

10/02/2013

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM
UW-Parkside Student Center, 900 Wood Road, Kenosha, WI 53144
Friday, October 11, 2013

II.

9:00 a.m. All Regents – University Ballroom

1. Calling of the roll
2. Approval of the minutes of the July 11-12 and September 6, 2013, meetings
3. Report of the President of the Board
 - a. Hospital Authority Board and Wisconsin Technical College System Board reports
 - b. Follow-up on Board Planning Process: Review of Past Recommendations from Board Roles and Responsibilities Report
 - c. Additional items that the President may report to the Board
4. Report of the President of the System
 - a. Update on recent events
 - b. Other news from around the UW System
5. Another in a series of Discussions with Chancellors about UW Institutions' Strategic Goals: UW-Whitewater Chancellor Dick Telfer
6. Report and approval of actions taken by the Capital Planning and Budget Committee
7. Report and approval of actions taken by the Education Committee
8. Report and approval of actions taken by the Research, Economic Development, and Innovation Committee
9. Report and approval of actions taken by the Business and Finance Committee
10. Election of Interim Vice President for Finance Steve Wildeck as Trust Officer for the Board
11. Resolution of Appreciation for UW-Parkside as host of the October meeting
12. Regent communications, petitions, and memorials
13. Closed Session

Move into closed session to: (1) consider UW-Madison honorary degree nominations, as permitted by s. 19.85(1)(f), *Wis. Stats.*; (2) consider a UW-Oshkosh honorary degree nomination, as permitted by s. 19.85(1)(f), *Wis. Stats.*; (3) consider a faculty member request for review of a personnel decision at UW-Milwaukee, as permitted by s. 19.85(1)(f), *Wis. Stats.*; (4) confer with legal counsel regarding pending or potential

litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*; and (5) consider chancellors' compensation adjustments, as permitted by s. 19.85(1)(c), *Wis. Stats.*

The closed session may be moved up for consideration during any recess in the regular meeting agenda on either Thursday or Friday. The regular meeting will reconvene in open session following completion of the closed session.

**BOARD PLANNING AND ASSESSMENT PROCESS:
REVIEW OF RECOMMENDATIONS OF 2012 AD HOC COMMITTEE ON
UW SYSTEM BOARD OF REGENTS ROLES AND RESPONSIBILITIES**

BACKGROUND

In 2011, Regent President Spector created the Ad Hoc Committee on UW System Board of Regents Roles and Responsibilities and charged it with: “(1) committing to writing the key functions and responsibilities of the Board going forward, statutory and otherwise; and (2) examining how the Board can best meet those functions and responsibilities, including whether the Board should change its current committee structure.”

The Ad Hoc Committee was chaired by Regent Bradley and included Regents Manydeeds and Walsh, Chancellor Van Galen, then-interim Chancellor Ward, then-Vice President for Finance Durcan, and Board of Regents Office Executive Director Radue. The Ad Hoc Committee’s report, issued in February 2012, included several key findings and six recommendations, five of which were endorsed by the full Board.

In June 2013, Regent President Falbo announced that the Board of Regents would undertake a planning process to identify goals and priorities for the Board. Lead responsibility for identifying goals and priorities was assigned to committee chairs, and responsibility for developing the Board’s overall goals in the areas of governance and Board operations was assigned to Regent Vice President Millner. Regent Millner, working with Regent Falbo and Executive Director Radue, identified several areas of focus, one of which included revisiting the work and recommendations of the Ad Hoc Committee on Board Roles and Responsibilities.

This document summarizes the key findings from the 2012 Ad Hoc Committee’s report and poses questions for Regents to consider. At the Board’s October 11, 2013 meeting, President Falbo and Vice President Millner will lead a discussion among Regents regarding: (1) Regents’ perspectives on the effectiveness of the Committee recommendations that have been implemented; and (2) what additional actions or approaches might be considered.

For Regents’ consideration:

1. Are there areas on the list of Regent responsibilities (pp. 2-4) that should be emphasized or that need particular attention? If so, what actions should the Board take?
2. Are there ways that the Board can or should enhance its focus on policy setting, as compared with operations, consistent with the 2012 report?
3. What additional significant higher education issues should be considered at Board meetings? How much time should be focused on these types of issues?
4. Have chancellors’ strategic-goals presentations been informative and effective at providing Regents with a bigger-picture view of each institution? Is there additional information that would be helpful?

5. Does the current Board-meeting schedule allow sufficient time for Regent advocacy and strategic engagement? Should the six two-day and two one-day meeting schedule be re-examined?
6. The REDI Committee is still new, but should the purpose of REDI or any other standing committees be re-examined as was done recently with the Business and Finance Committee when the Audit Committee was created?
7. Have committees effectively streamlined their agendas to maintain a strategic focus?
8. Should the practice of distributing electronic reports on Thursday evenings after committee meetings continue (i.e., are the reports useful), or should committee chairs return to providing fuller verbal reports on Friday mornings?

REQUESTED ACTION

For discussion.

DISCUSSION

The Ad Hoc Committee’s February 2012 report included findings and recommendations related to: (1) the Board’s key responsibilities; (2) the Board’s strategic focus; and (3) Board committees.

Board’s Key Responsibilities

The Ad Hoc Committee identified key responsibilities of the Board of Regents, based on state statutes, the Association of Governing Boards, and Committee members’ experiences. The Committee concluded that “certain key responsibilities are appropriately vested in the citizen governing board of a public system of higher education...” The table from the Committee’s report is reproduced here:

**UW System Board of Regents Key Responsibilities
(from 2012 Ad Hoc Committee Report)**

Key Responsibility	Examples of Board’s Authority*
1. Mission	<ul style="list-style-type: none"> • Oversee a system of higher education that enables students of all ages, backgrounds and levels of income to participate in the search for knowledge and individual development. • Establish for each System institution a mission statement delineating specific program responsibilities and types of degrees to be granted. • Keep the missions current, and ensure the missions are aligned with public purposes.

Key Responsibility	Examples of Board's Authority*
2. Academics and Research	<ul style="list-style-type: none"> • Preserve and protect academic freedom. • Plan for the future needs of the state for university education, ensuring the educational quality of System institutions and the diversity of undergraduate programs, while preserving the strength of the state's graduate training and research centers. • Establish policies for the appropriate transfer of credits within the System and from other educational institutions outside the System.
3. Accountability	<ul style="list-style-type: none"> • Conduct the Board's business with appropriate transparency, adhering to the highest ethical standards. • Ensure the currency of Board governance policies and practices, and periodically assess the performance of the Board, its committees, and its members. • Submit an annual accountability report to the Governor and Legislature.
4. Student Affairs	Promulgate rules governing student academic and nonacademic conduct and procedures for the administration of violations.
5. Advocacy and Leadership	<ul style="list-style-type: none"> • In concert with the System president, administration and chancellors, engage regularly with each institution's major constituencies. • Advocate for resources to fulfill the System's public purpose.
6. Fiscal Integrity	<ul style="list-style-type: none"> • Ensure the System's fiscal integrity, preserve and protect its assets, and promote internal coordination and the wisest possible use of resources. • Promote fiscal transparency and understanding.
7. Employment of President and Chancellors	<ul style="list-style-type: none"> • Recruit, appoint, evaluate and support the System president. • Appoint a chancellor for each institution, a dean for each college campus, and other positions identified in state statutes. • In conjunction with the System president, set expectations for the president and chancellors and assess their progress toward meeting the expectations.
8. Governance	<ul style="list-style-type: none"> • Enact policies and promulgate rules for governing the System. • Delegate to each chancellor the necessary authority for the administration and operation of his or her institution within the policies and guidelines established by the Board. • Promote the widest degree of institutional autonomy within the controlling limits of systemwide policies and priorities established by the Board. • Promulgate rules to protect the lives, health and safety of persons on property under the Board's jurisdiction and to prevent obstruction of the functions of the System. • Establish tuition and fees for students' enrollment in educational programs or use of facilities in the System. • Purchase, have custody of, and control any lands, buildings, books,

Key Responsibility	Examples of Board's Authority*
	records and all other property which may be necessary and required for the use of the System. <ul style="list-style-type: none"> • Promulgate rules for the management of all System property, for the care and preservation of this property, and for the promotion and preservation of the orderly operation of the System.
9. Economic Development	Support and highlight the ways that the UW System promotes strong communities and the growth of business in the state, including the creation and retention of jobs.

*Not intended to be an all-inclusive list of the Board's authority.

On the whole, the Committee recognized that the Board's most appropriate role is as a policy-setting board, rather than an operations-focused board.

Board's Strategic Focus

According to the Committee's report, "a theme of the committee's discussions was a desire to emphasize high-level policy-setting and strategic directions, rather than operational issues. A related theme was a desire to use Regents' time most effectively, in light of changes in the authority delegated to System institutions." The Committee identified three areas for consideration:

1. **High-Priority Higher Education Issues:** The Committee suggested that Regent meetings offer a public forum for discussing significant higher education issues and it would be valuable for Board members to have more time reserved to discuss these issues. Topics would be suggested by Regents, or global issues would be developed by the System president and chancellors. "Examples might include topics such as tuition policy, differential tuition, access, affordability, graduate education, accountability, collaboration with Wisconsin Technical College System, charter schools, or legislative issues."
2. **Chancellor Briefings on Strategic Visions:** The Committee identified "an interest in hearing more directly from chancellors about their strategic goals and how they are aligned with System priorities established by the Board." At all or most of its regular meetings, the Board could hear from a chancellor about his or her plans for carrying out the mission of his or her institution, with presentations potentially based on five-year plans. Eventually, Chancellors would "present to the full Board their reports on progress toward meeting their goals. Such presentations would provide the Board with a bigger-picture view of each institution."
3. **Regent Role Beyond Meetings:** The Committee considered changing its annual schedule of meetings to six regular two-day meetings each year, rather than six two-day and two one-day meetings. It was noted that several reasons support such a change: (1) Regents' work extends beyond the Board meetings and Regents should spend more time on advocacy and strategic engagement; (2) addressing strategic topics throughout the year might reduce the need to set aside time for more intensive discussions at one-day meetings; and (3) the

UW System Board of Regents spends more time in meetings than other system boards do. However, this recommendation was not endorsed by the full Board.

Board of Regents Committees

The Ad Hoc Committee considered the structure and operation of the Board's standing committees, and concluded that Board committees should work primarily on those items that are critical to fulfilling its statutory and governance responsibilities, with any non-essential or optional items eliminated from committee agendas, freeing up time for Regents to engage in advocacy or to advance issues that benefit the state.

The Committee concluded that establishing a new standing committee, the Research, Economic Development and Innovation Committee, would: "(1) elevate the knowledge economy as a priority topic for the Regents and signal the Board's recognition of the importance of the System's scientific and technical work in moving the state forward; (2) highlight for state and local leaders the role and potential of UW System institutions in addressing the state's economic development challenges; and (3) recognize that institutions from multiple sectors within the UW System are involved in important research and economic development work."

The Committee also considered the extent to which the agendas of the Board's standing committees align with high-level policy-setting and strategic directions, and whether there might be opportunities to delegate Board responsibilities that are more operational in nature. The Committee concluded that standing committee agendas could be reduced and recommended that committee chairs work with System staff to "assess whether prospective agenda items must have the Board's attention, or whether they could be delegated to System Administration or institution staff." The Committee also suggested that chairs forgo reading their reports to the full Board during Friday morning sessions, and instead distribute electronic reports to Regents prior to the Friday morning session.

RELEVANT BOARD OF REGENTS POLICIES

RPD 2-2, "Statement of Expectations of Board Members"