect, generosity, dedication, and a keen Irish intellect and wit; and

BE IT FURTHER RESOLVED that the UW Board of Regents confers upon Kevin P. Reilly the title of President Emeritus; and extends its sincere best wishes in all his future endeavors, with a special vested interest in the success of his next challenge, attracting and developing future leaders of higher education.

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FAREWELL REMARKS FROM PRESIDENT REILLY

President Falbo presented the resolution of appreciation to President Reilly, who was met with a standing ovation. Regents Bradley and Farrow requested that President Reilly's remarks be included in the minutes verbatim, and President Falbo concurred. The remarks were as follows:

“BEGINNINGS AND NEW BEGINNINGS”

When I was pondering what to say to this august group in my final formal remarks to you as President, I thought, well, there has been plenty of excitement during my term, so why don't I just bore them? Then I thought, what better way to bore them than to read a few statutes? (Apologies to our lawyer Regents . . . special apologies to Regent Walsh, for whom reading anything to the Board, as opposed to spontaneous, brilliant eloquence, is a high crime and misdemeanor.)

So I will read a statute to you—section 36.01 of Chapter 36 of the Wisconsin Statutes. I will call what I have to say about it today—and what I believe it says about the university and all of us—“Beginnings and New Beginnings.” At times of great institutional change, such as those that face the UW and American higher education across this nation now, it can be wise to seek

both grounding and energy for the future in an institution's founding document, its charter, if you will.

As we know, Chapter 36 is our constitution. It created the University of Wisconsin System in 1973. Section 36.01 is its "Statement of purpose and mission." Let's step back from the building projects, new degree programs, financial policies, personnel systems, and all the important operational things this Board needs to do on a regular basis, to think for a few minutes together about our basic purpose and mission.

Here's what Chapter 36 has to say about that: "The legislature finds it in the public interest to provide a system of higher education which enables students of all ages, backgrounds, and levels of income to participate in the search for knowledge and individual development . . ."

- This is state government recognizing the value of the university system as a public interest, and individual development as a way to get there. No contradiction between the two, apparently.
- The statute makes clear that the public interest will be best served by opening the university to the 18-year-olds and the 48-year-olds; the whites, the blacks, the browns, the yellows, the mixed races; the straights, the gays, the bisexuals, the questioning; the Protestants, the Catholics, the Jews, the Muslims, the Hindus, the agnostics, the atheists; immigrants and their children; the rich, the middle class, the poor, and the destitute.
- The public interest will be best served by enabling all these individuals to learn, and to build their personal intellectual capital thereby, to the best of their ability.
- The statute goes on to speak of a university system "which stresses undergraduate teaching as its main priority" and "which offers selected professional graduate and research programs with emphasis on state and national needs."
- Right at the beginning of this System, Wisconsin recognized the primacy of having more of its residents earn their first college degrees, along with the connection of graduate study and research to meeting the needs of the state and the nation. Interesting, isn't it, that the University of Wisconsin System has always seen itself as an institution with reach both to the borders of the state via The Wisconsin Idea, and beyond those borders as well.

Chapter 36 envisions a university system "which fosters diversity of educational opportunity; which promotes service to the public; which makes effective and efficient use of human and physical resources."

- The UW is not to be in the business of guaranteeing anything to anybody. Rather it is to offer a diverse audience genuine access to a wide array of educational opportunity.
- The UW is not to be about preparing selfish graduates for a life of leisure, but producing men and women who will engage in public service.

- Part and parcel of the university's public commitment is wise stewardship of its public dollars, using the right amount of them to have the most positive effect on the public good.

The intent that the University of Wisconsin be a system is emphasized in the language of the statute that describes an organization "which functions cooperatively with other educational institutions and systems; and which promotes internal coordination and the wisest possible use of resources."

- The message to my ears here is that the UW campuses and the system administration should seek to complement, and not wastefully duplicate, each other. Also, that we all should coordinate with K-12, the technical colleges, and the private colleges and universities in an effort to broaden, not undercut, opportunity, thereby making the taxpayer investment we all share yield the best possible return.
- One of my former bosses once aptly described a university system as a place where competing public interests come into equilibrium. You, my dear Regents, are the "equilibriumizers."

The law proceeds to define our mission thus: "The mission of the system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities, scientific, professional and technological expertise, and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth." WOW! WOW! WOW!

We do not usually look to the dry, dusty, legalistic prose of state statute to hear about intellectual, cultural, and humane sensitivities, a sense of purpose, improving the human condition, and the search for truth—unless we're lucky enough to live in Wisconsin! Let's notice several things about this mission statement:

- We in the University of Wisconsin are to discover and disseminate knowledge, AND to extend and apply it. The law does not afford us the luxury of taking on one or the other of these tasks. We are required to do both, and they sit comfortably astride each other in the language of the statute.
- We in the University of Wisconsin are charged with developing in our students intellectual, cultural, and humane sensitivities, AND scientific, professional, and technological expertise. Sensitivity and expertise; culture and technology. We want our graduates to be competent professionals who understand the human condition, and by virtue of that integrated competence and understanding can improve it. We seek to produce at the UW neither narrow-minded worker bees, nor unmoored, purposeless dilettantes.

- UW graduates, recognizing how privileged they are to have a college degree that has been underwritten by the people of Wisconsin, and earned through their own hard work, should feel the obligation to lead a purposeful life—one that helps others see purpose in their lives. Ripple it out.
- Now about that search for truth business. Reading the sentence in the mission statement that “Basic to every purpose of the system is the search for truth,” we hear the echo of a famous earlier statement by the Board of Regents in 1894, defending Professor Richard T. Ely, unpopular at the time in some quarters. Most of you will know that 19th century statement: “Whatever may be the limitations which trammel inquiry elsewhere, we believe that the great State University of Wisconsin should ever encourage that continual and fearless sifting and winnowing by which alone the truth can be found.” May we have the courage and wisdom of our foremothers and forefathers as we pursue our truth today, and into the future.

Well, Section 36.01 of Chapter 36 of the Wisconsin Statutes isn’t so dull after all, is it? It is actually a rousing expression from the past of the will of the people of Wisconsin that we need to understand to shape the future, to motivate our “new beginnings.”

The university is always about the future—the next class of freshmen, the graduate students training to become the new generation of faculty and experts outside the academy, the scientific breakthrough about to be seized and put to good use. One of the best aspects of being an academic, or a Regent, is the contact with the energy, optimism, new thinking, and excitement of the young. Which, as occasionally happens as you know, puts me in mind of a poem. This is “What Fifty Said,” by Robert Frost:

When I was young my teachers were the old.
I gave up fire for form till I was cold.
I suffered like a metal being cast.
I went to school to age to learn the past.

Now when I am old my teachers are the young.
What can’t be molded must be cracked and sprung.
I strain at lessons fit to start a suture.
I go to school to youth to learn the future.

Those of us in this room know the crackings and springings that face the university as we move into the future—the outdated financial model, the rapidly morphing teaching and learning paradigm, the disruptive effects of new technologies, the influx of “post-traditional” students, the resistance to tuition increases, the call for more telling contributions to economic development and job creation, and on and on. As I like to say: “Change is good . . .you go first!”

But these challenges really do make it an exciting time to be in American higher education. We now have an opportunity, employing the new information and teaching technologies, big data, learning analytics, partnerships with business, industry, and government,

to re-outfit the university for 21st-century demands. We will need to be more nimble and cost efficient. Government will need to tell us what it wants, and then give us room to deliver in a nimble and cost efficient manner. Wisconsin citizens will need to step up, with our assistance, to champion a responsive 21st century University of Wisconsin, as they did through Chapter 36, when the system was first formed.

I know we can do this because I know the talent we have in this System. We ought to approach the tasks at hand with the optimism Thomas Jefferson showed about the United States at the end of his life. Jefferson, ever brilliant and refined and canny, might be well described as an uncommonly imperfect and accomplished human being and President. He was founder of one of our great universities in the University of Virginia, and perpetrator of our most shameful institution as a slaveholder and father of slaves.

He looked beyond his own and his expanding young country's deep flaws in 1824, two years before his death. He wrote in that year: “. . . I have observed this march of civilization advancing from the sea coast, passing over us like a cloud of light, increasing our knowledge and improving our condition . . . and where this progress will stop no one can say.” Thirty-nine years later, the American march would encompass Emancipation, an eventuality Jefferson could not come to grips with. But the republic he helped create did, an accomplishment we should celebrate especially the day after the death of President Nelson Mandela of South Africa.

The University of Wisconsin continues to be one grand engine of that march. It can help chart its direction, temper its excesses, and strengthen its power by drawing into it more Americans, and those who want to be Americans. The people in this room are the chief engineers of the University of Wisconsin. If you do your job well—with focus and with courage, with humility and with intelligence—where the progress of Wisconsin and the nation will stop no one can say.

No one can say because none of us has clear foresight, or for that matter, can comprehend the whole truth in our own time. In history as in all the other core disciplines we study, comprehensive, final truth runs always ahead of us, as the language in Chapter 36 seems to recognize. I should say here that one of my colleagues once quipped that just because the university is about the unending search for truth, does not mean none has been found yet!

At the University of Wisconsin, I know we intend the fearless sifting and winnowing for the truth never to stop. While truth may be elusive, there is no more bracingly human trait than to chase it. Let's run faster together in that pursuit. I'll try to keep up with you in the years ahead.

Thank you for listening, and thank you for running with me for the last nine-plus years.

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REGENT COMMUNICATIONS, PETITIONS AND MEMORIALS

President Falbo recognized Regent Drew, who noted the passing of Nelson Mandela. He said that people all over the world were honoring and remembering one of the most important figures of our lifetime, someone who dared to take on what seemed to be an impossible task of

ending a brutal system, a racially-based subjugation system. He persevered and eventually that system was ended. Mandela once said that “education is the most powerful weapon you can use to change the world.” At Regent Drew’s request all meeting attendees stood and observed a moment of silence for Nelson Mandela.

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The meeting was adjourned at 12 noon.

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Submitted by:

/s/ Jane S. Radue

Jane S. Radue, Executive Director and Corporate Secretary
Office of the Board of Regents
University of Wisconsin System