



DATE: February 27, 2013

TO: Each Regent

FROM: Jane S. Radue *JSR*

PUBLIC MEETING NOTICE
Meeting of the UW System Board of Regents
to be held at Van Hise Hall, 1220 Linden Drive, Madison, Wisconsin 53706
on March 7, 2013

9:00 a.m. All Regents – Room 1820

1. Calling of the roll
2. Approval of the minutes of the February 2013 meeting
3. Report of the President of the Board
 - a. Update on UW-Eau Claire and UW-Madison chancellor searches
 - b. Other updates
4. *Presentation and Discussion: Moving Forward to Achieve Quality, Access, and Success*

12:00 p.m. Box Lunch

12:45 p.m. All Regents – Room 1820

5. *Presentation and Discussion: Update on 2013-15 Biennial Budget and Operating with New Flexibility*
6. Report of the President of the System
 - a. Human Resource System update
 - b. Other updates ...
7. Communications, petitions, and memorials
8. Move into closed session to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*

The closed session may be moved up for consideration during any recess in the regular meeting agenda; the regular meeting will reconvene in open session following completion of the closed session. Persons with disabilities requesting an accommodation to attend are asked to contact Jane Radue in advance of the meeting at (608)262-2324. The meeting will be webcast at <http://www.uwex.edu/ics/stream/regents/meetings/> on Thursday, March 7, 2013, from 9:00 a.m. until approximately 3:30 p.m.

MOVING FORWARD TO ACHIEVE QUALITY, ACCESS, AND SUCCESS

EXECUTIVE SUMMARY

BACKGROUND

In 2009-2010, the UW System established the *More Graduates* plan as a way to answer the call to move the nation back to a leadership role in terms of the number of adults holding post-secondary degrees. The principal goals of the plan are to boost, by approximately 80,000, the cumulative number of UW undergraduate degrees conferred by 2025 and to ensure that all graduates are better prepared for work and civic life in the 21st Century. When the *More Graduates* plan was established, its vision was to improve the state's educational attainment by:

- Working with Wisconsin's K-12 and higher education partners to enhance the pipeline of students, both in terms of pre-college preparation and transfer among institutions of higher education;
- Improving student retention and graduation rates, especially among historically underserved, lower-income, first-generation, and non-traditional-aged students;
- Increasing enrollment, with particular attention to the changing demographics of Wisconsin and the needs of adults who are returning to college while in the workforce; and
- Providing alternative pathways to a college degree, including but not limited to, appropriate expansion of associate degrees, increased use of flexible learning and degree options, and college credit for skills and knowledge acquired in the workforce or in the military.

Overall, the UW System is ahead of the trajectory for meeting the *More Graduates* goals. At its March 2013 meeting, the Board will consider opportunities, as well as threats, that the System and institutions face in achieving the *More Graduates* goals.

REQUESTED ACTION

No action is requested at this time. For information and discussion only.

DISCUSSION

The UW System is ahead of its *More Graduates* trajectory and well on its way to reaching the cumulative additional graduates to meet the 2025 goal. Figure 1 shows Undergraduate Degrees Conferred as Compared to the Plan (Attachment A). The data show that the UW System has produced 3,597 cumulative undergraduate degrees above the 2008-2009 level, which is 1,092 degrees above the trajectory needed to meet the *More Graduates* goal.

The disciplines in which degrees are conferred are also changing to meet the changing needs of employers in the 21st Century. Over the past five years, the discipline areas with the greatest growth in number of graduates are business, management, and marketing; health

professions; engineering; biological and biomedical sciences; agriculture and agricultural operations; and computer and information sciences and support.

As presented at the February 2013 Board meeting, systemwide the retention rate of new freshmen is on track, as is the retention rate of transfer students. Systemwide, the four-year and six-year graduation rates are also on track for new freshmen and transfer students. Figure 2: Fall Undergraduate Enrollment as Compared to the Plan (Attachment A) shows that in 2012-2013, the UW System is nearly 2% (3,867 students) behind the undergraduate enrollment target of 160,941, however, this enrollment is up from 2011-12 and at the highest point in more than a decade. This departure from the trajectory poses a challenge to meeting the *More Graduates* goals. However, there are several opportunities available that have the potential to allow the goal to be reached; these include increasing the percentage of high school students that enroll at UW institutions, increasing the number of adult students, and increasing enrollments in on-line, collaborative, and Flexible Option programs.

The more serious threat to the *More Graduates* plan is the threat to the quality of the education that students receive. The quality of the education depends critically and principally on the quality of the faculty and staff employed at UW institutions. With salaries for faculty now 18 percent below peer salaries, hiring and keeping high-quality faculty is seriously threatened. It is a threat that must be addressed if the System is to ensure that the education students receive over the next decade meets the standards Wisconsin has come to expect from its universities and what the state needs to power its economy.

UW institutions have implemented a variety of strategies to meet their *More Graduates* goals, which can be grouped into three major categories: (1) providing better access to a larger number of diverse students; (2) increasing retention through innovative initiatives that are proven strategies for keeping more students in college and improving the quality of the education they receive; and (3) helping more students graduate at a faster rate.

While strategies vary, each institution implemented some measures in increasing access, improving retention, and graduating more students within the four-year and six-year graduation timeframe. A review of key activities implemented shows that the institutions sought to meet their targets for enhanced college access through: increased recruitment of non-traditional students; enhanced pre-college programs, such as summer bridge programs intended to expand high school student pipelines; improved transfer opportunities; increased institutional financial aid; and more online course options for working adults and non-resident students.

To improve retention efforts, institutions sought to meet their goals by redesigning the core liberal arts curriculum and its delivery, revamping remedial education programs, creating better mentoring programs, and expanding advising and tutoring services. Others embarked on implementing more study abroad and service learning opportunities and worked on increasing the participation of low-income and first-generation students in High Impact Practices, such as undergraduate research, learning communities, and first-year seminars.

Institutions that focused on improving graduation rates established support strategies that helped more students to graduate within four and six years. These strategies included creating new majors to serve a different pipeline of students that had not been sufficiently tapped and

increasing opportunities for Prior Learning Assessments or other tailored degree completion projects. A number of institutions also designed student services around courses with high rates of withdrawal, repeat, and failure, and developed early warning systems.

Chancellors Deborah Ford of UW-Parkside, Dean Van Galen of UW-River Falls, and Ray Cross of UW Colleges will discuss with the Board their *More Graduates* plans and how they are being implemented on their campuses.

CONCLUSION

Institutions are growing the number and the quality of the graduates that they produce. In their contributions to the systemwide goal to produce more and better-prepared graduates, institutions are taking advantage of several opportunities for meeting their goals. However, there are a number of impediments that may have slowed growth and might further affect the institutions' ability to meet targets. In light of limited budgets, many institutions have reallocated funds in an effort to meet the *More Graduates* goals and to reduce equity gaps. In the absence of new revenue streams, individual institutions will have to find alternative funding streams to stay on track with their goals to cut the achievement and equity gaps in half by 2015.

While there are serious threats to reaching the number of degrees conferred and the quality of the education that students receive, there are also opportunities available to address those threats and reach the goals of the *More Graduates* plan. Reaching these goals will require a focused effort on assuring the quality of the employees of the UW institutions.

RELATED POLICIES

Regent Resolution 7692, adopted 5/8/98
Regent Resolution 8850, adopted 6/10/04
Regent Resolution 8970, adopted 2/11/05

ATTACHMENT A

Figure 1: Undergraduate Degrees Conferred as Compared to the *More Graduates* Plan.

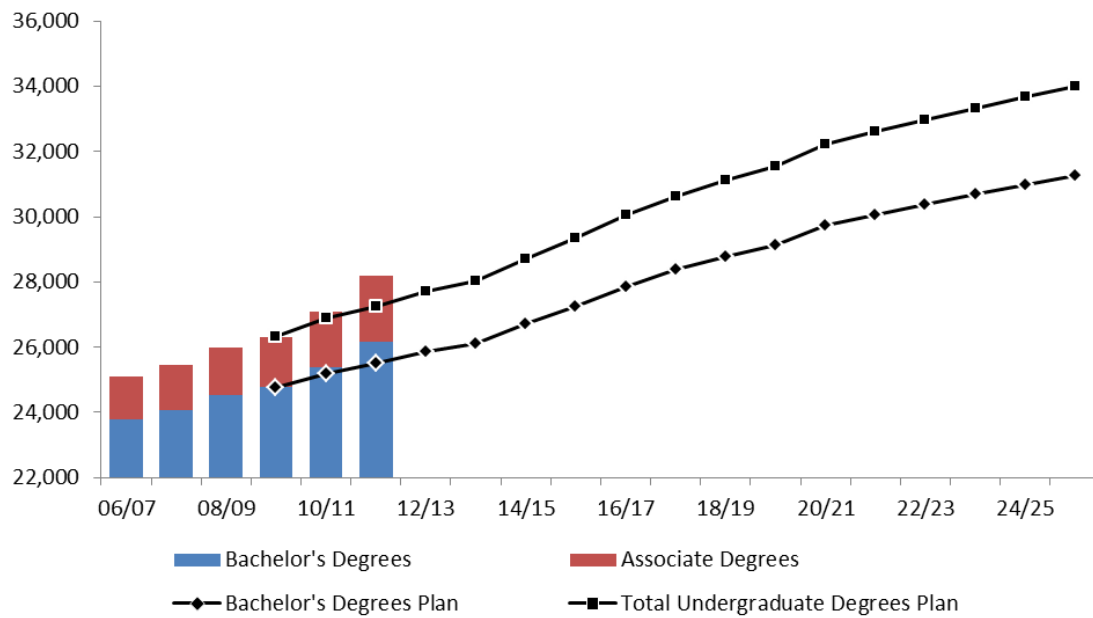
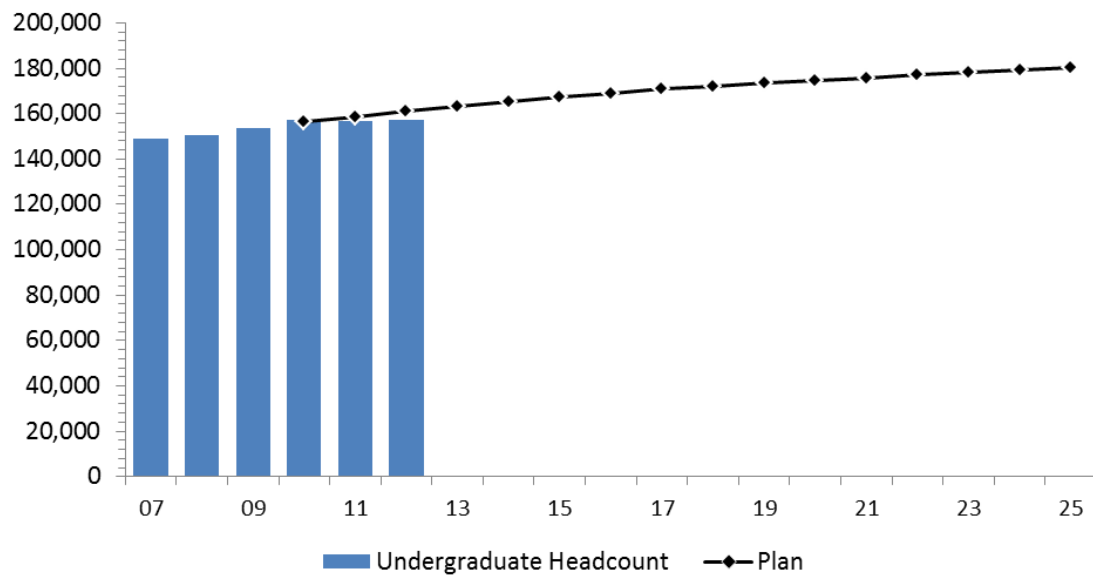


Figure 2: Fall Undergraduate Enrollment Compared to the *More Graduates* Plan.



**UPDATE ON 2013-15 BIENNIAL BUDGET
AND OPERATING WITH NEW FLEXIBILITY**

EXECUTIVE SUMMARY

BACKGROUND

The Board of Regents submitted its biennial budget to the State of Wisconsin on September 17, 2012. On Wednesday, February 20, 2013, Governor Scott Walker introduced the Executive Budget for the state, including one of the most significant reinvestments in the University of Wisconsin System since merger. The 2013-15 biennial budget provides \$181.3 million in new state (General Purpose Revenue) dollars to the UW System.

At the March Board of Regents meeting, the Board will be provided additional information about the proposed increases to the UW System's budget along with a historical look at funding and revenue streams. The budget process and timeline for both the biennial budget and the next annual budget will be provided. There will also be a discussion of the incentive grant program that the Governor included in the budget and options for utilizing those resources in ways that complement the key cluster areas identified by the Wisconsin Economic Development Corporation (WEDC).

The University of Wisconsin System is moving into its second biennium under a block grant approach. The changes that have occurred in how funds are managed under the block grant will be described, along with the amount of new resources recommended for the biennium. New statutory language that enhances the ability to utilize the block grant in more flexible ways will also be discussed. The Board will have the opportunity to discuss some of the challenges associated with the new block grant approach and flexibility.

The Executive Budget includes recommended changes for other state agencies, including the Department of Administration, Employee Trust Funds and the Higher Educational Aids Board, that impact the UW System; some of those changes will be discussed at the March meeting. Further, the Board will begin to look at the challenges of balancing affordability, access, and quality within the UW System.

REQUESTED ACTION

No action requested.

**UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE – 2013**

February 7-8, 2013 – In Madison

March 7, 2013 – In Madison

April 4-5, 2013 – Hosted by UW-La Crosse

June 6-7, 2013 – Hosted by UW-Milwaukee

July 11-12, 2013 – In Madison

September 5, 2013 – In Madison

October 10-11, 2013 – Hosted by UW-Parkside

December 5-6, 2013 – In Madison