

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the University Ballroom, UW-Parkside Student Center
900 Wood Road
Kenosha, Wisconsin 53144

Friday, October 11, 2013
9:00 a.m.

APPROVAL OF THE MINUTES OF THE JULY 11-12 AND SEPTEMBER 6, 2013 MEETINGS 3

REPORT OF THE PRESIDENT OF THE BOARD 3

HOSPITAL AUTHORITY BOARD AND WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD REPORTS3

LEGISLATIVE VISITS AND OTHER OUTREACH3

CAMPUS VISITS4

“FINDING COMMON GROUND” FEEDBACK4

PRESIDENTIAL SEARCH5

FOLLOW-UP ON BOARD PLANNING PROCESS: REVIEW OF PAST RECOMMENDATIONS FROM BOARD ROLES AND RESPONSIBILITIES REPORT5

REPORT OF THE PRESIDENT OF THE SYSTEM 11

UPDATE ON RECENT EVENTS11

Federal Shutdown11

Lumina Foundation11

Chief Audit Executive Search12

OTHER NEWS FROM AROUND THE UW SYSTEM12

UW Stout Collaboration – Minor in Web Technology12

Capacity-Building Funds for Non-Land Grant Colleges of Agriculture and Natural Resources12

International Students at UW-Richland13

Tri-State Initiative Enrollment13

Great Lakes Higher Education Guaranty Career Ready Internship Initiative Grants.....13

National Award for UW-La Crosse’s Math MOOC.....13

UW Cooperative Extension’s Use of Tablets Recognized by EdTech Magazine14

Grant for Collaborative Aviation Accelerator Project in Oshkosh14

UW HELP Celebrates 40th Anniversary14

ANOTHER IN A SERIES OF DISCUSSIONS WITH CHANCELLORS ABOUT UW INSTITUTIONS’ STRATEGIC GOALS: UW-WHITewater CHANCELLOR DICK TELFER 15

UW-WHITewater OVERVIEW15

STRATEGIC GOALS16

Programs and Learning16

Scholar-Educator Community.....17

Diversity and Global Perspectives18

Regional Engagement18

Personal and Professional Integrity19

SUMMARY19

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE CAPITAL PLANNING AND BUDGET COMMITTEE	19
<i>UW System: Authority to Lease Space for the UW Service Center</i>	<i>20</i>
<i>UW-Milwaukee: Authority to Increase the Budget of the Kunkle Building Demolition Project.....</i>	<i>20</i>
<i>UW-River Falls: Approval of the Design Report and Authority to Construct the Falcon Center for Health, Education, and Wellness Project</i>	<i>20</i>
<i>UW-Stevens Point: Approval of the Design Report and Authority to Construct the North DeBot Residence Hall Renovation –Phase II Project.....</i>	<i>20</i>
<i>UW-Whitewater: Approval of the Design Report of the West Campus Residence Hall Renovation-Phase I Project and Authority to (a) Increase the Budget and (b) Construct the Project.....</i>	<i>20</i>
<i>UW System: Approval of the Design Report for the UW-Stout Harvey Hall Renovation-Phase II Project; Approval of the Design Report for the UW-Oshkosh Clow Social Science Center and Nursing Education Building Renovation Project; and Authority to: (1) Increase the Combined Budget for Both Projects and (2) Construct Both Projects.....</i>	<i>21</i>
<i>UW System: Authority to Construct an All Agency Maintenance and Repair Project</i>	<i>21</i>
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE	21
<i>Revision of Regent Policy 14-6 on Racist and Other Discriminatory Conduct and Regent Policy 14-9 on Discriminatory Harassment.....</i>	<i>21</i>
<i>UW-Whitewater: Bachelor of Science and Bachelor of Arts in Criminology.....</i>	<i>22</i>
<i>UW-Whitewater: Master of Science in Applied Economics</i>	<i>23</i>
<i>UW-Superior: Bachelor of Arts in Writing</i>	<i>23</i>
<i>UW-Stout: Professional Science Master (P.S.M.) in Conservation Biology.....</i>	<i>23</i>
<i>UW System Re-appointments to the Natural Areas Preservation Council</i>	<i>23</i>
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE RESEARCH, ECONOMIC DEVELOPMENT AND INNOVATION COMMITTEE.....	23
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE BUSINESS AND FINANCE COMMITTEE.....	24
<i>Review and Approval of the UW-Madison Division of Intercollegiate Athletics Contractual Agreement and Addendum with the Green Bay Packers Inc., and the Board of Trustees of the Louisiana State University</i>	<i>26</i>
<i>Review and Approval of the UW-Madison Contractual Agreement with Avon Hi-Life, Inc. for Sponsored Research.....</i>	<i>26</i>
<i>Review and Approval of a UW System Policy on UW System Program Revenue Appropriation Balances and Reserves</i>	<i>26</i>
<i>Review and Approval of a UW System Policy on the Expenditure of Tuition and Fee Revenues and State General Purpose Revenue by Each Institution.....</i>	<i>27</i>
<i>Review and Approval of an Amendment to the Board of Regent Policy on Senior Executive Salary Ranges.....</i>	<i>28</i>
<i>Review and Approval of a Request to the Joint Committee on Employment Relations to Increase Salary Ranges for Vice Chancellors/Provosts at Comprehensive Institutions and UW System Vice Presidents</i>	<i>28</i>
<i>Review and Approval of Salary Ranges for Senior Executives Resulting from Amended Regent Policy Proposed in Resolution 10283.....</i>	<i>29</i>
ELECTION OF INTERIM VICE PRESIDENT FOR FINANCE STEVE WILDECK AS TRUST OFFICER FOR THE BOARD	30
RESOLUTION OF APPRECIATION FOR UW-PARKSIDE AS HOST OF THE OCTOBER MEETING	30
<i>Resolution of Appreciation for UW-Parkside as Host of the October Meeting</i>	<i>30</i>

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9:00 a.m.

- President Falbo presiding -

PRESENT: Regents John Behling, 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, José Vásquez, and Gerald Whitburn

UNABLE TO ATTEND: Regents Gary Roberts and David Walsh

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APPROVAL OF THE MINUTES OF THE JULY 11-12 AND SEPTEMBER 6, 2013 MEETINGS

President Falbo noted that the minutes of the June 6 and 7, 2013, and September 6, 2013, meetings had been distributed. Regent Petersen moved their adoption and, after a second by Regent Whitburn, the motion carried.

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REPORT OF THE PRESIDENT OF THE BOARD

Hospital Authority Board and Wisconsin Technical College System Board reports

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

Legislative Visits and Other Outreach

President Falbo began by expressing appreciation to Chancellor Ford for UW-Parkside's hospitality. Then, following up on the "Finding Common Ground" conference in September, he said that Regents had been involved in a wide range of personal efforts to maintain open lines of communication with members of the Legislature. President Falbo said that he and Vice President Millner had numerous meetings with legislative leaders to discuss important UW

policy issues. Also, Regent Higgins had meetings with regard to the REDI Committee, specifically in regard to the economic development incentive grants.

Earlier in October, Vice President Millner convened an informational briefing at the State Capitol, where UW staff discussed plans to transition to a new high-speed, self-managed research and education data network. The transition to the network was necessitated by legislation that requires the UW System to withdraw from WiscNet; the Capitol briefing provided the Legislature, legislative staff, and other interested parties with an opportunity to hear the details and ask questions.

In addition to legislative outreach, President Falbo reported on efforts to engage with the mass media. He and Regent Pruitt met with the editorial board of the *Milwaukee Journal Sentinel* and had a good meeting. Also, he and Vice President Millner met with the editorial board of the *Wisconsin State Journal* in Madison. The resulting editorial ran on September 30th under the headline, “UW Board of Regents on the Right Track with More Transparency, Communication.”

Campus Visits

President Falbo noted that Regents had also been busy visiting UW campuses. With the Ho-Chunk Nation and UW-Eau Claire recently signing a Memorandum of Intent to pursue collaborative activities, Regent Manydeeds was present at the ceremony to represent the UW System. This agreement, signed by Ho-Chunk Nation President Jon Greendeer and UW-Eau Claire Chancellor Schmidt, is the result of more than a year of exploration and discussion regarding potential higher education partnerships between the Ho-Chunk Nation and the University. President Falbo thanked Regent Manydeeds for his involvement, and for the comments he made during Thursday morning’s meeting.

“Finding Common Ground” Feedback

With respect to the “Finding Common Ground” conference, Regent Falbo noted that the Board of Regents Office sent a survey by email to the majority of the people who attended the conference, to seek feedback on the event. Participants were asked to rate the individual conference sessions and give their overall impression of the conference. President Falbo reported that, based on a survey response of almost 24 percent, the conference was well received. The majority of survey respondents rated the individual conference sessions as either good or excellent. More than 90 percent of respondents indicated that the conference was a step in the right direction.

President Falbo added that, based on anecdotal evidence from the many conversations that he and Regent Millner had with legislators in the weeks following the conference, the event was indeed a step in the right direction. Efforts to explore common ground will continue during the coming months.

Presidential Search

Providing a brief update on the search for a successor to President Reilly, President Falbo reported that the Search and Screen Committee and a separate Regent Selection Committee were formally charged with the search process. Since then, a special web page for the search was launched. In conjunction with the search firm Storbeck/Pimentel & Associates, invitations were being sent out for nominations and applications for the next UW System President. Screening, vetting and interviewing applicants will follow, with the ultimate goal of bringing forward a final candidate's name to the Board's approval at a January meeting.

Follow-up on Board Planning Process: Review of Past Recommendations from Board Roles and Responsibilities Report

President Falbo recalled that he had asked Vice President Millner to develop overall goals for the Board in the area of governance and board operations. She identified several areas of focus for the Board and the Board Office during the next several months. One of these priorities was to revisit the work and recommendations of the Ad Hoc Committee on Board Roles and Responsibilities, also known as the "Bradley Committee." That committee issued a report in February 2012. Thanking Regent Bradley for his chairmanship of that committee, President Falbo said that the report provided a basis for moving forward by building on work that had already been done.

The ad hoc committee's work focused on the strategic engagement of the Board, considering the Board's key functions and responsibilities, and how the Board can best meet those functions and responsibilities. Several of the committee's recommendations were adopted and seamlessly incorporated into the Board's meetings. For example, the Board established the Research, Economic Development and Innovation Committee, the meetings of which have become a routine part of the Board's two day meeting schedule.

In addition, the series of presentations from chancellors regarding their strategic goals was another recommendation of the ad hoc committee. Also, up until about one-and-a-half years earlier, the Board's Thursday-morning meetings began at 10:00 a.m., rather than 9:00 a.m.; the earlier start time was another recommendation from the committee. Another change was the use of written committee reports after the Thursday committee meetings, in order to cut down on the length of the verbal committee-chair reports on Friday mornings. President Falbo remarked that the Board had been half-successful with that recommendation.

Many of the Regent Roles and Responsibilities Committee's recommendations were related to the Board's using its time as wisely as possible by staying focused on strategic issues and policy setting rather than operational issues. President Falbo observed that in reviewing the Bradley report again, he noticed that the committee suggested that the System should lead the campuses; he stressed that he believes that the System should support the campuses, and suggested that this difference might be something the Board could discuss.

President Falbo said that Vice President Millner was working on the governance and operational aspects of the Board planning process, and he turned to her to lead a discussion

among Board members of some of the recommendations and outcomes of the 2012 Roles and Responsibilities Committee.

Vice President Millner reminded Regents that at the September meeting she had mentioned that the process of considering Board governance, responsibilities, and operations might include a board self-assessment, continued review of Regent Policy Documents, and a regular review of the standing committees' work on their priorities. She noted that the Board's Ad Hoc Committee on Board Roles and Responsibilities (the "Bradley Committee") did good work in examining the governance duties of the Board, and at the present meeting, she wanted to follow up on the recommendations from that committee.

Vice President Millner said that the overall theme of the Bradley Committee was that the Board needed to be more fully engaged in thinking strategically, in conducting policy-setting activities, and in thinking about significant issues in higher education. She indicated that the upcoming discussion was an opportunity for Board members to focus on whether the changes made as a result of the Bradley Committee have been working, as well as on what other actions the Board might like to consider.

Regent Millner suggested the Regents begin their discussion by reflecting on the Regent responsibilities identified by the Bradley Committee, and consider whether there are areas in the list of Regent responsibilities that should be emphasized or that need particular attention. She read the list of questions that Regents had been asked to consider for the meeting:

1. Are there areas on the list of Regent responsibilities [from the Bradley Committee report] 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?

Vice President Millner then asked Regents to share their insights. Regent Vásquez began by expressing his appreciation for the work that had been done, as it was very thought provoking. He suggested that legislative relations should be clearly articulated as a responsibility of the Regents. He said that this may be something that the Executive Committee is doing, but he suggested that it was necessary for members of the Board's leadership to address this on a regular basis. President Falbo thanked him for the suggestion, and assured him that Board members were addressing legislative relations through visits, as well as by reviewing the current structure of UW System Administration. He promised to provide additional information at a future meeting.

Stating that he wanted to follow up on Regent Vásquez's suggestion, Regent Higgins commented that the Board needs to ensure that the leaders of the administration and Legislature are continuously informed of the System's progress, accomplishments, and challenges. In addition, the Board needs to keep abreast of the political trends that affect legislators' political situations and assess what is important to them.

Regent Farrow asked if the Board's charge is identified anywhere so that she could assess whether particular issues are within the Board's purview. It was noted that the Board's responsibilities are described in Chapter 36 of the Wisconsin State Statutes.

Regent Whitburn suggested that the orientation session provided to new Regents be expanded, as the UW System is an incredibly complex organization, regardless of how long one has served as a Regent. He encouraged a broader opportunity for new Regents to learn more about the key responsibilities they will encounter, such as the budget process, search and screen processes, and expectations regarding participation at commencement exercises. Noting that Regent Whitburn raised a good point, President Falbo explained that the Executive Director of the Office of the Board of Regents puts together a comprehensive orientation program for new Regents, and had enlisted Regent Emeritus Spector to lead the most recent sessions. He asked if any of the Regents who participated in that orientation session would like to speak to the issue.

Regent Farrow said that she found the orientation to be very helpful, but asked for more information so as to assess the appropriate parameters of the scope of Regents' inquiries on various issues. Regent Petersen said that he also had participated, and that the orientation covered a multitude of issues. He said that Regent Emeritus Spector did an outstanding job of covering all of the Regents' responsibilities in this highly complex organization. He said the orientation provides a good foundation, and gives Regents the opportunity to probe a little further. He reiterated that Chapter 36 of the state statutes includes an inventory of Regent responsibilities.

Regent Millner noted that she has heard comments from Regent colleagues about the meeting schedule, and asked if anyone had any thoughts on this topic. Joking that she was about to make herself the most unpopular new Board member, Regent Mueller said she favored having

two-day meetings when Regents are scheduled to meet, as there is so much to do. She suggested keeping the same number of meetings each year, but having all two-day meetings, and abandoning the one-day meetings. Regent Bradley explained that a review of governing boards of other large systems had indicated that the UW System met more often than any other large system board. Noting that there is not one right answer, he said that the committee discussed how more frequent meetings would allow the Board to delve more deeply into topics or issues, but would also place a greater burden on staff who prepare materials for these meetings.

Regent Manydeeds, who also served on the Bradley Committee, indicated that part of the committee's discussion related to the length of the meetings, which used to start at 10 a.m. and would sometimes finish by 3:00 p.m. He noted that now the meetings start at 9:00 a.m. and sometimes last until 5:00 p.m., which he prefers, as more work is accomplished.

President Falbo added that the prior month's meeting was scheduled to be a one-day meeting, but it was expanded to two days because of the Common Ground conference. He added that there is always flexibility to expand the one-day meetings to two-day meetings. Regent Mueller thanked everyone for their perspectives and said that she thinks new Regents may struggle with priority setting, as there is so much to know about the UW System, a \$6 billion enterprise. She also noted that the Board is still in a phase of restoring trust and credibility with its stakeholders, and more is better, particularly when there is so much ramp-up time to prepare for the meetings on the part of the Regents and the staff.

Regent Higgins noted that Regent meetings have general gatherings like the current full-Board session, as well as time spent in committee meetings. He expressed the view that more time is needed to meet, but said he was not sure whether the meetings need to be in person; the REDI Committee has met by teleconference.

Regent Higgins also noted that the Board would have a lot on its plate, with the upcoming change in System leadership and structure. He recalled the legislative Joint Committee on Employment Relations meeting in May, when Senators Ellis, Darling and Fitzgerald and Speaker Vos all asked, "Where were the Regents in all this?" He said that he believed that many Regents took this question to heart, and it would be necessary for Regents to do a better job of engaging in some of the detail to be able to better respond to that kind of criticism. He said that he would not necessarily suggest changing the meeting structure, but he agreed with Regent Mueller that Regents should probably spend more time, rather than less, meeting to deal with important issues facing the System.

Regent Vásquez suggested that the question of where the Regents were would not necessarily be addressed by having more meetings. The question must be put into the right context. If everything is going fine, from the perspective of those who ask that question, the question would never be asked. If they perceive there to be a problem, the Regents could be meeting every day, and the question would still be asked. Regent Vásquez advised that Board members should focus on considering what should be the Board's priorities, rather than on trying to eliminate all legislative criticism. He posed the question, "What are the things that we as a governing body are held responsible to govern?" He thanked Regent Farrow for prompting the reminder that Chapter 36 outlines these responsibilities. He indicated he is comfortable with the

current meeting schedule, suggesting that the discussion return to prioritizing Regents' responsibilities.

Regent Millner thanked Regent Vásquez for his comments and then called upon Regent Farrow, who commented that she tends to prefer fewer meetings. She likes substance in meetings, she said; and the Board of Regents meetings she experienced so far were substantive. She said she tended to think that the Board's work could be done in a day, with committees meeting by phone; but she said she would not press this issue because she was still new and learning the issues.

Regent Farrow also remarked that it would be helpful to have meeting materials earlier. She said she did not want to create problems for the staff, but having materials available earlier would allow time for the Regents to consult with the committee chair or Board President if questions arose. She said it is important for Regents to have time to identify the issues and make sure they have enough background so they are not found flat-footed, without the needed information. President Falbo commented the Board of Regents Office was half-staffed at present, so some time may be needed to implement changes in this area.

Regent Pruitt offered a comment on the Board's practice of holding six two-day meetings and two one-day meetings, with the idea that the one-day meetings would focus on higher-level, big picture issues and higher education in general. He said that he thought there was a lot of common sense to this approach. One of the challenges for Regents can be to put the Board's agenda and discussions into the context of the future of higher education in Wisconsin. For example, one of the issues the Board has struggled with over time is the issue of the affordability of college. Recent issues have involved questions of tuition policy, reserve balances, and program revenue balances. Some topics seem most appropriate for a one-day meeting, when the Board is not attempting to simultaneously have committee meetings and conduct the rest of the business of the Board. While there may be room for restructuring how the six two-day and two one-day meetings are held, Regent Pruitt suggested that common ground could be found on the need for maintaining variety in the issues the Board discusses.

Regent Bradley commented that the practice of setting aside a day and considering a big complicated topic, having time to hear a presentation, and then having a serious discussion about it would warrant a grade of C+ or B-. He said that he did not think this had worked out the way it was envisioned. A cost is incurred in bringing someone in; they prepare, and they come and present. Often there has not been a lot of dialogue among the Regents afterwards about the big presentation. He said that he was not sure how to encourage more dialogue; maybe assembling material and asking Regents to read it would be useful. If there is an interest in more time for Board discussion and more time for committee meetings, then sacrificing the one-day idea may be worthwhile, for the idea was better in theory than it has worked out in practice.

Regent Millner expressed thanks for the interesting comment and asked if there were more comments. She noted that the practice of distributing the electronic committee reports on Thursday evening was on the list of questions for consideration. She remarked that the meetings had been extending until 5:00 p.m., and after a rigorous day it can be difficult to go through the committee reports.

Vice President Millner thanked Regents for the discussion, commenting that self-assessment is never easy – particularly with an audience and a camera – but it would be continued. She invited Regents to continue to consider the eight questions and provide any comments they may have, even after the meeting.

President Reilly observed that putting together an orientation session requires a balance between providing a lot of information at one time, which Regents may not remember, and providing enough information so that Regents can identify questions to ask and people to whom to direct the questions. He said that he liked Regent Whitburn's suggestion of providing orientation on major processes, such as the budget process or search and screen process.

Commenting on Regent Farrow's observation about how close to the surface or how deeply a governing board should delve into issues, President Reilly mentioned the Association of Governing Boards, which has worked with boards around the country on the big issues that every board like this grapples with. He urged that AGB be brought in for a deep discussion both about the depth with which to explore issues and about questions of Regents' roles as advocates vs. watchdogs, which had been raised recently.

Regent Bradley commented that under the current system, after the Board finishes an all-day meeting, people prepare committee reports. These people have also spent all day working, and they continue to work into the evening. If a Regent makes any editorial changes to a report, the reports may not be available until 9:00 p.m. He suggested that these long days are not fair for staff members, and the theory that Regents could spend time reading the committee reports on Friday mornings had, in practice, unintended consequences for the staff.

Regent Vásquez expressed appreciation for the day's discussion and noted that he and Executive Director Radue had also discussed the possibility of using an electronic method of keeping the Board engaged. Board members could access an electronic site that could include resources such as orientation materials, state statutes, professional development materials, committee activities, etc. He encouraged the Board leadership to explore this possibility with Ms. Radue.

Regent Manydeeds suggested that one suggestion for avoiding late-night staff work was to have committee meetings in the morning and presentations and other discussions in the afternoon, or else later in the morning and into the afternoon. President Falbo commented that this was a good suggestion.

President Falbo also acknowledged the ongoing good work of the staff in the room. He noted the importance of their dedication to their work.

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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

Federal Shutdown

Noting that all had been bombarded with news about the shutdown of the federal government, President Reilly began his report by pointing out some examples of the impact of the shutdown on the university.

First, there had been little impact on student aid. Pell grants and federal student loans come from permanent, multi-year funding not affected by the shutdown. The same is true for student-veteran benefits. The Department of Veterans Affairs will continue processing and paying claims on education benefits and programs through late October.

Federally-funded research is an area where an impact has been seen. These programs are funded primarily through annual discretionary appropriations – the very process that has broken down. Research is a big part of every UW System campus, and particularly UW-Madison. Campuses were dealing with different federal agencies, each of which may be advising different courses of action with respect to pending grant and contract applications. Institutions had, in some instances, received “stop work” orders, which impact employees and graduate students whose pay must be covered with other funding sources for the time being. Communications from most federal agencies were limited. Awards were not being issued, and travel restrictions were in place. All of this was impacting projects and complicating the UW’s national and international research collaborations.

For existing federal grants and contracts, UW institutions rely on regular cash draw-downs to cover expenditures. President Reilly said that most of those draw-downs have stopped, so those costs were being covered through internal reserves.

As events continue to unfold, the UW will be as nimble as it can in managing the challenge, to ensure that students and employees are not jeopardized, and the important work at the institutions continues, President Reilly said.

Lumina Foundation

President Reilly reported that the UW System announced that it would receive a \$1.2-million grant from the Lumina Foundation to assist with the evaluation of the UW Flexible Option, the UW System’s new competency-based credentialing model, and also to provide support for developing a blueprint for other universities to build similar programs. The Lumina Foundation, which is one of the two or three leading higher-education foundations in the country, is very influential and sees the work being done on the Flexible Option as cutting-edge work. President Reilly said that it was a high compliment to the work that Chancellor Cross, Provost Aaron Brower, Special Assistant Rebecca Karoff, and others had been doing. The UW Flexible

Option aligns nicely with the Lumina Foundation's goal of increasing the percentage of Americans who hold high-quality degrees and credentials to 60 percent by 2025.

The grant project, *Competency-Based Higher Education: A Blueprint for Success*, will comprehensively chronicle and qualitatively analyze the development of the UW Flexible Option. The UW System will use Lumina funding to produce an integrated set of blueprints that may be used by other universities working to develop similar competency-based delivery programs.

President Reilly said that the UW Flexible Option has enjoyed a high profile since it was announced in summer 2012, because the UW System is the only public university in the country mounting a competency-based program at the system level.

Chief Audit Executive Search

Reporting on the search for a Chief Audit Executive (CAE), President Reilly said that a search and screen committee is being co-chaired by Regent Jan Mueller and General Counsel Tom Stafford. President Reilly and Regent Whitburn chaired the committee, and the search firm of Korn/Ferry International is assisting with identifying and vetting candidates. Final interviews are expected to take place in mid- to late January.

Other News from Around the UW System

President Reilly shared other news from around the UW System.

UW Stout Collaboration – Minor in Web Technology

UW-Stout has announced that it will be collaborating with Thomson Reuters, the professional information and media company, to launch a new minor in Web Technology within the Information and Communication Technologies undergrad program in the College of Science, Technology, Engineering, and Mathematics. It includes a course on search engine optimization that is believed to be the first of its kind in the nation in postsecondary education. Thomson Reuters is supporting the effort with a financial donation, as well as helping with curriculum development and providing instructors for the course. The donation, which is spread over five years, has led to the establishment of the Thomson Reuters Web Development Program Fund at the Stout University Foundation. Chancellor Chuck Sorensen says this is another example of how UW-Stout works with private industry to solve problems and help grow the economy.

Capacity-Building Funds for Non-Land Grant Colleges of Agriculture and Natural Resources

President Reilly reported that authorization of and appropriations for a national program that would provide capacity-building funds for non-land grant colleges of agriculture and natural resources have been a legislative priority for the UW System Office of Federal Relations, along with UW-River Falls, UW-Platteville, and UW-Stevens Point. The program was first authorized in the 2008 Farm Bill. Since that time, with the help of Wisconsin's congressional delegation, and working with a coalition of members of Congress from across the country, approximately

\$4.5 million has been appropriated each of the past two years to fund research, education and outreach activities at non-land grants.

Last year UW-Platteville was awarded a three-year competitive grant for Upper Mississippi River Basin research on crop nutrient management. In September, UW-River Falls learned that two faculty members of the UW-River Falls Animal and Food Science Department, Justin Luther and Amy Radunz, have received a \$733,000 grant from the U.S. Department of Agriculture National Institute of Food and Agriculture to fund a project called “Strategies to Improve Reproductive Performance in the U.S. Beef Cattle Industry.” The grant, a collaborative effort between UW-River Falls, UW-Madison, and Biozyme, Inc., will be directed by UW-River Falls and give its students the opportunity to gain hands-on, practical experience with modern cattle reproductive management techniques.

International Students at UW-Richland

President Reilly reported that UW-Richland, in a town of about 5,000 people, had welcomed 36 international students this fall from 14 different nations. President Reilly congratulated Dean Patrick Hagen and Chancellor Ray Cross.

Tri-State Initiative Enrollment

UW-Platteville currently has about 1,500 students enrolled from Iowa and Illinois, through the Tri-State Initiative, up from 163 students in 2005, the first year of the Initiative. The Tri-State Initiative (TSI) offers students from Iowa and Illinois the opportunity to take advantage of an attractive tuition rate at UW-Platteville; they pay in-state tuition plus a \$4,000 premium. As part of the TSI agreement, UW-Platteville keeps the \$4,000 from each TSI student to invest in such things as more faculty and staff positions and facilities. In 2013-14, 181 full-time positions are directly funded by TSI money. For students, the Tri-State initiative gives them access to program majors at UW-Platteville that match the economic needs of the area -- science, technology, engineering, and mathematics, as well as agriculture, biology, business, criminal justice, education, fine arts, and psychology.

Great Lakes Higher Education Guaranty Career Ready Internship Initiative Grants

The Great Lakes Higher Education Guaranty Corporation has awarded more than \$2.5 million in Career Ready Internship Initiative grants to 19 Wisconsin colleges and universities, including six UW institutions (at Green Bay, Milwaukee, Oshkosh, River Falls, Stevens Point, and Superior). Colleges partner with businesses throughout the state to create new paid internships and to convert existing unpaid internships into paid internships. The grant-funded internships will be made available to students who do not receive enough financial aid to cover their college costs. The Great Lakes Corporation expects that nearly 1,300 Wisconsin college students will benefit from these grants.

National Award for UW-La Crosse’s Math MOOC

President Reilly reported that UW-La Crosse’s MOOC won a national award for collaboration. The 2013 Desire2Excel award is given to individuals, groups, or organizations

that display exemplary ingenuity, creativity, and collaboration in empowering students to achieve their academic goals. The UW-La Crosse MOOC was also one of only 28 initiatives, out of 266 national and international submissions, to receive an MRI (MOOC Research Initiative) grant through the Bill & Melinda Gates Foundation, to further evaluate MOOC's and how they impact teaching, learning, and education in general. UW-La Crosse's course, the first MOOC in the UW System, was designed to prepare students for college-level math and science courses so they can enter college and graduate in higher numbers, in less time and at lower costs. Various groups at UW-La Crosse and beyond collaborated to make this MOOC possible, including UW-La Crosse's students, faculty, staff, the Information Technology Services Department, UW System, and D2L. UW-Milwaukee students and staff also offered online tutoring throughout the course.

UW Cooperative Extension's Use of Tablets Recognized by *EdTech* Magazine

President Reilly reported that in March, UW-Extension's Cooperative Extension distributed Google Nexus 7 tablets to 725 faculty and staff members, almost three-quarters of its 1,000 employees. The idea to help its employees, located in all 72 of the state's counties, to collaborate more effectively with each other and with the communities they serve. By all reports, this has transformed Cooperative Extension's work with farmers, families, schools, and governments, allowing them to share knowledge instantly and also cut travel costs. This project was highlighted in a recent article in *EdTech* magazine, which described Cooperative Extension's distribution of these tablets as "innovation in action."

Grant for Collaborative Aviation Accelerator Project in Oshkosh

President Reilly reported that a collaborative project involving UW-Oshkosh, Winnebago County, the city of Oshkosh, and UW-Oshkosh's industrial development agency received a boost when U.S. Rep. Tom Petri announced that the partners' Aviation Business Accelerator project at Wittman Airport is the recipient of a \$2-million federal Economic Development Administration (EDA) grant. The accelerator is a planned, 20,000-square foot building designed to house light manufacturing and office space, with tenants expected to benefit from mentoring, early-stage business funding, networking, and more. President Reilly said that this is the kind of economic development that UW-Oshkosh's AeroInnovate initiative has been directly involved in sparking. The aviation business accelerator is also envisioned as a catalyst for aviation business at Wittman Airport, where the broader vision calls for development of an approximately \$10-million, 80-acre aviation business park. The ultimate goal is to help new companies and entrepreneurs within a budding aviation business cluster grow northeast Wisconsin's aviation economy.

UW HELP Celebrates 40th Anniversary

President Reilly congratulated UW HELP on its 40th anniversary. In an average year, UW HELP makes about 35,000 contacts. UW HELP was the brainchild of Regent Mark Bradley who, back in 1974, conceived of the idea of the "Higher Education Location Program" with fellow graduate student Don Steele. At that time, the University of Wisconsin was merging with the Wisconsin State Universities to form the UW System. UW HELP offered a service for the people of the state to ensure systemwide access to information to help navigate the new University of Wisconsin System. The technology of the day was the telephone, and probably

rotary phones, and campus information was stored on huge rolodex card carousels. UW HELP has become an indispensable model program.

President Reilly shared a video, entitled “Journey through Financial Aid,” as an example of one of the new UW HELP media. The video was produced by the media team at UW HELP and UW-Extension’s Continuing Education, Outreach, and E-Learning division and recently earned the bronze medal in the 2013 marketing awards at the summer conference of the University Professional & Continuing Education Association. Two financial aid directors, Randy McCready at UW-Parkside and Paul Watson at UW-Stevens Point, provided great input and advice on the narrative for the video.

President Reilly completed his report by recalling meeting attendees’ visit to UW-Parkside’s library after lunch the day before and reciting the poem, “In the Library,” by Charles Simic.

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ANOTHER IN A SERIES OF DISCUSSIONS WITH CHANCELLORS ABOUT UW INSTITUTIONS’ STRATEGIC GOALS: UW-WHITewater CHANCELLOR DICK TELFER

President Falbo said that it had been a full year since the Board began inviting chancellors to discuss their strategic goals, their progress in meeting those goals, and impediments they face in meeting their goals. He said that he was pleased that UW-Whitewater Chancellor Dick Telfer volunteered to present his report at the present meeting, in addition to the report that Chancellor Ford provided the day before.

Chancellor Telfer began his presentation by saying that it had been a joy to visit the UW-Parkside campus. He said that he would provide an update on UW-Whitewater’s progress toward its strategic goals in three specific areas: LEAP, undergraduate research, and entrepreneurship.

UW-Whitewater Overview

First providing an overview of UW-Whitewater, Chancellor Telfer said that the interest in UW-Whitewater is high. Enrollment is 11,993 students, down a little bit from the year before, but the undergraduate total continues to grow. Beyond Wisconsin, there are 43 states and 42 countries represented in UW-Whitewater’s student body. More than 1,100 students participate in 12 graduate programs. The newest graduate program scheduled to launch next fall is the Doctorate of Business Administration.

Chancellor Telfer said that during the prior year UW-Whitewater students raised more than \$120,000 for philanthropic causes and recorded nearly 30,000 volunteer hours. The campus has over 1,100 employees; in spring 2013, for the third straight year, UW-Whitewater was

named one of the top workplaces in southeastern Wisconsin by the *Milwaukee Journal Sentinel*. This is based on surveys of the people on campus, who say it is a positive place to work.

UW-Whitewater has 2,000 on-campus jobs for students, which is very important in a town of 14,000 people, where it would be hard to find jobs for all of the students.

Applications from prospective new freshmen last year were up 5 percent all through the year. Chancellor Telfer said that during the past year UW-Whitewater achieved the highest retention rate in its history, at 80.3 percent. Its graduation rate was the highest ever, at 58.3 percent.

UW-Whitewater has 20 sports programs, 15 of which qualified for the national tournament last year. Student-athletes have higher grade point averages and higher graduation rates than UW-Whitewater students in general.

The campus physically continues to evolve, Chancellor Telfer said. He said that last year the campus opened the doors to Laurentide Hall, which is the new home of the College of Letters and Sciences. This is an \$18-million renovation which is like a new building. It won LEED certification for its sustainability features. The campus is involved in the campus master planning process after ten years. He expressed great pride in the campus's physical environment, which features sustainability and beauty, and which supports the learning and living students do on campus.

Strategic Goals

Turning specifically to the campus's strategic goals, the chancellor said that five broad goals are part of the strategic plan. Attention to these areas will help UW-Whitewater advance regional leadership, national presence and a global vision. The five main goals associated with our strategic plan are in the area of: programs and learning, the scholar-educator community, diversity and global perspectives, regional engagement, and professional and personal integrity.

A group called the Strategic Planning and Budget Committee represents the campus and includes students, classified staff, academic staff, faculty and administrators. The strategic plan has been around awhile, the chancellor said. To avoid repeating the entire strategic planning process again it was concluded that these five areas are still applicable as overall goals; what was developed were specific goals for two-year time periods, the latest being 2012-2014. Chancellor Telfer said that details are available on the UW-Whitewater website; he would provide a flavor for the work being done.

Programs and Learning

With respect to programs and learning, each college is reviewing the current undergraduate and graduate academic program array, adjusting program size and creating new academic programs that align with the university mission and resources, the evolving workforce in the state, institutional plans for growth, and projected state, regional and national needs.

A second goal in this area is to develop a comprehensive approach to improved advising that promotes an integrated learning and enhanced educational experience consistent with the Liberal Education and America's Promise (LEAP) initiative. LEAP is an effort through the Association of American Colleges and Universities that has been adopted by the System. UW-Whitewater is working to help ensure that all of its programs help students achieve in four key areas. Achievement in those areas will help students be better graduates and better people and will put them on track to better-paying jobs. The four broad outcomes of LEAP are: knowledge of human cultures in the physical and natural world, intellectual and practical skills, personal and social responsibility and integrated learning. Each of these broad areas has subcategories which form the essential learning outcomes.

Across campus, departments and colleges are evaluating their programs to make sure they meet these directives. They are establishing and implementing assessment measures to ensure growth in these areas. There have been extensive campus buy-in and many related activities. Providing one example, Chancellor Telfer said that last year the campus had a campus-wide assessment day. Beyond awareness, teams have developed campus-wide rubrics, which allow for tracking of student progress across disciplines. Rubrics have been created for oral communication, written communication, diversity and critical thinking. The data being generated by these rubrics will be used to help change how student learning is viewed, to allow for duplicating what works and changing what does not. This is done not only in academic areas, but also in the University Center and across campus.

The goals of LEAP align well with the directive to better prepare students. LEAP is helping to ensure that students are prepared with the integrated learning skills, multi-cultural competencies and practical knowledge needed to excel in an ever changing and increasingly global society.

The third goal within the programs and learning area is to develop an institutional approach to consider assessment data across campus units, including strategies to evaluate the data.

Scholar-Educator Community

Chancellor Telfer said that the second major planning area is the scholar-educator community, which includes two specific goals for 2012-2014. One is to increase support for faculty, staff and students to engage in research and scholarly activity. The second goal is to collect, review and disseminate data regarding the levels of participation and effectiveness of high-impact educational practices for various student populations and to use these data to improve the high-impact practices. The chancellor provided an example of a program called Pathway for Success, for students who are not fully prepared for college. Data show that for students who had to take remedial classes, completing the remedial classes early increased the likelihood of success. The students are required to take the remedials early, and they also meet in groups for maximum support. They are required to do supplemental instruction, and to receive extra advising and tutoring.

Undergraduate research has been embraced within the scholar-educator community. The undergraduate research program supports all of the disciplines and includes faculty-

mentored research programs and curricular-based projects. The program has been successful because of the outstanding students, first-rate faculty and staff, and some financial support that is provided. Sometimes people out there have a misconception that undergraduate research is in the sciences. UW-Whitewater has this in all four of its colleges. Chancellor Telfer said that during the last year, more than 200 people at UW-Whitewater participated formally in the undergraduate research program, representing almost all 30 departments. In 2013, 120 students presented on the on-campus undergraduate research day, and more than 80 received some kind of financial aid in a research grant. Seventy-seven traveled to the national conference on undergraduate research, and 15 of these students were then chosen for full-time summer internships.

Chancellor Telfer said that undergraduate research is clearly a high-impact practice. Data show that students who are involved in undergraduate research are more likely to be retained and more likely to graduate. The program is growing at UW Whitewater. A spin-off, called the Research Apprenticeship Program (RAP), has been launched and is aimed at freshmen and sophomores, who take a one-credit class and receive preparation and training with a mentor.

Chancellor Telfer said that students involved in undergraduate research are gaining field experience, making them better-rounded and more employable because they have a degree coupled with relevant experience. Some research projects serve communities and try to help address some of the state's biggest challenges. Recent projects include water conservation for the City of Whitewater, the volatility of discharge effluence in Wisconsin streams and rivers, effects of the wolf population on the coyote population in northern Wisconsin, strategies for promoting intercultural communication, and the examination of correlations between Wisconsin music programs and academic success. Finding answers to empirical research questions and then contributing these answers in the general pool of ideas helps to serve Wisconsin communities with data driven solutions. Chancellor Telfer shared a brief video that illustrated the positive impact of the undergraduate research program on UW-Whitewater student Nicki Vo.

Diversity and Global Perspectives

The third area from the strategic plan that Chancellor Telfer addressed was diversity and global perspectives. There are three goals for the 2012-14 time period. The first is to increase the understanding of both domestic multi-culturalism and international perspectives as central to the university's curricular and co-curricular priorities. The university is committed to increasing the number of under-represented students. The second goal in this area is to identify, examine and implement models for success for students of opportunity, including students who are under-represented, nontraditional students, veteran students, and others. The third goal within the area is to examine and approve campus policies, procedures and practices to increase the diversity of students, faculty and staff as a way to enhance the learning environment for all.

Regional Engagement

Chancellor Telfer described a fourth area of the strategic plan. Regional engagement includes two specific goals. The first is to improve community and regional connections in ways that enhance the capability to align educational, cultural and athletic programs and services with community and regional needs. The second is to increase campus capacity to connect students,

faculty and staff in service engagement, entrepreneurship and economic development in ways that advance student learning and foster community and regional partnerships.

The chancellor noted that the campus has an entrepreneurship program that has done very well. The campus is looking at ways to maximize its use. In 2008 UW-Whitewater agreed with the city to set-up a technology park on the eastern side of town. A year and a half after that, in about 2010, the Innovation Center was built. The center provides a chance for students and faculty to do their work and to impact the community. Companies are coming because they want the connections with UW-Whitewater's students and faculty. Chancellor Telfer described the businesses that are currently in the Innovation Center, emphasizing that students are gaining valuable experiences there, and some of them are starting their own businesses.

Personal and Professional Integrity

Chancellor Telfer spoke about the final area of the strategic plan, personal and professional integrity. One of the goals in this area is to develop a fair and reasonable structure for workload and compensation for faculty, staff and students. Groups of faculty, staff and students are looking at these issues and trying to define which specific issues are within the university's control. A second goal is to assess and enhance a campus culture where respect, civility, personal responsibility and honesty are valued, modeled and affirmed. This is a tough challenge, but the kind of challenge that should be addressed.

Summary

Chancellor Telfer summarized by saying that within the five-point strategic plan UW-Whitewater has identified a dozen goals on which it is focusing over the two-year period. The committee, working with others, reports back periodically, and reports are provided to the campus community. The campus clearly has a commitment to its strategic plan.

President Falbo thanked Chancellor Telfer for his presentation.

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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 Capital Planning and Budget Committee. Regent Manydeeds, noting that he would keep his report brief, commented that the committee received materials and had excellent presentations; all committee members' questions were answered to their satisfaction. He moved adoption of Resolutions 10265, 10266, 10267, 10268, 10269, 10270, and 10271, which had been passed unanimously by the committee. The motion was seconded by Regent Whitburn and adopted on a voice vote.

UW System: Authority to Lease Space for the UW Service Center

Resolution 10265 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to lease 21,153 LSF for the UW Service Center at 660 West Washington Ave, Madison, for a term of five years for an annual cost of approximately \$499,000.

UW-Milwaukee: Authority to Increase the Budget of the Kunkle Building Demolition Project

Resolution 10266 That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to increase the budget of the Kunkle Building Demolition project by \$486,600 Program Revenue-Cash for a revised estimated total cost of \$1,370,600 Program Revenue-Cash.

UW-River Falls: Approval of the Design Report and Authority to Construct the Falcon Center for Health, Education, and Wellness Project

Resolution 10267 That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the Falcon Center for Health, Education, and Wellness project for an estimated total cost of \$62,412,000 (\$50,491,000 GFSB, \$10,264,000 PRSB, and \$1,657,000 Gift Funds).

UW-Stevens Point: Approval of the Design Report and Authority to Construct the North DeBot Residence Hall Renovation –Phase II Project

Resolution 10268 That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the North DeBot Residence Hall Renovation-Phase II project for an estimated total cost of \$13,477,000 Program Revenue Supported Borrowing.

UW-Whitewater: Approval of the Design Report of the West Campus Residence Hall Renovation-Phase I Project and Authority to (a) Increase the Budget and (b) Construct the Project

Resolution 10269 That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to: (a) increase the project budget by \$5,460,100 Program Revenue Supported Borrowing and (b) construct the West Campus Residence Hall Renovation-Phase I project for a revised estimated total cost of \$17,683,100 Program Revenue Supported Borrowing.

UW System: Approval of the Design Report for the UW-Stout Harvey Hall Renovation-Phase II Project; Approval of the Design Report for the UW-Oshkosh Clow Social Science Center and Nursing Education Building Renovation Project; and Authority to: (1) Increase the Combined Budget for Both Projects and (2) Construct Both Projects

Resolution 10270 That, upon the recommendation of the President of the University of Wisconsin System, (a) the Design Report of the UW-Stout Harvey Hall Renovation-Phase II project and the Design Report for the UW-Oshkosh Clow Social Science Center and Nursing Education Building Renovation project be approved; and (b) authority be granted to increase the combined budget for both projects by \$5,979,000 existing General Fund Supported Borrowing and to construct both projects at an estimated combined total cost of \$55,979,000 General Fund Supported Borrowing.

UW System: Authority to Construct an All Agency Maintenance and Repair Project

Resolution 10271 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct one maintenance and repair project at an estimated total cost of \$1,158,700 (\$1,152,200 General Fund Supported Borrowing and \$6,500 Program Revenue-Cash).

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE

President Falbo called up Regent Bradley to present a report on the actions taken by the Education Committee. Regent Bradley reported that the committee unanimously approved Resolution 10272, which authorizes the consolidation of two existing Regent policies, 14-6 and 14-9. RPD 14-9, "Discriminatory Harassment," is being eliminated; and RPD 14-6, "Racist and Other Discriminatory Conduct," is being updated to reflect terminology and wording consistent with case law and state and federal regulations. The change is not a retreat from the Board's commitment to policies that protect students and employees, but rather is an effort to strengthen the policies. Regent Bradley moved approval of Resolution 10272. The motion was seconded by Regent Drew and adopted on a voice vote.

Revision of Regent Policy 14-6 on Racist and Other Discriminatory Conduct and Regent Policy 14-9 on Discriminatory Harassment

Resolution 10272 That, upon the recommendation of the President of the University of Wisconsin System, RPD 14-6, "Racist and Other Discriminatory Conduct" be revised and RPD 14-9, "Discriminatory Harassment," be deleted from the Regent Policy Documents.

Regent Bradley continued his report, stating that the Education Committee returned to its discussion of its planning process and goals. The discussion clarified a few points of the draft

that the committee had circulated among its members and the provosts. A final version of this document, called Education Committee's Priorities and Goals, would be submitted to President Falbo.

Regent Bradley described the committee's goals. The first priority for the year is a thorough discussion of faculty workload and compensation, looking at the entire job description of a faculty member, not just the number of hours they spend in the classroom. To launch this, the committee is enlisting the help of System Administration to: (1) conduct a review of Board policies, institution policies, and System policies relating to faculty workload and the whole package of teaching, service, research; (2) schedule some presentations, especially by someone who can provide a national perspective on the topic of faculty workload; and (3) conduct a thorough study of faculty compensation and its impact on efforts to recruit and retain and on the quality of the educational experience.

Regent Bradley reported that the committee heard a very interesting presentation from the provost and vice provost of UW-Parkside on the enthusiasm for teaching and the success of students at the campus. The faculty have been busy developing additional programs for the UW Flex Option, including a number of career-oriented certificates which, in some cases, can be used as stackable credits toward a degree.

The committee also enjoyed a video that was produced by a graduate student at UW-Parkside, showing a day in the life of three UW-Parkside students. It was a sensitive portrayal of an Hispanic student whose parents do not speak English as their primary language; a student who strives to be both a successful student and a successful father of three young boys; and a nontraditional student, Regent Tracy Hribar, who was successful in family and work and then made the decision to go back to school.

The committee also discussed the complicated subject of remediation. A lot of the work that is required of UW institutions in remediation for nontraditional students who are coming back to school, having been out in the workforce or having raised families. Senior Vice President Nook led the discussion in the committee, where President Reilly announced that he is appointing a group to study the issue systemwide. Dr. Nook is due to present on the subject of remedial education to the full Board in December.

In addition to approving the committee minutes, the committee approved five other resolutions. Regent Bradley moved adoption of Resolutions 10273, 10274, 10275, 10276, and 10277, which had been approved by the committee. The motion was seconded by Regent Whitburn and adopted on a voice vote.

UW-Whitewater: Bachelor of Science and Bachelor of Arts in Criminology

Resolution 10273 That, upon the recommendation of the Chancellor of the University of Wisconsin-Whitewater, as well as the President of the University of Wisconsin System, the Chancellor be authorized to implement the Bachelor of Science and the Bachelor of Arts in Criminology.

UW-Whitewater: Master of Science in Applied Economics

Resolution 10274 That, upon the recommendation of the Chancellor of the University of Wisconsin-Whitewater, as well as the President of the University of Wisconsin System, the Chancellor be authorized to implement the Master of Science in Applied Economics.

UW-Superior: Bachelor of Arts in Writing

Resolution 10275 That, upon the recommendation of the Chancellor of the University of Wisconsin-Superior, as well as the President of the University of Wisconsin System, the Chancellor be authorized to implement the Bachelor of Arts in Writing.

UW-Stout: Professional Science Master (P.S.M.) in Conservation Biology

Resolution 10276 That, upon the recommendation of the Chancellor of the University of Wisconsin-Stout, as well as the President of the University of Wisconsin System, the Chancellor be authorized to implement the Professional Science Master in Conservation Biology.

UW System Re-appointments to the Natural Areas Preservation Council

Resolution 10277 That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the reappointments of Dr. James Bennett and Dr. Patrick Robinson, for terms ending July 1, 2015, as University of Wisconsin System representatives to the Natural Areas Preservation Council.

Regent Farrow suggested that copies of the videos that Regent Bradley described be sent to Representative Steve Nass, to every Education Committee member in both houses of the Legislature, and to the Joint Finance Committee members. She said that the videos help to humanize the UW's story.

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

Regent Falbo called upon Regent Higgins to present the report of the REDI Committee. Regent Higgins prefaced his remarks by saying that he would not be presenting any motions for approval; however, the committee has been working, both during regular Regent meetings and through teleconferences, on the development of the Economic Development Incentive Grants.

Regent Higgins reported that the committee had a presentation by UW-Parkside Chancellor Debbie Ford, who provided an overview of UW Parkside's undergraduate research,

economic development and campus collaborations with technology companies that are working with WiSys. Chancellor Ford introduced Dr. Abey Kuruvilla, an Associate Professor in Operations Management at UW-Parkside. Dr. Abey is the Assistant Dean of Business and co-chair of the Business Department. He showcased ways that UW-Parkside faculty and students are providing their time and talent to local, regional and national businesses. In particular, he highlighted ongoing collaborative relationships with Aurora Health Care, FedEx and Skyfall Media that have provided numerous opportunities for UW-Parkside to provide assistance to businesses.

Following Dr. Kuruvilla's presentation, Jim Maerzke of Procubed, LLC, a graduate of UW-Parkside, highlighted assistance he has received from UW-Parkside faculty, students and technological resources to develop a prototype wheelchair that is easier on the wheelchair user. President Falbo proved he was a good sport, Regent Higgins said, when he demonstrated how somebody who has never touched a wheelchair before can use it.

Paul Fowler of the Wisconsin Institute of Sustainable Technology at UW-Stevens Point provided the committee with an update on research on biofuels, renewable materials and related disciplines. The REDI Committee had the opportunity to see how campuses are actually putting their time and talent and resources to work to help create jobs in their communities.

Regent Higgins reported that he and Regent Emeritus Jeff Bartell provided an update on the Economic Development Incentive Grant program. They were pleased that the Joint Finance Committee approved the Incentive Grant process the prior week. During a meeting with the leadership of the Joint Finance Committee, there was an opportunity to exchange views about the Incentive Grant legislation. Joint Finance asked for more non-UW System members on the grant selection committee, and Regent Higgins said that this change would be made. Legislators also explained their priorities of economic development and of workforce development, which for purposes of the incentive grants, they view as more important than affordability of education.

Regent Higgins explained that the incentive grant funds must be used in the 2013-15 biennium, which creates a sense of urgency. The timeline calls for a November 1st teleconference of the REDI Committee to review the selections of the selection committee so that campuses can begin their projects by mid-November. Regent Higgins thanked those on the campuses who were involved in developing the applications for their patience and said he looked forward to receiving many excellent proposals.

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

Regent 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 considered nine resolutions. First, the committee approved a contract with the Green Bay Packers associated with the September 2016 football game, to be hosted at Lambeau Field, between UW-Madison

and Louisiana State University. One of the sensitivities that the committee communicated to UW-Madison staff was the need to keep student tickets affordable.

Regent Whitburn reported that the committee approved a modification to a sponsored research agreement with Avon Hi-Life related to research and development of products used in and around milking machine clusters.

The committee received a briefing regarding organizational changes that have now been undertaken related to the Human Resource System. The operation and reporting lines for HRS will move from the UW-Madison campus to UW System Administration. This transition, once implemented, will involve approximately 110 FTEs, with annual expenditures of about \$18 million. This is a service fee-funded operation. At the committee's last meeting, it received a risk report from Price Waterhouse Coopers which assessed risks in connection with the cut-over to the HRS System, and those consultants had recommended this change, which will allow more direct linking of policy development and implementation. Regent Whitburn said that the committee would continue to receive updates regarding the risks and the implementation of the HRS roadmap throughout the stabilization process.

The recently enacted state budget required the Regents to forward to the Legislature a number of important policy positions, Regent Whitburn stated. The committee completed work on two of those policies. The first was a UW System program revenue carry-forward policy, establishing a minimum reserve level of 10 percent in certain funds and reporting thresholds requiring justification for balances above 15 percent. The policy was modified from the previous draft, to include a description of the funds structure and to clarify that only tuition and auxiliaries are subject to the 10-percent reserve, and that the 15-percent reporting threshold was not a cap on year-end balances, but rather a level above which institutions will be required to provide justification. The committee agreed to review the reserve and reporting figures annually over the next five years. The program revenue balances and reserve policy is due to be submitted, pending full-Board approval, to the Joint Finance Committee. The requirement was that this be done by the end of the year.

In addition, the committee also approved a policy regarding the expenditure of tuition and fee revenues and state GPR dollars. The policy explains how the UW System collects, manages and spends state GPR and tuition dollars. Each institution charges expenses initially to its GPR funds, and then UW System Administration uses a monthly process to distribute a proportionate amount of expenses to both the GPR fund and the tuition fund. Saying that it is a complicated matter, Regent Whitburn indicated that this policy would be discussed at the December meeting.

The UW's relationship with WiscNet is changing and, in that regard, Regent Whitburn said, the committee approved a resolution that authorizes the President to go to the Legislature to request statutory changes related to the timeline in which the Legislature has directed the UW to implement the changes. Current statutes require that this be done earlier than the expected completion in September of 2014. A suspension of the deadline through the end of January of the following year would be requested.

The committee also approved resolutions associated with three salary-range issues. The President has requested that certain salary ranges be widened from 90-to-110 percent of the midpoint of the ranges to a broader, 80-to-120 percent of adjusted peer medians. The current ranges limit the flexibility to set salaries in keeping with individual circumstances. Another resolution would approve senior executive salary ranges for the 2013-2015 biennium, consistent with the broadened ranges. This action does not change actual salaries, but only adjusts the ranges to address the competitive marketplace. Some of these ranges have not been adjusted since 2006, Regent Whitburn said.

Regent Whitburn reported that for certain ranges, Regents and the System have the authority to adjust the ranges. In other cases, approval from the Legislature's Joint Committee on Employment Relations is required to accomplish changes. Another resolution would authorize the System President to seek approval from the Joint Committee on Employment Relations to adjust the salary ranges for the provosts/vice chancellors on the non-doctoral campuses, as well as the UW System Vice Presidents. These ranges have not been modified since 2008.

Regent Whitburn moved adoption of Resolutions 10278, 10279, 10280, 10281, 10282, 10283, and 10284, which were approved by the committee. The motion was seconded by Regent Behling and adopted on a voice vote.

Review and Approval of the UW-Madison Division of Intercollegiate Athletics Contractual Agreement and Addendum with the Green Bay Packers Inc., and the Board of Trustees of the Louisiana State University

Resolution 10278 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 University of Wisconsin-Madison Division of Intercollegiate Athletics contractual agreement and addendum with the Green Bay Packers, Inc., and the Trustees of the Louisiana State University.

Review and Approval of the UW-Madison Contractual Agreement with Avon Hi-Life, Inc. for Sponsored Research

Resolution 10279 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 Avon Hi-Life, Inc.

Review and Approval of a UW System Policy on UW System Program Revenue Appropriation Balances and Reserves

Resolution 10280 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached policy regarding program revenue balances and reserves and directs the President

to submit the policy to the Joint Committee on Finance for its subsequent review and approval.

Review and Approval of a UW System Policy on the Expenditure of Tuition and Fee Revenues and State General Purpose Revenue by Each Institution

Resolution 10281 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached policy regarding the expenditure of tuition and fee revenues and state general purpose revenue by each institution and directs the President to submit the policy to the Joint Committee on Finance for its subsequent review and approval.

Review and Approval of Request for Revisions to Wisconsin Statutes Relating to the Board's Use of Telecommunications Services and Relationship to WiscNet

Resolution 10282 WHEREAS UW System institutions, colleges and UW-Extension, as well as affiliated entities, rely on a robust high-speed network to carry out their research, education, and public service missions; and

WHEREAS the UW System is provisioning its own network to provide network services to UW System institutions, UW-Extension, and UW-affiliated entities; and

WHEREAS the UW System needs an adequate period to transition from the current network to the new network that will allow UW System institutions to maintain uninterrupted network function and connectivity; and

WHEREAS, certain changes to applicable Wisconsin statutes regarding the Board's use of telecommunications services are necessary to facilitate a successful transition to the new network,

NOW, THEREFORE, BE IT RESOLVED that, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of UW-Madison, the Board of Regents authorizes the President to seek appropriate changes to Wisconsin law regarding the Board's use of telecommunications services to enable a successful transition to the new UW System network, thereby ensuring uninterrupted network function and connectivity in support of the research, education, and public service missions of UW System institutions.

Review and Approval of an Amendment to the Board of Regent Policy on Senior Executive Salary Ranges

Resolution 10283

WHEREAS, pursuant to s. 20.923(4g), Wis. Stats., the Board of Regents has the authority to set salary ranges for specified UW System senior academic leaders, and

WHEREAS, under current Board of Regents policy, the range minima and maxima for UW System senior executive ranges are 90% and 110%, respectively, of the calculated midpoint based on the adjusted peer median, and these percentages are inconsistent with other executive salary ranges within UW System and state government, and

WHEREAS, amended Regent Policy Document 6-5 will have range minima and maxima for UW System senior executive ranges at 80% and 120%, respectively, of the calculated midpoint based on the adjusted peer median ranges, and

WHEREAS, salary ranges should be brought into compliance with Regent policy on a regular basis,

NOW, THEREFORE BE IT RESOLVED that, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopts the attached amended Regent Policy Document 6-5, Executive Salary Structure.

Review and Approval of a Request to the Joint Committee on Employment Relations to Increase Salary Ranges for Vice Chancellors/Provosts at Comprehensive Institutions and UW System Vice Presidents

Resolution 10284

WHEREAS, pursuant to s. 20.923(4g), Wis. Stats., the Board of Regents has the authority to set salary ranges for specified UW System senior academic leaders except for the range for the Provosts/Vice Chancellors (deputy) at non-doctoral institutions and the range for UW System Vice Presidents, and

WHEREAS, the ranges being recommended for approval by JCOER have been established using the same market based regent policy that is used for all other senior executive ranges, and

WHEREAS; the ranges being recommended would not result in any incumbents' salaries being below the new range minima,

NOW, THEREFORE, BE IT RESOLVED that, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents directs the UW System President to request the Joint Committee on Employment Relations approve the attached salary ranges for the non-

doctoral Provosts/Vice Chancellors (deputy) and UW System Vice Presidents for the 2013-15 biennium.

Regent Whitburn then moved adoption of Resolution 10285 which, according to Board policy, requires a roll call vote. The resolution approves the changes in the salary ranges for senior executives resulting from the amended Regent Policy proposed in Resolution 10283. The motion was seconded by Regent Pruitt.

During discussion on the motion, Regent Farrow commented that she continued to view this action from the perspective of those who are looking over Regents' shoulders. She said she believed it was important to remind people that the Board is fulfilling its statutory responsibilities by addressing the salary ranges and considering peer comparisons.

Vice President Millner commented that she appreciated the sensitivity of the issue, but noted that it is important to focus on the established midpoints of the ranges and to also consider the lower end of the ranges, rather than focusing solely on the upper end of the ranges.

Following the discussion, the resolution was adopted on a roll call vote, with Regents Behling, Bradley, Drew, Evers, Falbo, Farrow, Higgins, Hribar, Landes, Manydeeds, Millner, Mueller, Petersen, Pruitt, Vásquez, and Whitburn voting in the affirmative. There were no dissenting votes and no abstentions.

Review and Approval of Salary Ranges for Senior Executives Resulting from Amended Regent Policy Proposed in Resolution 10283

Resolution 10285 WHEREAS, pursuant to s. 20.923(4g), Wis. Stats., the Board of Regents has the authority to set salary ranges for specified UW System senior academic leaders, and

WHEREAS, pursuant to Regent Policy Document 6-5, amended October 11, 2013, salary ranges should be brought into compliance with Regent policy on a biennial basis,

NOW, THEREFORE, BE IT RESOLVED that, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopts the attached salary ranges for senior executives for the 2013-15 biennium.

Following the vote, President Reilly expressed his thanks and noted that Regents have advocated strongly for years to acquire more authority over the university's personnel systems and compensations plans. Quoting President Falbo's remarks from a news release, he said, "All of these decisions – the revised policy, the broader ranges, and the individual adjustments – are consistent with this Board's commitment to competitive compensation for all faculty, staff, and academic leaders. We have given the Chancellors flexibility to reallocate existing resources, wherever possible, to address compensation equity and market gaps. Most campuses have made strategic reinvestments of this kind to retain top talent. That is no substitute for broad, merit-based pay plans, but it makes a difference." With respect to the Board's role as advocate vs.

watchdog, President Reilly said that in his opinion the most important watchdog function is to ensure the quality and the reputation of the University of Wisconsin.

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ELECTION OF INTERIM VICE PRESIDENT FOR FINANCE STEVE WILDECK AS TRUST OFFICER FOR THE BOARD

President Falbo noted that with Vice President Debbie Durcan's retirement, the Board needed to elect a new Trust Officer. Since Steve Wildeck assumed Ms. Durcan's position, having been appointed Interim Vice President for Finance, Regent Falbo asked for a nomination of Steve Wildeck as Trust Officer. Regent Bradley offered the motion, which was seconded by Regent Petersen and adopted on a voice vote. President Falbo congratulated Mr. Wildeck.

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RESOLUTION OF APPRECIATION FOR UW-PARKSIDE AS HOST OF THE OCTOBER MEETING

President Falbo approached the podium, saying that since UW-Parkside holds a special place in his heart, he had taken on the assignment of reading the resolution of appreciation. He invited Chancellor Ford, Jana McLaughlin and Diane Donnelly to join him at the podium. President Falbo endorsed the words of Chancellor Telfer, who had commented on the friendliness of the people at UW-Parkside. He said that Chancellor Ford should be very proud of the atmosphere at UW-Parkside. He then read the resolution of appreciation, which was adopted by acclamation and met with a standing ovation.

Resolution of Appreciation for UW-Parkside as Host of the October Meeting

Resolution 10286 WHEREAS, the Board of Regents of the University of Wisconsin System appreciates interacting with UW-Parkside students, faculty, staff and alumni to learn how the university is "Enriching Minds and Changing Lives;" and

WHEREAS, UW-Parkside is committed to engaged learning, and continuing to develop mutually beneficial partnerships, including those with more than 200 businesses and organizations in southeastern Wisconsin through its Ralph Jaeschke Solutions for Economic Growth Center; and

WHEREAS, the university was selected to the 2013 President's Higher Education Community Service Honor Roll for exemplary community service programs, and a commitment to volunteering and community-based learning, receiving the honor every year since the inception of the national recognition program in 2006; and

WHEREAS, UW-Parkside is committed to innovative, engaged instruction as demonstrated by faculty in each of the university's four colleges, and the Business Program's continued accreditation by the Association to Advance Collegiate Schools of Business - International; and

WHEREAS, the Regents are impressed with the acceptance rate for pre-health and pre-med students to professional schools at nearly twice the national average, as well as the students' participation in the UW School of Medicine and Public Health RUSCH program – Rural and Urban Scholars in Community Health; and

WHEREAS, UW-Parkside has displayed a commitment to the advancement of professional educators through the Institute for Professional Educator Development; and

WHEREAS, UW-Parkside is following a course of effective leadership set out in the 2006 Campus Master Plan that has produced an expanded Student Center, the new Pike River Suites student residence, and the beautiful Rita Tallent Picken Regional Center for Arts and Humanities;

BE IT THEREFORE RESOLVED that the Board of Regents hereby extends its sincere appreciation to the University of Wisconsin-Parkside for the generous hospitality of Chancellor Deborah Ford and the entire Ranger Nation.

Chancellor Ford expressed appreciation for the opportunity to host the meeting and said that she was proud of how the Parkside passion had been demonstrated throughout the Board's visit. She invited everyone to return, saying they are always welcome at Ranger Nation.

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The meeting was adjourned at 11:30 a.m.

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Submitted by:

/s/ Jane S. Radue

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