

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the Alumni Room
Dreyfus University Center
University of Wisconsin-Stevens Point
Stevens Point, Wisconsin

Friday, October 10, 2014
9:00 a.m.

APPROVAL OF THE MINUTES OF THE AUGUST 21-22, 2014 MEETING 3

REPORT OF THE PRESIDENT OF THE BOARD 3

HOSPITAL AUTHORITY BOARD AND WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD REPORTS3

CHANCELLOR SEARCHES3

REPORT OF THE PRESIDENT OF THE SYSTEM 4

MICHAEL J. FALBO GREAT PEOPLE SCHOLARSHIP4

PRESIDENT CROSS’S RECENT TRAVELS AND MEETINGS5

UW SYSTEM TASKFORCE ON SEXUAL VIOLENCE AND HARASSMENT5

NEWS FROM AROUND THE UW SYSTEM5

UW Institutions Ranked in Top Group by U.S. News & World Report5

New STEM Scholarship at UW-Platteville6

UW-La Crosse Receives Higher Education Excellence in Diversity Award6

UW-River Falls Professors Receive Grants from National Science Foundation6

WiSys Technology Advancement Grant for UW-Stout Professors.....6

Grants for Materials Science Center at UW-Eau Claire6

Recent UW-Whitewater Grad Wins International Competition6

UW-Milwaukee Freshwater Sciences Grand Opening.....7

Transfer Agreement between UW Colleges and Lawrence University7

National Award for UW-Oshkosh’s Aerospace-Related Program7

Major League Baseball Draft Pick from UW-Stevens Point.....7

UW-Superior Named “Military Friendly”.....7

UW-Parkside’s Freshman Retention Rate Topped 70 Percent8

Wisconsin Public Radio Director elected to National Public Radio Board of Directors.....8

STUDENT SPOTLIGHT8

REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE 9

REPORT OF THE BUSINESS AND FINANCE COMMITTEE 10

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE CAPITAL PLANNING AND BUDGET COMMITTEE 11

Authority to Construct Various Maintenance and Repair Projects, UW System12

Authority to Seek Enumeration of Two Additional 2015-17 Capital Budget Projects, UW System12

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE 13

<i>Program Authorization (Implementation) Bachelor of Applied Studies (B.A.S.) in Organizational Leadership at UW-Stevens Point</i>	14
<i>Wisconsin Partnership Program UW School of Medicine and Public Health Oversight and Advisory Committee Appointments</i>	14
<i>Changes to the Faculty Bylaws and Creation of a Faculty Handbook University of Wisconsin-Platteville</i>	14
INCLUSIVE EXCELLENCE – 2014 STATUS UPDATE, WITH PRESENTATIONS BY UW-LA CROSSE, UW-PARKSIDE, UW-PLATTEVILLE, AND UW-WHITEWATER	15
UW-LA CROSSE	16
<i>Access</i>	16
<i>Retention</i>	16
<i>Campus Climate</i>	17
UW-PARKSIDE	17
<i>Culture of Inclusiveness</i>	17
<i>Retention and Student Success</i>	18
UW-PLATTEVILLE	18
<i>Graduation and Student Success</i>	19
<i>Retention</i>	19
<i>Campus Culture</i>	20
UW-WHITEWATER	20
<i>Pathway for Success</i>	20
<i>Summer Business Institute</i>	21
<i>Future Teacher Program</i>	21
<i>King/Chavez Scholars Program</i>	21
<i>McNair Scholars Program</i>	21
SUMMARY AND REGENT DISCUSSION.....	21
CONVERSATION WITH GREAT LAKES INTER-TRIBAL COUNCIL MEMBERS – NATIVE AMERICAN STUDENT SUCCESS: PROMOTING ENROLLMENT, RETENTION AND GRADUATION	24
CHAIRWOMAN DANFORTH, ONEIDA TRIBE OF INDIANS OF WISCONSIN	25
CHAIRMAN MIC ISHAM, LAC COURTE OREILLES BAND OF LAKE SUPERIOR CHIPPEWA INDIANS	26
DISCUSSION	27
HONOR FOR THE LATE MS. DOROTHY WINONA DAVIDS.....	29
RESOLUTION OF APPRECIATION TO UW-STEVENS POINT AS HOST OF THE OCTOBER MEETING	30
<i>Resolution of Appreciation to UW-Stevens Point as Host of the October Meeting</i>	31
COMMUNICATIONS, PETITIONS AND MEMORIALS	32

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-President Falbo presiding-

PRESENT: Regents Mark Bradley, José Delgado, Tony Evers, Michael Falbo, Margaret Farrow, Tim Higgins, Edmund Manydeeds, Regina Millner, Janice Mueller, Drew Petersen, Charles Pruitt, Anicka Purath, José Vásquez, David Walsh, and Gerald Whitburn

UNABLE TO ATTEND: Regents John Behling, Eve Hall, and Nicolas Harsy,

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APPROVAL OF THE MINUTES OF THE AUGUST 21-22, 2014 MEETING

President Falbo noted that the minutes of the August 21-22, 2014 meeting had been distributed. Regent Petersen moved their approval, and after a second by Regent Higgins, 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 Board had been provided. There were no questions or comments.

Chancellor Searches

President Falbo began his remarks by announcing Dr. Andrew Leavitt as the new chancellor at UW-Oshkosh. Dr. Leavitt, who currently serves as the Vice President for University Advancement at the University of North Georgia and the Chief Executive Officer of the North Georgia Foundation, is expected to take on his new role November 1st. President

Falbo thanked those Regents who served on the Regent Selection Committee and Regent Whitburn for chairing the committee.

President Falbo noted that the four finalists for the chancellor position at UW Colleges and UW-Extension were recently announced, and the Regent Selection Committee chaired by Regent Pruitt would interview the finalists on October 22nd and recommend a candidate to the full Board. He said the announcement of the chancellor-designate for UW Colleges and UW-Extension was expected on October 27th. He also noted that the search for a new chancellor at UW-Milwaukee was progressing, and if all went according to plan, the announcement would be made in mid-December.

President Falbo noted that the Regents' next meeting would be in Madison on November 6th; for the benefit of newer Regents, he explained that one-day meetings traditionally have provided an opportunity to take an in-depth look at certain issues for which the Board might not otherwise have time. The November 6th agenda would include a discussion of the annual accountability reports prepared by UW System and UW-Madison, which represent a commitment to providing stakeholders with a detailed assessment of what the UW System is doing. He said the accountability reports are important to institutions, the UW System's diverse stakeholders, including students, families, legislators, and taxpayers, who have an investment in the UW System. He said the agenda also would provide time to focus on workforce needs and how the university can best align its resources and talent to help meet those needs. Several guest speakers have been invited to broaden perspectives and enhance understanding. President Falbo then invited President Cross to share his report.

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REPORT OF THE PRESIDENT OF THE SYSTEM

Michael J. Falbo Great People Scholarship

President Cross began his remarks by announcing that the Jerome J. and Dorothy H. Holz Family Foundation, including Barb and David Weis, created the Michael J. Falbo Great People Scholarship in the School of Education at UW-Madison to honor Regent Falbo's service as President of the Board of Regents and his lifelong commitment to education.

President Cross continued after a round of applause, explaining that Great People Scholarships are need-based. The donors wish to assist students enrolled in the School of Education whose resources are not adequate to cover the cost of attending UW-Madison. He said that President Falbo shared this interest in helping students who have the ability and the desire to achieve their education goals, but may not have the means. He concluded by congratulating President Falbo.

President Cross's Recent Travels and Meetings

President Cross continued his remarks by noting that he had been traveling around the state since taking office, listening to the thoughts and concerns of students, parents, teachers, businesses, and people from all walks of life. Noting that he wanted to give a brief update of his continuing outreach efforts, President Cross said he recently met with Chancellor Gow's Community Council at UW-La Crosse and spoke with some of La Crosse's most prominent civic and business leaders about the needs of the community. He added that he had a similar opportunity during a visit to Algoma, where he and business leaders discussed the challenges and opportunities of working in tourism and in small-town Wisconsin, and how the UW can help. He said he also spent time in Milwaukee, meeting with the Greater Milwaukee Committee, attending the grand opening of the School of Freshwater Sciences, and attending President Lovell's inauguration at Marquette University.

President Cross said that he had been involved in frequent meetings with the Governor's office, state legislators, and their staffs; the conversations with legislators on fund balances, UW System's budget proposal, and other topics were frank, friendly and productive. He also noted that the following week he planned to visit UW-Eau Claire and UW-Superior, and attend the WISCAPE affordability summit at UW-Oshkosh.

UW System Taskforce on Sexual Violence and Harassment

In late-September, President Cross said, he announced the formation of the UW System Taskforce on Sexual Violence and Harassment, designed to strengthen the university's capacity to protect students from sexual violence and better coordinate systemwide efforts at prevention and outreach. President Cross said that ensuring that campus communities are safe and welcoming places to live, work, and learn is a top priority, and not an area for compromise.

While emphasizing that he believes UW System's current efforts are effective, fair, and respectful, President Cross said that the UW System is always evaluating its policies and practices to strengthen them and ensure they continue to be as equitable and effective as possible. The taskforce, co-chaired by Vicki Washington, Associate Vice President for Inclusivity, Diversity, Equity and Student Success, and Anne Bilder, Senior System Legal Counsel, includes 19 other members, with representatives from all 13 four-year campuses, plus the UW Colleges and UW-Extension.

News From Around the UW System

UW Institutions Ranked in Top Group by U.S. News & World Report

The recently released *U.S. News & World Report* rankings indicated that UW System is a national leader in educational excellence. Extending his congratulations, he said that UW-Madison ranked as the 13th best national public university and nine other UW campuses placed in the top 25 of public regional institutions.

New STEM Scholarship at UW-Platteville

UW-Platteville is opening a new scholarship program to support students from under-represented communities entering the science, technology, engineering, and math (STEM) fields. Supported by more than \$600,000 from the National Science Foundation, the UW-Platteville program will issue scholarships, fund high-impact practices and service learning, and support internships and undergraduate research in the STEM fields. He congratulated Chancellor Shields and the UW-Platteville community.

UW-La Crosse Receives Higher Education Excellence in Diversity Award

Extending his congratulations to Chancellor Gow, President Cross announced that for the second year in a row, UW-La Crosse received a national award honoring universities with an outstanding commitment to diversity and inclusion. UW-La Crosse was the only higher education institution in Wisconsin to receive the Higher Education Excellence in Diversity award from *Insight into Diversity* magazine.

UW-River Falls Professors Receive Grants from National Science Foundation

President Cross reported that UW-River Falls physics Professors Jim Madsen and Suruj Seunarine received two grants from the National Science Foundation, totaling more than \$500,000. Both grants were linked to the IceCube telescope, a subatomic particle detector at the South Pole, and their research related to dark matter and dark energy.

WiSys Technology Advancement Grant for UW-Stout Professors

President Cross said that two professors at UW-Stout are teaming up with an unlikely hero, Cling Wrap, to save lives – Joongmin Shin and Naveen Chikthimmah, through a WiSys Technology Advancement Grant, are developing treated Cling Wrap which could prevent food spoilage and deadly foodborne illnesses such as listeria. He said that this research could prove to have a huge impact for Wisconsin's \$51 billion food industry.

Grants for Materials Science Center at UW-Eau Claire

The Materials Science Center at UW-Eau Claire continues to grow through grants secured in the last few months. Grants from the WiSys Technology Foundation, the American Chemical Society, and more than \$460,000 from the National Science Foundation have funded a new 3-D imaging laser scanning microscope and added capacity for faculty-student research. In addition to bringing more students into the high-demand STEM field, Professor Liz Glogowski and her students hope to produce new “smart” polymers which will improve oil recovery.

Recent UW-Whitewater Grad Wins International Competition

A recent graduate of UW-Whitewater has won an international competition to develop a new wastewater treatment plant planned for the city of Guelph, Ontario. UW-Whitewater student Chesten Kesselhon entered the competition before graduating last May, and found a job with a firm expanding water access across the world.

UW-Milwaukee Freshwater Sciences Grand Opening

President Cross reported that UW-Milwaukee recently held a grand opening for the new Freshwater Sciences building. President Cross said that the impressive facility promises to cement UW-Milwaukee's already growing reputation as the center of freshwater research and learning. He said he had a chance to tour the facility and found it to be impressive; he congratulated Interim Chancellor Mone, Dean Garmin and their teams.

Transfer Agreement between UW Colleges and Lawrence University

The UW Colleges and Lawrence University, a private liberal arts college in Appleton, recently entered into an agreement to ease transfers between institutions. The historic partnership provides for specialized advising, registration, financial information, and orientation opportunities for UW College transfers. He congratulated Lawrence University President Mark Burstein, Interim Chancellor Aaron Brower and UW Colleges.

National Award for UW-Oshkosh's Aerospace-Related Program

President Cross reported that UW-Oshkosh's AeroInnovate program, which helps get aerospace businesses off the ground, recently claimed a national award for leadership in business collaboration at the University Economic Development Association annual meeting in New Mexico. In its short seven-year history, AeroInnovate has already collaborated with the city of Oshkosh's industrial development corporation to break ground on a new aviation business accelerator and has become a key partner with the Wisconsin Economic Development Corporation in developing Wisconsin's aerospace industry.

Major League Baseball Draft Pick from UW-Stevens Point

Beginning at UW-Stevens Point as a walk-on, pitcher Jordon Zimmerman was drafted in the second round of the 2007 Major League Baseball draft by the Washington Nationals. He was named to the 2013 All Star Game; and on September 28, 2014, he threw the first no-hitter in Washington Nationals history. In 2,430 games played each season only two pitchers on average will throw a no-hitter.

UW-Superior Named "Military Friendly"

President Cross reported that UW-Superior was recently named a "military friendly school" by Victory Media, for its efforts to assist military personnel, veterans and their family members in completing a college education. UW-Superior provides a Veterans Benefit Coordinator to ease the transition for vets and created a Veteran and Nontraditional Student Office last year. Noting that this is the fifth year in a row that UW-Superior has been recognized, he praised the campus for its efforts to honor members of the armed services.

UW-Parkside's Freshman Retention Rate Topped 70 Percent

President Cross shared that for the second consecutive year, UW-Parkside's freshmen retention rate topped 70 percent. Last year's retention rate of 73.8 percent was UW-Parkside's highest in 25 years. He explained that the campus noted a difficulty with incoming students' math skills and adopted an innovative competency-based approach to proving skills and created alternative pathways to admissions through partnerships with technical colleges. He congratulated Chancellor Ford and the entire UW-Parkside team.

Wisconsin Public Radio Director elected to National Public Radio Board of Directors

UW-Extension's Michael Crane, Director of Wisconsin Public Radio, has been elected to the National Public Radio Board of Directors, which oversees the direction of the national network. President Cross said that Wisconsin is well represented in the public broadcasting world, as Malcolm Brett, Director of Broadcasting and Media Innovations at UW-Extension, began serving as the Vice Chair of the national board last year.

Student Spotlight

In his regular Student Spotlight feature, President Cross said that he was pleased to showcase two students from UW-Stevens Point. The first student, Weeta Montelongo, is a senior majoring in clinical lab science, a graduate of Stevens Point Area Senior High School and the College of Menominee Nation, and a member of the American Indians Reaching for Opportunities Organization. He also noted that Ms. Montelongo is a second-generation Pointer, as her mother graduated from UW-Stevens Point and is currently a member of the university's Alumni Board.

The second student, Rika Calvin, is a senior double-majoring in philosophy and political science. She is a graduate of Rufus King High School in Milwaukee, a member of the Pointer track and field team, and President of the Black Student Union and the Lincoln Hills Poetry Club. He said that Ms. Calvin works as a student ambassador and is also the student diversity assistant for the Admissions Office and an employment recognition coordinator in the Student Involvement and Employment Office.

President Cross asked Board members to join him in welcoming the two students.

After a round of applause for the two students, Ms. Montelongo greeted President Cross and the Board of Regents and thanked them for inviting her to speak. She explained that her mother moved their family to Stevens Point so that she could obtain a master's degree at UW-Stevens Point. She said that she felt fortunate to have grown up around the campus, noting that her mother used to bring her to campus to hear the gospel choirs at the theater, and to attend soul food dinners and pow wows.

Ms. Calvin then greeted everyone and explained that during the process of picking a college to attend, she applied to four colleges, and UW-Stevens Point was the only in-state school. While visiting UW-Stevens Point, she was invited to attend the Multi-Cultural Leadership Camp where she met other current and prospective students. She said the camp

caught her attention and brought her to UW-Stevens Point, and she has enjoyed every step of her journey since then. She explained that her involvement in campus activities and organizations had provided an opportunity to better her communication skills, gain knowledge, and have the opportunity to work with the teens and adolescents with whom she plans to work in the future. She also described some of her on-campus and off-campus employment experiences.

Ms. Montelongo shared that as a nontraditional student she would love to be more involved with campus organizations, but her obligations as a mother come first. However, she is involved with the American Indians Reaching for Opportunity and American Indian Science and Engineering Society, both of which work hard to ensure that the Native American culture is represented on campus, coordinating an annual pow wow and planning events for Native American Awareness Week.

Ms. Montelongo explained that when her family moved to Stevens Point, she experienced culture shock, but learned the importance of learning the traditions of the Ho-Chunk Nation. She shared that she made some bad decisions in high school, primarily because she did not have much guidance, and dropped out of high school during her senior year. She eventually graduated, in part due to the support of a teacher who pushed her to succeed. She said that she has experienced this same type of support from her professors on campus.

Ms. Calvin shared that her goal is to give other students the same opportunities that she has been given. When at home in Milwaukee, she continues to work with her former counselors from the Boys & Girls Club Science Scholars program to help with tutoring and encouraging students currently enrolled in the program. She also is actively involved in UW-Stevens Point's student recruitment program, visiting high schools in Milwaukee, planning the Multi-Cultural Leadership Camps on campus, and coordinating a mentoring program for incoming freshman.

At the conclusion of the students' remarks, President Cross said that it was an honor to put both students in the spotlight; this remark was met with a round of applause. President Falbo also thanked the students.

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REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE

President Falbo called upon Regent Higgins to present the report of the Research, Economic Development, and Innovation Committee. Regent Higgins reported that the REDI Committee had conducted a half-day meeting the week before, to review progress relative to its multi-year strategic road map planning effort. At that meeting, the committee affirmed its intent to continue support for key initiatives, such as the Economic Development Incentive Grants and agreed to further discussion and review of best practices related to the adoption of policies and programs that support faculty and student connections with community, businesses and industries.

Regent Higgins also reported that, earlier in the day, UW-Stout Discovery Center Executive Director Randy Hulke reviewed the center's successes over the past five years since start-up. This included the administration of \$36 million in grants and contracts and an additional \$139 million in client-reported impacts from collaborative industry projects.

The Wisconsin Economic Development Corporation's Vice President for Entrepreneurship and Innovation, Lisa Johnson, provided an update on WEDC's efforts to collaborate with the UW System and state businesses to accelerate product commercialization effort, support the continued growth and expansion of the WEDC/UW Ideadvance initiative, and foster increased innovation at campus locations state-wide.

Finally, Regent Higgins reported that UW-Stevens Point officials highlighted campus initiatives in the area of economic development and business collaboration. Faculty and staff also provided an update on partnerships and progress resulting from the UW System Economic Development Incentive Grant Program initiatives underway in the areas of paper science, sustainable biotechnologies, and aquaculture and aquaponics industries. He remarked that it was amazing to hear the progress that had been made with the Economic Development Incentive Grants, when they were awarded only last November.

In response to a question about the amount of the grants and the metrics for success, Regent Higgins indicated that the total amount of all grants awarded was \$22.5 million; it would take some time to know about job creation or success in meeting other goals.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

President Falbo called upon Regent Mueller to present the report of the Business and Finance Committee. She reported that the meeting began with a presentation from Greg Diemer, UW-Stevens Point's chief business officer. He provided an overview of efficiency efforts. This was the third in a series of efficiency talks, after UW-Oshkosh and UW-Platteville.

The committee then received several reports on compensation, human resources and financial management issues. First was a report on UW System faculty and salary base and one-time adjustments that given in fiscal year 2013-14. These totaled \$61 million. A little less than one-third of faculty and staff receive either a base adjustment or a lump sum or one-time adjustment. Regent Mueller reported that the chancellors who attended that meeting were very active during this part of the discussion. They stressed the importance of realizing that the \$61 million is not doing enough to close the salary gap that exists with other institutions. Similar reports will be prepared periodically.

A report on faculty turnover, which would also be an annual report, showed that for fiscal year 2013-14 faculty turnover was 5.1 percent. Chancellors and others noted that it is a problem when well-trained faculty leave for considerably more money; it is also a problem when junior faculty, in whom the UW has made a big investment, decide to move on prematurely in the eyes of the chancellors. Senior Vice President David Miller told the committee that he and Senior

Vice President Ward would be looking at a comprehensive review of turnover to provide a better understanding why faculty are leaving.

The next report the committee reviewed was the financial report, the budget-to-actual report, which was also being prepared periodically. Regent Mueller said that fiscal year 2013-14 revenues were under budget and expenses were over budget, which is a trend that cannot be sustained; but the dollar amounts involved were small on a \$6 billion base. The overspending occurred in large part because of the deliberate attempt to spend down some of the reserves.

Regent Mueller reported that the Business and Finance Committee then turned its attention to the report of the Funding Allocation Work Group. She said that she and Regent Higgins had the opportunity to serve on that work group earlier in the year. It was chaired by Mark Bugher. Chancellors Van Galen and Blank, other members of the group, summarized the background, findings, and analysis for the committee.

Significant findings from the Funding Allocation Work Group included a recommendation that base funding not be reallocated among campuses. There was a strong recommendation for greater flexibility in setting tuition for certain graduate programs, for nonresidents, and for credit programs ranging from camps to online courses. Finally, the report discussed increased efforts on funding the base budget and ensuring available funds are maximized.

Regent Whitburn suggested to Regent Mueller that industry-wide comparative data might be incorporated in the turnover report in the future. Regent Mueller expressed appreciation for the suggestion and added that turnover within the System -- faculty moving from one institution to another -- should be reviewed, as well. Regent Higgins noted that it had also been suggested that issues beyond turnover be examined, including factors influencing faculty members' decisions to leave.

Regent Walsh added that Chancellor Blank had made the point during the committee meeting that what is significant is not only the number or proportion of people who leave, but also what they take with them when they leave; at UW-Madison there are a lot of research dollars leaving. Reviewing the average number of people who leave only scratches the surface. He noted that context is also important. Faculty suffered through furlough years, two zero-base budget increases, two one percent-increase years, and added costs due to Act 10. It is important to not simply look the other way when such things happen; the Board should be discussing them.

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

President Falbo asked Regent Manydeeds to present a report of the actions taken by the Capital Planning and Budget Committee. Regent Manydeeds reported that, in addition to approving the minutes, the committee discussed the historical development of the campus and

the various planning and building projects that have been underway or will be underway through 2017. He said that it was informative to see how the campus had developed over the years.

Regent Manydeeds reported that the committee considered and adopted two resolutions, the first of which was brought by UW System Administration and requested authority to construct six all-agency maintenance and repair projects, with an estimated total cost of \$9 million, at four campuses: UW-Eau Claire, Green Bay, Oshkosh and Madison.

The second resolution, also brought by UW System, requested authority to seek enumeration of two additional 2015-2017 capital budget projects. The first is the UW-Green Bay project constructing 6,100 square feet of support space for athletics in their field complex. The project will construct a 4,000-square-foot building that includes restrooms, concessions and dressing rooms for teams and officials; a 2,100-square-foot building to house maintenance and equipment storage; and a competition soccer and softball field stadium, with all the fields having sub-drainage systems to ensure proper field drainage.

Regent Manydeeds said that the second project was at UW-Oshkosh, which requested an increase of \$5.9 million in the budget for the Fletcher Hall renovation to complete the project which was enumerated in 2013-2015. This increase would bring the total cost of the project to \$23.5 million. The additional costs were caused by inflation that resulted from a two-year delayed schedule and a three-story addition that would accommodate common area student lounges, ADA improvements, and 19 new beds to offset the cost of the increased budget.

Regent Manydeeds also reported that the committee heard from Associate Vice President Alex Roe, who presented a significant amount of information about the condition of almost every building that the UW System has within its control. This information will help the campuses, as well as the Board, as future decisions are considered.

On behalf of the Capital Planning and Budget Committee, Regent Manydeeds moved adoption of Resolutions 10416 and 10417. The motion was seconded by Regent Whitburn and adopted on a voice vote.

Authority to Construct Various Maintenance and Repair Projects, UW System

Resolution 10416 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$9,020,900 (\$3,606,200 General Fund Supported Borrowing; \$4,192,200 Program Revenue Supported Borrowing; and \$1,222,500 Cash).

Authority to Seek Enumeration of Two Additional 2015-17 Capital Budget Projects, UW System

Resolution 10417 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to modify the 2015-17 Capital Budget recommendation previously submitted to the Department of

Administration in September 2014, with the following additional requests for enumeration:

UW-Green Bay	Athletics Field Complex \$4,984,000 Gift Funds
UW-Oshkosh	Fletcher Hall Renovation \$ 5,873,000 PRSB (15-17) <u>17,627,000 PRSB (13-15)</u> \$23,500,000 Total Project Cost

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE

Regent Falbo called upon Regent Bradley to present a report of the actions taken by the Education Committee. Regent Bradley offered highlights from the committee's meeting, first noting that UW-Stevens Point Provost Greg Summers led a very interesting presentation, entitled "Turning the Academic Ship; Meeting the Changing Educational Needs of Central Wisconsin." His report focused on UW-Stevens Point's distinct mission and program array, including its new high-impact general education program, its data-driven recruitment and retention efforts, and its impressive educational partnerships with UW-Marathon, UW-Marshfield/Wood County and several of the technical colleges in the region.

Regent Bradley reported that the committee also heard from Dean Robert Golden of the UW School of Medicine and Public Health. Dean Golden presented the 2013 Annual Report of the Wisconsin Partnership Program. He described the grants issued by the Oversight and Advisory Committee and by the Partnership Education and Research Committee for projects that advance population health in Wisconsin.

In 2013 the Wisconsin Partnership Program awarded more than \$15.4 million in grants to improve the health and lives of individuals, families and communities. Dean Golden reminded the committee that the School of Medicine and Public Health is the State School of Medicine and Public Health. It is located on and affiliated with the Madison campus, but it has a statewide mission. Part of the statewide focus includes an emphasis on racial disparities, particularly in infant mortality; Dean Golden described a major interdisciplinary initiative to attack the state's obesity epidemic, with an emphasis on children. (Regent Bradley noted that Dean Golden also said that combining the School of Medicine with Public Health was rarely done; and because he's leading the effort, he now understands why it is rarely done.)

Regent Bradley noted that the committee heard from Interim Senior Vice President David Ward, who updated the committee on the implementation of the Universal Credit Transfer Agreement that the committee approved in June. Data show that students are using the opportunity to transfer from technical college institutions to UW System institutions, but in almost equal numbers UW System students are transferring from UW institutions to technical college institutions.

Regent Bradley said that Interim Senior Vice President Ward also reported that the UW System Engineering Program Study that was commissioned from the National Center for Higher Education Management Systems had been shared with chancellors, provosts, chief business officers and the President's cabinet. The study assesses the state and systemwide market and the employer need for additional engineering programs.

Regent Bradley reported that as part of the Education Committee's priorities and goals for 2014-2015, Senior Vice President Ward introduced three major areas of focus: student engagement, such as internships with businesses and undergraduate research; the uses of technology, such as social media and online course delivery systems, and the technical infrastructure that is needed to keep up with rapid technological change; and strategic planning to secure the continued functioning and improvement of library information resources, licenses, and digital platforms.

In addition to approving its minutes, the committee took action on several resolutions, which Regent Bradley moved for approval. The motion was seconded by Regent Vásquez and adopted on a voice vote.

Program Authorization (Implementation) Bachelor of Applied Studies (B.A.S.) in Organizational Leadership at UW-Stevens Point

Resolution 10418 That, upon the recommendation of the Chancellor of the University of Wisconsin-Stevens Point and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.A.S. in Organizational Leadership.

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

Resolution 10419 That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the reappointments of reappointing Cynthia Haq, M.D., and Katherine Marks, B.A.; and appointing Sue Kunferman, R.N., M.S.N., C.P.M., and Richard L. Moss, Ph.D., to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program for four-year terms beginning November 1, 2014, through October 31, 2018.

Changes to the Faculty Bylaws and Creation of a Faculty Handbook University of Wisconsin-Platteville

Resolution 10420 That, upon recommendation of the Chancellor of the University of Wisconsin-Platteville and the President of the University of Wisconsin System, the Board of Regents approves the changes to the UW-Platteville Faculty Bylaws and the creation of a Faculty Handbook.

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INCLUSIVE EXCELLENCE – 2014 STATUS UPDATE, WITH PRESENTATIONS BY UW-LA CROSSE, UW-PARKSIDE, UW-PLATTEVILLE, AND UW-WHITEWATER

Introducing the next agenda item, President Falbo said that since 2009, the UW System had demonstrated its commitment to diversity and equity through Inclusive Excellence. The System had designed a strategic framework to help colleges and universities leverage diversity as a way to enhance learning, teaching, and overall institutional excellence. The strategic framework focuses on three core aims, which are:

- (1) To increase the compositional diversity of UW institutions;
- (2) To create inclusive campus climates;
- (3) To close equity gaps in critical areas, such as student access, retention, and degree completion.

President Falbo reminded those present that Regent leadership had asked UW System Administration to provide a status report on the System's efforts toward these goals. The Regents heard the first of a two-part update on Inclusive Excellence during its August meeting, in a report that focused on providing historical context for the UW System's past efforts, as well as a progress report on critical metrics, such as access and degree completion.

President Falbo said four UW chancellors were present at the current meeting to tell the Regents firsthand about the progress being made on their campuses and the challenges they face: Chancellor Joe Gow of UW-La Crosse, Chancellor Debbie Ford of UW-Parkside, Chancellor Dennis Shields of UW-Platteville, and Chancellor Dick Telfer of UW-Whitewater.

President Falbo then introduced Vicki Washington, Associate Vice President for Inclusivity, Diversity, Equity and Student Success, who would lead off the presentations. Ms. Washington began by saying that she was pleased to present the second part of the two-part discussion that was launched in August. She noted that the August discussion covered the historical context of the UW System's diversity efforts and highlighted the University's progress to date. She said that the Regents would now hear from four UW institutions about their efforts to create more diverse learning environments.

Ms. Washington told the Regents that as the written report was prepared, it was organized to construct a picture of the efforts underway across the UW System. Almost all of the efforts fell within six goals: retention, degree completion, compositional diversity, campus climate, excellence in teaching and learning, and institutional (re)alignment.

Ms. Washington said that the university is making progress and going in the right direction, but that she would be dishonest if she did not own the fact that she would like to see things happen more quickly and rapidly. She said that she thought the chancellors would probably all agree with that assessment, as well. Ms. Washington stated that there were three areas that she would recommend require the System's ongoing focus and attention: closing the existing equity gaps; improving climates for learning for both students and employees; and

improving workforce diversity, which she said also contributes to improving the curriculum and the climate for students.

UW-La Crosse

Chancellor Gow began by saying that his campus's goals were straightforward. First, the institution wants to improve access and ensure that all kinds of students, faculty, and staff are able to be at UW-La Crosse. He said that once people are there, UW-La Crosse also wants them to stay; in the case of students, that means completing a degree, and in the case of faculty and staff, it means having a great career at that institution. Lastly, Chancellor Gow said that UW-La Crosse is always looking for ways to improve the campus climate. These three goals are also intimately inter-related.

Access

Chancellor Gow said that it was interesting that one of the students President Cross spotlighted was from Rufus King High School, because UW-La Crosse has had a special relationship with that district for the past ten years, enabling both middle and high school students to visit the UW-La Crosse campus. This helps UW-La Crosse communicate the message to people from a very young age that "they can do this."

Other recruitment programs that UW-La Crosse has for students in K-12 include the Head Start program, the Upward Bound Program, and the Academic Success Institute, which provides incoming students with intensive advising and attention the summer before their first semester to get them college-ready. Chancellor Gow said that the campus had stepped up services and outreach for both veterans and disabled students as well.

Chancellor Gow said that on the scholarship front, UW-La Crosse was in the middle of a \$15-million campaign, with an emphasis on need-based awards and scholarships for first-generation students. He said that it was very gratifying to be able to talk to donors, and that people have been very generous.

Retention

Moving on to retention, Chancellor Gow said that UW-La Crosse had instituted the "Eagle Alert System" as part of its reaccreditation with the Higher Learning Commission. He explained that this was an early warning system, allowing the university to identify those who were struggling within the first few weeks so that those students could receive the advising they need.

Next Chancellor Gow described how diversity metrics had changed, noting that one obvious measure was to look at different populations of students and see how those numbers changed over the years, but that UW-La Crosse now also looks at things like performance in particular courses.

Chancellor Gow said that UW-La Crosse's retention numbers for students of color were higher than those for traditional students from the first to second year, but that the graduation time for students of color was longer. He said that the university was constantly studying why it

is that students of color are performing better in the first years than they do in the later years, noting that the answer may be something economic.

Chancellor Gow said that UW-La Crosse was also working on a stereotype-threat initiative, training faculty and staff to be more sensitive to the fact that people come from different backgrounds and may be influenced by things that faculty and staff might say or do.

Campus Climate

Chancellor Gow explained that UW-La Crosse has done regular, anonymous surveys about the campus climate every few years – in 2004, 2008, and 2013. The 2008 survey found, for example, that there were a lot of sexual assaults happening in the residence halls, which was very troubling. At the time, UW-La Crosse had a part-time person who was doing violence prevention coordination; in response to that survey, the position was made into a full-time position.

Chancellor Gow said that the new Inclusive Excellence Strategic Plan at UW-La Crosse had revealed the challenge of securing the engagement of faculty and staff. He explained his belief that in any organization perhaps 15 percent of staff are motivated and passionate about an issue and will take the lead, while another 5 or 10 percent remain oppositional. Chancellor Gow said that those in the middle are unsure and want to be told how the process works and what they can do; he said that UW-La Crosse does outreach to that population to try to create a culture of inclusion.

Chancellor Gow said that diversity efforts can take time away from other activities, so UW-La Crosse does its best to try to support people in those efforts. While the reporting and data comparability are still new and changing, Chancellor Gow said he believed that UW-La Crosse was on the right path. The next steps would be to continue work on the new strategic plan, the stereotype-threat initiative, and the data collection and analysis.

Chancellor Gow ended his presentation by introducing the person leading diversity efforts at UW-La Crosse, Barbara Stewart, Associate Dean for Campus Climate and Diversity.

UW-Parkside

Next to present was Chancellor Ford from UW-Parkside, who said Inclusive Excellence at her campus was about improving the campus climate, the environment, and the culture. She said that these efforts were led by Heather Kind Keppel, Office of Diversity and Inclusion Manager at UW-Parkside.

Chancellor Ford said that UW-Parkside has three broad goals related to diversity, but that she was going to focus on two of those goals.

Culture of Inclusiveness

The first goal was enhancing the environment and culture of the UW-Parkside campus and improving student success for under-represented students. Chancellor Ford explained that one step the institution was taking to meet this goal was to recognize those who are focused on

improving diversity and inclusion at UW-Parkside through a program called Rangers in Action. She said that this program was started two years earlier; it allows faculty, staff and students to be nominated by their colleagues across campus for their efforts to improve diversity and, more importantly, the inclusiveness of the UW-Parkside campus. Chancellor Ford said that UW-Parkside honored 29 people in 2013 and 80 people in 2014, for their focus on diversity. She said that she believed that this was one metric that showed a positive indication of inclusion efforts at UW-Parkside.

Chancellor Ford also recognized the many student organizations that enhance diversity and inclusion at UW-Parkside, including the Black Student Union, Latinos Unidos, the Parkside Asian Organization, the Rainbow Alliance, and the International Club, as well as support units such as the LGBT Resource Center, the Office of Multi-Cultural Student Affairs, and Student Support Services.

Retention and Student Success

Chancellor Ford also shared trends that had been observed on the UW-Parkside campus. First, she said UW-Parkside was very proud to have the highest percentage of diverse students or students of color of any of the UW comprehensives, at 30.6 percent. She noted that one area of focus for UW-Parkside had been to make sure that all of its students complete their degrees in a timely way, particularly its students of color. Chancellor Ford stated that UW-Parkside had made progress, with excellent gains for its Hispanic students, but that its African American students had seen a decline, which would be the focus for UW-Parkside's Retention Committee.

Noting that President Cross had earlier reported that UW-Parkside had the highest first-to-second year retention rate for all students in 25 years, Chancellor Ford said that she wanted to work to normalize this rate at around the 70-percent mark or a little higher. She said that one of her concerns was the decline for African American students and Hispanic students in this area over the past year, and that the university would continue to focus on this problem.

Finally, Chancellor Ford stated that UW-Parkside had a 90-percent placement rate for students applying to professional health programs, which is twice the national average. She said that 20 percent of those students were students of color, who were getting into the health professional programs of their choice. The chancellor concluded by saying that she believed real efforts lead to amazing results, and that she was proud of UW-Parkside's progress. She said that she thought it was important to know that the university is not where it wants to be and it has much work to do in this area; however, she expressed confidence in UW-Parkside's direction and commitment to creating an inclusive campus that respects all and is focused on student success.

UW-Platteville

Chancellor Shields then began his presentation about diversity efforts at UW-Platteville, thanking the Regents for the opportunity to talk about a subject that he said had animated his whole career in higher education. Chancellor Shields said that one of the biggest steps that UW-Platteville had taken was to create an Assistant Chancellor position to serve as the campus's Chief Diversity Officer. He said that Dr. Jennifer deCoste had filled that position, and had

helped to make UW-Platteville much more purposeful about collecting the data it needs to inform its efforts.

Graduation and Student Success

The chancellor said that one of UW-Platteville's goals was to increase the graduation rate of under-represented students, decrease the time to graduation, and develop metrics to help the institution track its progress. Other goals were to improve retention rates and the campus climate.

Chancellor Shields observed that if under-represented minority students are struggling to achieve, this is evidence that there may be many other students on campus that need attention as well. He said that this way of thinking means that addressing the issues faced by under-represented minority students is not an additional effort, but instead is actually representative of what the university wants to achieve with all of its students.

Chancellor Shields said that UW-Platteville has worked much harder at recruiting diverse students who are committed to achieving academically. He explained that this was not driven only by an ACT score or a high school grade point average, but that the university looked at everything students were "bringing to the table." He said that UW-Platteville's students still come from the same places, but they are now coming to campus better prepared.

Chancellor Shields said that when he first arrived at UW-Platteville, responsibility for the recruitment of diverse students had been taken out of the admissions office. He said that diversity efforts have to be inculcated in the whole culture and approach of the university, and so he moved this back into the admissions office and made plain that one of its responsibilities was to attract diversity to UW-Platteville. Chancellor Shields said the office accomplished that by being more focused on completing applications, reaching out to students when they are sophomores and juniors in high school, etc.

Retention

Chancellor Shields also said that when he first took his position, UW-Platteville's diverse populations of students were not achieving, and were not even progressing from the first year to the second year. He said that to address this the institution created bridge programs for students who are at risk; he noted that this was not limited to race and ethnicity but also included first generation college students and students from rural areas. These programs help retention by identifying at-risk students, bringing them to campus a week or two ahead of time, getting them introduced to the campus culture, getting them introduced to available resources, and actually doing some academic work with them. Noting that UW-Platteville received several grants to run this program, Chancellor Shields explained that if, for example, a student's math skills or English skills needed attention, the university could now address that on the front end in a way that actually gets the student academic credit.

Chancellor Shields indicated that as a result of these efforts, the retention gap, not only from first year to second year, but also from second year to third year, had shrunk among under-represented groups.

Campus Culture

To address the achievement gap, Chancellor Shields said that it was important to create a culture of achievement and to make sure that students were getting to class. He noted that many of the diverse students never lived on campus and so were never a part of the campus climate. He explained that now all freshmen and sophomores have to spend their first two years living in the UW-Platteville residence halls, so that everybody gets the benefit and the advantage of being immersed in the academic community.

Acknowledging that the university has not made the progress that it would like to have made, Chancellor Shields emphasized that it was working on it and would continue to improve, be diligent, and be willing to reassess what it is doing.

Chancellor Shields closed his presentation with the observation that the one thing he was most worried about was whether the System was attracting diverse talent at leadership levels, both at the System level and on the campuses; if the university fails to do that, it sends a message to everyone.

UW-Whitewater

UW-Whitewater Chancellor Telfer gave the final presentation. He began by describing the trends among under-represented minority students at UW-Whitewater. He said that the number of under-represented minority students at UW-Whitewater had increased 43.5 percent over the past four years, while the overall population had increased less than 8 percent, concluding that UW-Whitewater is clearly diversifying in terms of the student population.

The gap in first-to-second-year retention rates at UW-Whitewater averages 8 percent over a five year span, but Chancellor Telfer noted that there is a persistently bigger graduation gap.

Chancellor Telfer then said that UW-Whitewater has identified four key issues that significantly impact its incoming students: academic preparation, financial pressures, issues associated with first-generation students, and difficulties connecting to campus. The chancellor explained that UW-Whitewater had tried to address these issues through five specific programs.

Pathway for Success

The first program, “Pathway for Success,” identifies students who may be likely to struggle academically and works with them to make sure that they complete remedial courses, attend specific tutoring services, and achieve an intermediate goal of an associate degree. Chancellor Telfer explained that the university wants these students to get an associate degree because it is an attainable first step toward a bachelor’s degree.

Chancellor Telfer said that UW-Whitewater had received a System grant to expand the Pathway for Success program because it had been doing very well, with a 71-percent retention rate for participating students. He said that the System grant had since run out, but UW-Whitewater had continued to fund Pathway for Success because it is a very valuable program that the campus would like to expand.

Summer Business Institute

The second program that Chancellor Telfer discussed was the Summer Business Institute, a program aimed at mostly under-represented minority students getting into the College of Business. He explained that the College of Business had noticed that UW-Whitewater did not have very many students of color going into business, and wanted to do something about that. He said that the Summer Business Institute brings incoming freshmen to campus before the school year starts, and participating students have an 86-percent retention rate, better than the overall campus rate.

Future Teacher Program

Next Chancellor Telfer described the Future Teacher Program, which helps ready under-represented students for teaching in their specific fields by encouraging them to prepare for and pass the certification tests.

King/Chavez Scholars Program

The fourth program that Chancellor Telfer discussed was the King/Chavez Scholars Program. He explained that this program focused on first-generation, low-income, and under-represented students, and that over a five-to-six-year period students participating in this program had a first-to-second-year retention rate of 82 percent and a graduation rate of 60 percent. Chancellor Telfer said that this program gives students connections to faculty by offering opportunities for them to be involved in undergraduate research and a number of other activities. He said that the program also provides students with a small scholarship.

McNair Scholars Program

The final program that Chancellor Telfer described was the McNair Scholars Program. He explained that the McNair Scholars Program is aimed at elite students, noting that these are mostly students of color. He said that this program has a 99-percent graduation rate, with only one student who did not graduate throughout the approximately 20 years that the program had existed.

Chancellor Telfer said that UW-Whitewater recognized that it had an issue both with retention and graduation, and that it had been using the programs he described to try and address that. He noted that this was not one person's effort, but that the whole campus was trying to address this issue.

Summary and Regent Discussion

Associate Vice President Washington thanked all of the chancellors for their presentations and expressed her appreciation for their bearing witness to the difficulties of this work and also the joy of success. She said that these examples were only small slices of what was happening across the UW System. Ms. Washington explained that it had been gratifying and rewarding to read the reports received from each of the UW System institutions, because this showed how hard they were working to close gaps and to support student success. She said that

it was evident that the campuses took to heart the principles of Inclusive Excellence and tried to apply them by looking at areas where they needed to improve institutional performance and focus their efforts.

Regent Vásquez thanked Ms. Washington and the chancellors for the good work they were doing. He said he appreciated that the UW System had to be open about what is working and what is not working, about the good and the bad.

Regent Vásquez said that one of the things he was glad to hear discussed was graduation, as he was worried that sometimes the conversation ends with retention. He noted that a university education is an “either/or” experience -- at the end of it, a student either has a degree or does not – and if someone did not have the degree, it was not important that the student had “a transformational experience,” had a wonderful time, met a lot of people, or learned a lot of things. An employment application simply asks someone if they have a degree, yes or no.

Regent Vásquez also said that as a Latino, he was both proud and concerned: proud that, throughout the United States, Latinos now make up the largest number of incoming freshmen, but also worried that Latinos’ graduation is not growing commensurate with that growth at the front end.

Regent Evers also thanked the chancellors, and noted that each of them had talked about the importance of providing climate training related to Inclusive Excellence. He said that the Regents needed to do everything they could to stand tall on this issue, because it takes a lot of courage for people to talk about race and other issues.

Regent Higgins thanked President Cross for highlighting this issue and for sending out the memo to chancellors that essentially set the groundwork for bringing together the campus reports. He also thanked Associate Vice President Washington and those who wrote the report for being so honest in their assessment of the UW System’s lack of achievement in the last three diversity plans, and especially since Inclusive Excellence was implemented in 2009.

Regent Higgins said that he thought one of the problems chancellors faced was that they and their staffs were struggling to accomplish something that was ill-defined. He called the Inclusive Excellence policy “fuzzy,” saying that when he read the policy he sometimes wondered if it was just being disingenuous by defining diversity as “any human difference.” Regent Higgins stated that this definition was simply unmanageable, and the System needed to have a much more targeted process.

Regent Higgins also said that the short version of the Inclusive Excellence policy stated that implementation of the policy should not require any additional resources of either the financial or human kind. He commented that no one who was serious about working on this issue could possibly believe that; he pointed out that, based on the expenditures recorded in the UW System’s Minority and Disadvantaged Student Annual Reports, the amount of resources that the System put toward diversity rose from \$50.7 million in 2008-09 to about \$64.8 million last year. He observed that this was a 28-percent increase for a program that was supposedly not going to require any additional resources.

Regent Higgins suggested to President Cross that the UW System take two actions. His first suggestion was to narrow the System’s targeted goals by revising the Inclusive Excellence

policy to talk about specific things. He acknowledged that he was not an expert in this area, but he did know that something cannot be managed if it cannot be measured, and it cannot be measured if it has not been defined. Therefore, the UW System needed to define what it wants to measure, that being what it means by “diversity.”

Regent Higgins’ second suggestion was that the UW System needed to continue to highlight these efforts on a regular basis, not just in an occasional report. He observed that every policy the university has seems to be headlined by how committed the System is to Inclusive Excellence; therefore, the Regents should spend some time at their Board meetings or committee meetings, whichever works best, to discuss Inclusive Excellence on a regular basis and measure progress. He concluded his remarks by saying that he knew great things were going on and that the campuses were working hard, but they needed to determine what was working best and move resources from what does not work to what will, so that the UW System can do a better job of actually moving the needle.

Regent Bradley told Chancellor Ford that he found the charts from her presentation intriguing, commenting that he could not wait until UW-Parkside found out how to explain some of what was happening on that campus. He also observed that the Hispanic and Latino student population was likely to continue to increase, and asked if other campuses had or planned to start English as a Second Language (ESL) programs like the one at UW-Parkside.

Chancellor Ford explained that UW-Parkside did not have a specific ESL program, but did partner with Gateway Technical College to offer ESL. She added that one of UW-Parkside’s Experience Days for prospective students and their families is bilingual, which she said helps parents and other family members who may not be fluent in English to be able to participate. She said that UW-Parkside’s focus on improving opportunities for Hispanic and Latino students was ongoing.

Chancellor Gow noted that UW-La Crosse did have ESL, and that it was funded in an entrepreneurial way to be self-sustaining, as it was challenging to serve a population of students whose numbers fluctuated every year. In response to Regent Higgins’ comments, he referred to the progress that UW-La Crosse was making and remarked that this work is never done. It is ongoing, and sometimes relying only on numbers causes people to forget that individual people are involved in making individual choices, one at a time.

Chancellor Telfer responded in the affirmative to Regent Bradley’s question about ESL programs, as well.

President Falbo thanked Associate Vice President Washington and the chancellors, and then called for a ten-minute recess.

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The meeting reconvened at 10:55 a.m.

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CONVERSATION WITH GREAT LAKES INTER-TRIBAL COUNCIL MEMBERS – NATIVE AMERICAN STUDENT SUCCESS: PROMOTING ENROLLMENT, RETENTION AND GRADUATION

President Falbo introduced Mr. Andy Gokee, Director of the UW-Stevens Point Native American Center and member of the Red Cliff Band of the Lake Superior Chippewa, and invited him to offer a welcome to members of the Great Lakes Inter-Tribal Council and other guests on behalf of UW-Stevens Point. Mr. Gokee began with a presentation of tobacco to the visiting tribal leaders, assisted by UW-Stevens Point student Rainer Miller. He explained that although the gifts were small, tobacco is significant in the culture of all tribes in Wisconsin and the gesture denotes respect. Mr. Gokee next offered an invocation in his Native American language. He then asked everyone who was able to rise and honor the visiting dignitaries from the tribal nations as he offered a welcome song.

After thanking Mr. Gokee, President Falbo explained that earlier in the year Regent Manydeeds and President Cross met with the Great Lakes Inter-Tribal Council as part of an effort to develop a stronger partnership between the UW System and the tribal nations of Wisconsin. He said that it was the UW System's privilege and honor to welcome many leaders of the Great Lakes Inter-Tribal Council to the present UW System gathering.

President Falbo then named the distinguished guests who had indicated they would be present: Chairwoman Christina Danforth, Oneida Tribe of Indians of Wisconsin; Chairman Mic Isham, Lac Courte Oreilles Band of Lake Superior Chippewa Indians of Wisconsin; President Jon Greendeer, Ho-Chunk Nation; Chairman Tom Maulson, Lac du Flambeau Band of Chippewa Indians of Wisconsin; Chairwoman Laurie Boivin, Menominee Tribe of Indians of Wisconsin; Chairman Chris McGeshick, Sokaogon Chippewa Community; Greg Miller, representing President Wallace Miller, Stockbridge-Munsee Community; Administrator Eugene Shawano, representing Chairman Harold Frank, Forest County Potawatomi Community; and Executive Director Michael Allen, Great Lakes Inter-Tribal Council. President Falbo also welcomed Dr. Verna Fowler, President of the College of Menominee Nation. Acknowledging President Fowler's tremendous leadership, President Falbo said that he and others at UW System were looking forward to working closely with Wisconsin's tribal colleges.

President Falbo said that he and the Regents were honored to have members of the Great Lakes Inter-Tribal Council in attendance as the UW System renews its efforts to build a strong and productive partnership that will improve the outlook for Native American students, faculty and communities. He said the focus would be on Board members' listening and learning from their guests. After reiterating his appreciation and thanking everyone in advance for their counsel and advice, he invited Chairwoman Danforth and Chairman Isham to join the Regents at the table.

Chairwoman Danforth, Oneida Tribe of Indians of Wisconsin

After greeting the Board of Regents and guests in her native language, Chairwoman Danforth shared her Oneida name and explained that she is of the Wolf Clan. She said the Oneida people are part of the Iroquois Confederacy, which is made up of six tribes of the northeastern part of the United States known as New York State. The Oneida people are in Wisconsin thanks to the ceded territory given to the Oneida in the early 1820s through a treaty with the Menominee Nation. She said that the Oneida are here in Wisconsin and grateful for the partnership and relationship that the tribal nations have.

Chairwoman Danforth said that she was honored and thankful to be speaking with the Board of Regents about beginning a great partnership. She explained that she is a graduate and alumna of UW-Green Bay, and worked at UW-Oshkosh's Multi-Cultural Center in the early-1990s as an advocate for Native American students, as well as African American students, Asian students, and Hispanic students.

She said there is a saying that one can feed a person, or teach them how to grow food and fish and sustain themselves, and education is the key to that philosophy. She explained that in 1974, the Oneida Tribe created a Higher Education Department and in 1996 began providing scholarships to students continuing their education beyond high school. Between August 2013 and July 2014, the Oneida Tribe provided scholarships to 993 students, with most attending Northeast Wisconsin Technical College in Green Bay; the College of the Menominee Nation, also located in Green Bay; or UW-Green Bay, pursuing associate, bachelor's, master's, and other advanced degrees.

Chairwoman Danforth explained that approximately 6,000 of the Oneida Nation's members live in the Green Bay area, and the Oneida Tribe employs approximately 2,700 people, one-half of whom are Native Americans. Tribal employees also take advantage of higher education opportunities, with 138 employees attending school during the 2013-14 academic year. She said that since 1998, 38 percent of all enrolled tribal members ages 19 and over used higher education funds; and as of 2014, 29 percent of Oneida tribal members living on the reservation hold a bachelor's Degree. This is eight percentage points higher than the surrounding Outagamie and Brown counties. She said that it is an unfortunate fact that many Native American people are still under-employed and under-educated and have high rates of health problems, such as diabetes and heart disease; but despite these struggles, the Oneida people have capitalized on the opportunity of education.

Chairwoman Danforth shared her personal story, noting that as a young child her mother instilled in her the importance of education. She said she had two children when she entered college, and was ready to hang it up when she reached her senior year and was pregnant with her third child; but she completed her degree with the encouragement of her husband. She emphasized the importance of family in education, as well as the importance of relationships and support for students attending college. She spoke of the support she received from UW-Green Bay Professor Betty Baer during her senior year of college. She questioned whether today's Native American students attending UW System schools have support networks. She said that the College of Menominee Nation is a great fit for Oneida students, but she has been asked why

the Oneida tribe does not have its own college. She added that someone would have to start that initiative, but questioned whether it was necessary to reinvent the wheel. She suggested that instead, the Oneida Tribe can collaborate with other institutions, extend programming, and commit resources to help students succeed.

Chairwoman Danforth stressed the importance of continuing the Oneida scholarship program in spite of conversations to limit the program. She explained that the scholarships are a supplement to the financial aid that students receive, and questioned whether students are making connections to other scholarship and funding programs. She asked if anyone at the UW institutions was helping Native American students to make those connections to other funding opportunities.

Chairman Mic Isham, Lac Courte Oreilles Band of Lake Superior Chippewa Indians

Chairman Isham then greeted the Board of Regents, others and his relatives in his native language and shared his Ojibwa name. He said he is of the Eagle Clan from Ottawa Lake, now known as Lac Courte Oreilles Band of Lake Superior Chippewa Indians. He said the first thing he wanted to do was acknowledge Regent Manydeeds, the first Native American member of the Board of Regents. He stated that he was proud of Regent Manydeeds. He thanked the Board and the entire UW System.

Chairman Isham noted that his tribe had done a lot of valuable work with the various UW institutions; as examples, he mentioned work on documentaries and history projects, a water resource manual, and a study on the economic impact of the Ojibwa treaties. He also noted that he was often asked to speak at various UW campuses on a variety of topics, such as treaty rights, criminal justice, and Native American history, which often is not taught accurately in schools. He added that there is a lot of work to be done regarding the teaching of Native American history as required by 1989 Wisconsin Act 31.

Chairman Isham said the reason for the day's meeting was the same reason he had been meeting with various colleges and universities, including his alma mater, Northland College, over the past couple of years. He said the enrollment of Native American students is way down, and there is a lot of competition for students. While some colleges are saying they want to have a better relationship with the tribes, he said he thinks it is really about numbers. He added that it is easy to have good relationships with the tribes through meetings such as the present one. He also mentioned UW-Madison's Idea Tour, which he said every year takes a group of professors and staff on a bus tour of what is now known as Wisconsin to meet with the Amish, business leaders, farmers, and the tribes. He said that if someone is going to teach, they need to know about the people from Wisconsin, and this is a tremendous activity that he hopes continues.

Chairman Isham suggested that UW institutions interested in increasing their enrollment of Native American students should conduct a needs assessment of each tribe, because each tribe is different, and needs change over time. He also said that because cost is always an issue, articulation agreements with the Lac Courte Oreilles Community College and the Menominee College are important, as students can live at home during their first two years and then transfer

with their credits to another institution. He also suggested that UW institutions should have a stronger presence at high schools attended by Native American students, through career fairs or college days.

Chairman Isham also encouraged institutions to hold events on their campuses that Native American parents and their children can attend. He also suggested that institutions feature pictures of Native American graduates in their buildings so that Native American children see role models when they are visiting campuses. He reiterated what Chairwoman Danforth said about the importance of supporting Native American students that enroll at UW institutions and emphasized the importance of having tribal staff on campuses.

Chairman Isham shared that he is currently working toward a master's degree at UW-Eau Claire because he wants to teach. One of the classes he is required to take is Introduction to Tribal Government, even though he has been involved in tribal government for 20 years. He noted that some colleges give credit for life experiences. He also suggested that UW institutions offering advanced degrees need to do better recruitment with tribal nations as part of the UW System's mission is to be responsive to groups that have been underserved.

Chairman Isham shared that his daughter was currently enrolled at Marquette Law School and doing very well, but was not admitted to UW-Madison's Law School because even though her Law School Admission Test score was good, it evidently precluded her admission to UW-Madison.

He concluded by stating that he hoped the information he was providing was helpful and that he believes the tribal leaders and the Regents are on the same team, and want the same thing – access to education for Native Americans. He concluded his remarks by thanking the Regents for listening to him.

Discussion

After encouraging Regents or Chancellors to participate in the conversation, President Falbo recognized Regent Vásquez, who began his remarks in his native language, indicating that he is both Mexican and American; he thanked the speakers for their presentations and their presence at the meeting. Switching from Spanish to English, he then described something that he said has happened to him more than once and recently occurred while he was at the airport going to see his family in San Antonio, Texas. He explained that while getting a tea, a young lady behind the counter kept looking at him, and eventually asked him if he was Oneida. He explained that she did not ask him if he was American Indian, or Native American, but specifically asked if he was Oneida.

Regent Vásquez said that her question and the speakers' presentations were reminders to him that Native American people are not a collective group of people, but instead are sovereign nations with each tribe having its own unique history, culture, and language. He said if the dialogue between the UW System and the Great Lakes Inter-Tribal Council was going to continue and going to be successful, the UW System must remember and appreciate that fact, and appreciate it with a great degree of respect. He explained that this has not happened with the

Hispanic community. He said that he is Mexican and was born in Mexico, but the Hispanic community includes many unique cultures – Argentinians, Bolivians, Peruvians, Mexicans, Ecuadorians. He thanked the speakers for reminding him and others of the importance of respecting each of the tribes as individual sovereign nations, each with their own tribal culture, language, and customs.

Regent Manydeeds thanked the members of the Great Lakes Inter-Tribal Council for their presence at the Board meeting and said he was excited about this initiative and wanted it to continue. He also said that he hoped the experts from the UW System institutions and the tribes would collaborate for the purpose of helping Native American students to succeed. He said he did not want this to be a one-time deal, where everyone sits around and talks, saying things that sound good. He expressed his confidence that the Board of Regents, the UW System, the chancellors and each UW institution would support a relationship and collaboration with each of the tribes, and said he was encouraged that everyone working together would make things better. He suggested that the UW System consider some of the great things happening at campuses within the state and in other states that could be beneficial for students at the UW System's two-year and four-year institutions, the tribal colleges, and the technical colleges.

Vice President Millner also thanked the members of the Great Lakes Inter-Tribal Council for coming to the meeting and reiterated Regent Manydeeds' sentiment that this not be a one-time event. She said this was an important opportunity for the UW System to work with the tribes, with families, and with students to ensure that everyone has an opportunity to get an undergraduate degree as well as an advanced degree. She asked the speakers to elaborate on the comments regarding a needs assessment.

Chairman Isham indicated that there are certain types of jobs that the tribes have a difficult time filling with tribal members, such as wildlife biologists, accountants, teachers, and any of the types of jobs that other governments need to fill; other examples are human resources positions, legal positions, and police officers. He also indicated that it is important to consider what the children in the tribes want to do, and currently it seems that most want to be business majors.

Chairwoman Danforth said that the Oneida tribe has upwards of 3,000 employees, not including its corporations. One of the corporations, Oneida Total Integrated Enterprises (OTIE), which does environmental remediation and construction, has over 200 employees and is in need of engineers, scientists, and people to manage the company, as well as marketing and operational people. She said the tribe needs people in finance and banking, auditors, and medical professionals. She also emphasized the need to provide mentors for students, and her interest in finding medical professionals, teachers, and others to take students under their wings and help them academically and socially.

President Falbo stated that this vital conversation between the UW System and the Great Lakes Inter-Tribal Council would continue, and he again thanked everyone.

President Cross made several closing observations, noting that when he met with the Great Lakes Inter-Tribal Council leaders earlier in the year, he came away from the meeting with

four areas in which the UW System needs to do a better job, some of which the speakers reinforced in their remarks: (1) attention needs to be paid to Act 31 implementation and better preparing teachers and teacher education programs to do a more effective job; (2) UW institutions must provide services and support on the campuses for Native American students, and reach out to Native American students; (3) transferability between the tribal colleges and the university must be improved; and (4) financial aid, an issue that challenges many students, must be addressed in ways that will better serve Native American students.

President Cross said that members of the Great Lakes Inter-Tribal Council and other guests had honored and humbled him and the Board with this meeting and dialogue. He said that they had enlightened everyone with their counsel and wisdom and had challenged the UW System to work harder to serve Wisconsin's sovereign people. He, too, said that he hoped this would be only the first step on a long ladder of progress.

Honor for the Late Ms. Dorothy Winona Davids

Noting that the relationship between the UW System and Wisconsin's tribal nations goes back a long time, President Cross said that he wanted to recognize the incredible life of UW-Stevens Point alumna Dorothy Winona Davids. Known to most as "Aunt Dot," Ms. Davids was the first Native American to graduate from UW-Stevens Point when she earned her bachelor's degree in elementary education in 1945. She was born in 1923 on the Mohican Reservation in Gresham, Wisconsin, and grew up working on her family's farm. In school she often faced taunts and ridicule from some of her classmates but she was determined not to let it get to her and consistently made the honor roll. With little assistance from her guidance counselors, Ms. Davids showed up in 1941 at what was then called Central State Teacher's College without ever having registered, but that did not stop her and she persisted until she was admitted. President Cross said that to put herself through school, Ms. Davids worked as a waitress in a wartime Navy Corps mess and spent summers packing beer at the Pabst Brewery in Milwaukee.

President Cross said that the Dorothy Davids Multi-Cultural Resource Center on the UW-Stevens Point campus was named in her honor in 1999. The center provides academic and social opportunities to encourage the success of Native American, Asian American, African American and Hispanic American students on campus.

Ms. Davids' career in education began as a fifth grade teacher in St. Croix Falls, where the job offer was conditional on whether the community would accept a Native American teacher. She spent 15 years as a teacher and later went on to serve as a lobbyist for the National Congress of American Indians; a counselor at the University of Colorado; and then nearly 20 years at UW-Extension as an Associate Professor in Education and Community Development, where she helped to train the next generation of Native American teachers and community leaders. President Cross said that after her teaching career, Ms. Davids became an annual presenter at the Wisconsin Department of Public Instruction's American Indian Study Summer Institute, providing professional development for hundreds of licensed teachers in the state. He said she led an incredible life despite obstacles that would have stopped many in their tracks.

President Cross said that he was hoping to honor Ms. Davids personally; unfortunately, she passed away one week earlier, at the age of 91. He said that she lived an incredible life, and the legacy of her passion for teaching and learning would surely carry on for many generations through the numerous students and family members she touched over the years. He said that two of Ms. Davids' family members were present, Ms. Carol Cornelius and Ms. Leah Miller, and asked them to come forward.

Addressing Ms. Cornelius and Ms. Miller, President Cross expressed condolences on behalf of everyone present and thanked them for coming to the meeting. He said it was his honor to recognize Dorothy Davids with a UW System Certificate of Meritorious Achievement for her outstanding service as a lifelong educator, advocate and leader. His remarks were met with applause.

Ms. Cornelius said that Ms. Davids' response to this historic day would be to exclaim "yes!", noting that she had taught generations of people. Ms. Miller said she wanted to recognize some of Ms. Davids' students and other members of her tribe that were present. She also said that "Aunt Dot" never stopped teaching, and education was her love. She concluded by thanking everyone for recognizing their Aunt Dot.

President Cross, addressing the honored guests, said that he was thankful they were present and hoped this would be the beginning of a continuous dialogue. He also asked Dr. Verna Fowler from the College of Menominee Nation to stand and be recognized. President Cross said that he looked forward to working with her and Lac Courte Oreilles Ojibwa Community College Interim President Dan Gretz to build a stronger working relationship.

President Cross said that he expected each of the campuses to develop or bolster their plans to increase access and retention, and to address the needs of Native American students, noting that some efforts to expand and improve the implementation of Act 31 and the 30-credit transfer policy were already underway. He also extended a special thank you to Regent Manydeeds. Regent Manydeeds thanked President Cross and his staff for their support and efforts, noting that without President Cross's backing, this initiative probably would not get done.

RESOLUTION OF APPRECIATION TO UW-STEVENSON POINT AS HOST OF THE OCTOBER MEETING

President Falbo called upon Regent Vásquez to read a resolution to thank UW-Stevens Point for hosting the October meeting. Regent Vásquez thanked President Falbo for the opportunity, and said that when he thought of UW-Stevens Point, two names come to mind: Lee Sherman Dreyfus, former chancellor of UW-Stevens Point and former Governor of Wisconsin; and Melvin Laird, former U.S. congressman and Secretary of Defense. Regent Vásquez stated that he believed, with a great degree of confidence, that UW-Stevens Point and its cabinet, faculty, academic staff, and students had done those men proud.

Commenting that he was impressed by something else the campus had done, Regent Vásquez recounted how he had earlier driven down Main Street and noticed a little muffler shop on the left, probably family owned, called Chuck's Muffler, which he said had put up a nice sign saying "Welcome Board of Regents."

Regent Vásquez then said it was his pleasure to read the Resolution of Appreciation to UW-Stevens Point. The resolution was adopted by acclamation.

Resolution of Appreciation to UW-Stevens Point as Host of the October Meeting

Resolution 10421 WHEREAS, the Board of Regents is pleased to recognize the University of Wisconsin-Stevens Point for hosting the Board's October meeting; and

WHEREAS, the Board is grateful for the generous hospitality extended this month by Chancellor Bernie Patterson and the entire Pointer community; and

WHEREAS, the Board appreciated the high level of engagement shown in Chancellor Patterson's host-campus presentation, "A Partnership for Thriving Communities," which included a discussion of UW-Stevens Point's strategic goals; and

WHEREAS, the Education Committee was pleased to hear from Provost Greg Summers about "Turning the Academic Ship: Meeting the Changing Educational Needs of Central Wisconsin;" and

WHEREAS, the Capital Planning and Budget Committee appreciated hearing the update and review of the university's 2007 Master Development Plan, while the Business and Finance Committee learned how UW-Stevens Point is conducting efficiency reviews and program revenue balance reporting; and

WHEREAS, the Research, Economic Development, and Innovation (REDI) Committee members were inspired by UW-Stevens Point's presentation on building prosperous communities through research, collaboration, and innovation; and

WHEREAS, the Board was delighted to meet two of UW-Stevens Point's outstanding students, seniors Weeta Montelongo and Rika Calvin, during the fourth in a series of Student Spotlight features;

BE IT THEREFORE RESOLVED that the Board of Regents hereby thanks UW-Stevens Point for this month's informative presentations, its community-building spirit, and its many continued contributions to the UW System, to Central Wisconsin, and to the state of Wisconsin as a whole, as the university celebrates 120 years of education excellence.

Chancellor Patterson thanked the Regents and said that two days earlier he had driven by the same muffler shop that Regent Vásquez mentioned; had seen the same welcoming marquee; and had pulled in to thank the owner, who was very excited about the Regents coming to town. Chancellor Patterson then thanked everyone on campus who had pulled together to make the meeting possible, mentioning the many faculty, staff and students who made it happen, including the IT department, AV division, facilities and custodial staff, dining services, and protective services. He mentioned in particular Angel Alcantar, Executive Chef; Marshall Lee, Catering Services; Kim Beckham, who runs the student-operated café; Brittany Rossman and Kate Worster from the University Relations and Communications Office; Jean Scherer and Rob Manske from the Chancellor's Office; and his wife, Cinda.

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COMMUNICATIONS, PETITIONS AND MEMORIALS

On behalf of the Board, President Falbo extended condolences to the family, friends and colleagues of San Orr, Jr., who passed away the week before at age 73. Regent Orr served as a Board member and then President of the UW System Board of Regents from 1998 to 2000, and during his time on the Board he saw the university through the expansion of programs and campuses, as well as some challenging budgets. San Orr, Jr. graduated from UW-Madison with a law degree in 1965 and went on to lead the Woodson Family Office for 46 years. Over the years he became a leader of numerous company and foundation boards. President Falbo said that Mr. Orr would be greatly missed.

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The meeting was adjourned at 12:20 p.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
University of Wisconsin System