

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in James R. Connor University Center, UC 275
University of Wisconsin-Whitewater
Whitewater, Wisconsin

Friday, September 11, 2015
9:00 a.m.

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9:00 a.m.

-President Millner presiding-

PRESENT: Regents John Behling, José Delgado, Tony Evers, Margaret Farrow, Michael Grebe, Eve Hall, Nicolas Harsy, Tim Higgins, James Langnes, Edmund Manydeeds, Regina Millner, Janice Mueller, Drew Petersen, Charles Pruitt, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: Regents Mark Bradley and José Vásquez

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After the roll was called, President Millner led the Regents in observing a moment of silence in memory of those lost during the events of September 11, 2001; she expressed deep appreciation for those who had sacrificed so much.

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APPROVAL OF THE MINUTES OF THE JUNE AND JULY 2015 MEETINGS

President Millner noted that the minutes of the June and July 2015 Board of Regents meetings had been provided. Regent Petersen moved their approval and, after a second by Regent Behling, the motion carried.

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REPORT OF THE PRESIDENT OF THE BOARD

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

President Millner noted that the reports of the Hospital Authority Board, the Higher Educational Aids Board, and the Wisconsin Technical College System Board had been provided. There were no questions or comments.

Strategic Planning

President Millner expressed appreciation to Chancellor Kopper and the entire UW-Whitewater community for their generous hospitality over the past two days, adding that the Regents enjoyed the opportunity to see and hear firsthand the unique offerings of every campus within the UW System.

She moved on to discuss the listening sessions that would occur in the upcoming weeks. Speaking as a member of the Strategic Planning Steering Committee, she emphasized how important it was for all Board members to actively support this process and encouraged the Regents to choose one or two sessions to attend so they could listen to the comments from community members. She thanked Regents Delgado, Higgins, and Manydeeds for attending the first listening session, which was held the week before at UW-La Crosse. The next session would be held on Tuesday, September 15, at UW-Green Bay.

Events on Campus and Recent Visits

President Millner reminded the Regents that following the Board meeting UW-Whitewater would be hosting the inauguration of its new chancellor, Beverly Kopper. Calling it a wonderful opportunity to celebrate the institution as it looked to the future, she encouraged all of the Regents to attend.

On a related note, she announced that the inauguration of UW-Oshkosh Chancellor Andrew Leavitt would be held the next week, with all Regents also invited to attend.

President Millner shared that since the start of the year she had been visiting several UW campuses, as well as a number of technical colleges, in the company of Lieutenant Governor Rebecca Kleefisch. In addition to seeing the unique offerings that Wisconsin centers of higher education offer, these visits also provided a great opportunity to see how the UW System and the Wisconsin Technical College System work together to collaborate on partnerships, opportunities and cooperative programs.

Most recently, in mid-July, they toured Upham Woods, UW-Extension's outdoor learning center, located just north of Wisconsin Dells. On the same trip, they also had a personalized tour at Mid-State Technical College and UW-Stevens Point, where they got a close look at the paper processing and aquaponics facilities.

Previous trips took President Millner and the Lieutenant Governor to UW-Richland Center, UW-Platteville, UW-Fond du Lac, and UW-Oshkosh, as well as Southwest Technical College and Fox Valley Technical College. At all of these venues they discussed regional development and how Wisconsin's institutions of higher education can do an even better job of meeting the employment needs of the state and helping students find successful, productive, and fulfilling careers.

Task Forces

President Millner next provided the Regents with an update on several UW System task forces. In March, President Falbo called for the appointment of two separate task forces to recommend new Board of Regents policies on shared governance and tenure; this was prompted by legislative proposals to remove shared governance and tenure from state statute.

Shared Governance

Speaking first about the task force on shared governance, President Millner explained that in the end, while some of the language regarding this important practice and principle had been modified, shared governance remained in statute and continued to prescribe the responsibilities of chancellors, faculty, academic staff, and students. In other words, the primary reason for creating the task force no longer existed, and as a result she and President Cross had decided that convening this task force was not necessary.

She emphasized that under both the old and new provisions of the statute, the practice of shared governance varied from campus to campus, reflecting the functional needs or cultural norms on those particular campuses. She added that if any issues were uncovered that would merit a closer look at the System level, they could always revisit or recharge the task force. Finally, she thanked Regent Whitburn for his willingness to chair the group and for his watchful eye on the language changes throughout this process.

Tenure Policy

President Millner invited Vice President Behling, chair of the Tenure Policy Task Force, to provide a brief report about what that group had done thus far.

Vice President Behling began by stating his appreciation for those serving on the task force, which held its first meeting on August 20th. He reported that after opening remarks by President Millner and President Cross the task force went right to work. Regent Whitburn also joined as an observer because tenure shared some ties with shared governance.

General Counsel Tom Stafford and his team provided the task force with an overview of the current status of changes to the state statutes, administrative code, and Board policies regarding tenure. They also shared examples of how tenure policies are managed in other states by both systems and institutions, including Big Ten schools. Vice President Behling noted that Mr. Stafford helped answer tough questions that were raised, and provided historical information as well.

The task force followed that presentation with a conversation about the value of tenure and helped set the table for further discussions about how the Board should approach this issue going forward. He said that the next step in the process was for the task force to meet on September 17th to discuss the major challenges and issues they had been asked to address. He added that the goal was to have this project completed within four or five meetings.

President Millner thanked Vice President Behling for his report and for agreeing to chair the Tenure Policy Task Force.

Update on Tuition-setting Policy

President Millner announced that the UW System's Tuition-setting Policy Task Force had been named in July and would be chaired by Regent Higgins. She explained that this task force was being asked to recommend Board policy language on tuition that would incorporate a rational formula or process for setting tuition. In making its recommendations, the task force would be encouraged to analyze current Board of Regents and UW System Administration policies on tuition, review other institutions' and other systems' policies, analyze peer groups' tuition rates, review costs, review relevant literature and pricing models, and consider appropriate updates and modifications to existing policy. All this would be done taking into account both the current and future needs of the UW System. Noting that the first meeting of this task force was scheduled for October 15th, President Millner thanked Regent Higgins for agreeing to serve as chair.

Legislative Action Related to Fetal Tissue

President Millner explained that time had been added to the agenda for the Board to discuss a resolution regarding AB 305, relating to the sale and use of fetal body parts in research. Acknowledging that the subject matter surrounding AB 305 was an emotional and personal issue for the public, for legislators and for members of the Board, President Millner emphasized that any action or discussion by the Regents related to this bill must be respectful of that fact.

Earlier that week the bill was amended and passed by the Assembly Committee on Criminal Justice, and now awaited further action in the State Assembly. President Millner stated that, while the university was disappointed the bill moved forward at the committee without an amendment addressing the lifesaving, nationally-recognized research occurring at UW-Madison, the discussion both at the committee and throughout the Capitol led them to believe that the bill would see significant changes during the legislative process. Currently there was no Senate companion bill introduced, and serious discussions would be taking place that would guide the direction of this bill before it would become law.

President Millner indicated that for the Board to pass a resolution would limit its ability to influence this process as it evolved, particularly because the Senate had not yet taken its first formal steps in the process. Board action would be untimely, she concluded.

In recognition of the fluid and evolving situation, President Millner suggested that instead of opposing AB 305 in a resolution that day, the Regents should encourage efforts to review the university's ethical standards to confirm that they are in fact the highest ethical standards and the most stringent processes in the country for the acquisition and use of fetal body parts. These standards and these processes should address the illegal sale of fetal body tissues for profit, but also ensure that the critical research on the UW-Madison campus continues under the highest ethical standards. This was an opportunity for the UW System, UW-Madison, and the State of Wisconsin to demonstrate once again its historic position both in ethical leadership and its important leadership in the search for the health of humankind.

As the legislative process developed, UW System and UW-Madison would continue to closely monitor the situation. President Millner said that the Board would be in a position to

respond through its bill review process or, if necessary, a special meeting to take a position on this important matter. This approach would allow the Regents to make a more informed and more impactful decision on the bill.

With that in mind, President Millner opened the topic for discussion among the Regents, adding that she would ask Chancellor Blank to weigh in on the bill's implications to UW-Madison later in the discussion.

Vice President Behling agreed with President Millner that taking action that day would be premature, based on discussions UW System staff were having both in and out of the Capitol. He indicated that for the moment it would be better to direct professional staff, both at the System and at UW-Madison, to monitor the process, watch how it developed, and provide guidance and direction moving forward.

Vice President Behling added that, as a former Capitol staffer, he knew that the university sometimes had a rocky relationship with the legislature, but he pointed to the previous day's visit by Senator Nass to the REDI Committee's meeting as a sign that steps were being taken to start to repair that relationship. Additionally, the new set of accountability metrics slated for approval by the Board later that day had been developed in conjunction with Senator Harsdorf and Representative Murphy, who chaired the higher education committees. These were tremendous steps, he said, and simply waiting and giving the legislature time to do more work would be another good step in that direction.

He expressed his concern that passing a resolution could impede the ongoing discussions, and suggested that perhaps if the Board waited it would have a better opportunity to give guidance in a meaningful and timely way.

Commenting that this was the year for some controversial events for the university, Regent Delgado said that he would like to set an expectation from the Board level that any debate in any area should be respectful. Having read some comments about how ill-intended the proponents of this bill were, Regent Delgado shared that, like many of the Regents, he knew Rep. Andre Jacques, who had introduced the bill, to be a UW graduate who loved the university and who actually wanted to be a medical researcher. Saying that Rep. Jacques was very serious about the issue and was open to reason, Regent Delgado insisted that to imply that he had ill intentions for the University was a disservice to the debate.

Regent Delgado then moved on to another item, one that he said was much more difficult to address: the tendency to debate for exaggeration. He observed that in the discussions that the Board had about tenure, shared governance, and the budget, he had been disappointed with the level of exaggeration about the impact of different events on the university. He said that, in his mind, nothing that had happened would destroy the UW System, and the UW System would not fail, because it has the means to overcome difficulties. He said that it creates bad intent toward the university when the impression is given that the sky is falling; this also gives a bad impression of the ability of the university's staff to handle almost anything that comes their way.

Regent Delgado requested two things: the first was to understand that everyone had a right and an obligation to weigh in, and the second was to give the most clear, articulate,

measured expression of the impacts, because exaggeration would take away from the respect the UW System deserved.

Regent Langnes stated that, as with all issues and questions that affect Wisconsin, it was vital to the System and the citizens of this great state to collaborate with the legislature to develop the best possible solution.

Regent Hall encouraged the Board to make sure that UW-Madison's research was not compromised going forward, while at the same time adhering to all ethical standards; that was the balance that the Board of Regents needed to strike in maintaining the System's position in research.

Regent Manydeeds asked who would determine when it would be an appropriate time for the Board to either convene in a special meeting or adopt a resolution, and how Regents would be advised about the process. President Millner answered that events at the Capitol would be monitored daily by both UW-Madison and UW System staff, and the Regents would be kept informed.

Regent Farrow said that she shared Regent Manydeeds' concern about who would determine timing, noting that the Regents received updates from the System's Washington lobbyist, Associate Vice President Kris Andrews, when needed, and that they had one or two passive review requests from Vice President Jim Villa and the University Relations team. She said that there was likely already a plan being discussed in the Senate, and reminded the Regents that the Senate often moves ahead of the Assembly when the Assembly moves in two directions. She guessed that the bill could go to the floor for action in October, and asked the staff to help the Board determine the timeliness or substance of any amendment that might be offered.

Regent Farrow also suggested that the full Board should act on this, rather than just the Executive Committee, and President Millner agreed.

Regent Pruitt said he would defer to leadership about the timing of when the Board should be heard. Speaking on the substance of the issue, he indicated that he wanted to make clear his position that among the number of their responsibilities as Regents, probably none was more important than to be defenders and protectors of both academic freedom and the university's research mission when those were threatened. Regent Pruitt gave due respect to Regent Delgado's words, which he said were in many senses wise, but added that he did think this was an issue of profound importance, with potentially very significant and probably not easily overstated implications for the university.

Regent Pruitt stated that this had never been either an issue of pro-life vs. pro-choice or of Republican vs. Democrat. He recalled that nobody had been a stronger and more heroic defender of James A. Thompson's stem cell research at UW-Madison 17 years earlier than Governor Tommy Thompson, and said that the Board had a special and important responsibility to preserve and defend that tradition. Pointing out that many of the Regents had lost a loved one to diseases for which university researchers were every day trying to find a cure, he said that it was the Board's fiduciary responsibility as Regents to be heard at some point, both individually and collectively.

President Millner thanked Regent Pruitt for his comments, and noted that there was an opportunity to be heard in the current discussion. She then invited Chancellor Blank to make a few comments.

Chancellor Blank said that she appreciated the conversation and the concern about the rapidly changing political environment on this issue, adding that she wanted to make three points about the importance of the work being done involving fetal tissue and fetal cell lines; the extensive regulation of the university's use of this type of material; and the potential effects of the legislation for the UW System and UW-Madison in particular.

She noted that several people had spoken already about how fetal tissue, including both cell lines, as well as larger tissue collections, was directly and quite uniquely involved in contributing to the fight against a host of diseases and conditions, including cancer, diabetes, Alzheimer's disease, and Parkinson's disease. The use of fetal tissue was also quite crucial for scientists studying certain aspects of the human body, like the human immune system, who wanted to do those studies in ways that mimicked and modeled what would happen in the human body but without using human beings in the process. Similarly, in terms of testing drugs and other treatments prior to their use in human patients, work using fetal tissue was often done to further develop certain types of drugs before going into a testing phase.

Chancellor Blank noted that the use of fetal tissue was very highly regulated by the federal government. There were conditions that had to be met related to the ways in which this tissue was collected and put into tissue banks, and the ways in which the university received it. UW-Madison was very adamant about following those regulations and laws, and in fact went beyond the requirements of federal law and regulations by conducting additional internal oversight of the research done on campus involving fetal tissue. She said that she did not know of anyone on campus who had any difficulties with the legislature reiterating the importance of those regulations and of dealing ethically with this type of tissue, in the same way that one was also concerned about dealing ethically with cadavers at the other end of life.

Finally, Chancellor Blank indicated that the potential impacts on the university were greater than any of those discussed around budget cuts. Biomedical research on the UW-Madison campus had long been an area of strength, particularly in the scope of the interdisciplinary work between the College of Agriculture, the College of Veterinary Medicine, the School of Medicine and Public Health, the pharmacy school, the nursing school, and the biological research inside the College of Liberal Arts; this interdisciplinary work characterizes the strength and reputation of the University of Wisconsin.

She said that the university would lose some of its top scientists who were using fetal tissue and who would have to leave the state if they were going to continue their research. To view this as simply a loss of that number of researchers, however, would understate the impact of the legislation on the university. The breadth and scope of the research attracted a large number of people to the UW System who wanted to be part of those teams; if a significant component of those teams disappeared from the university, others would choose not to be there as well.

Chancellor Blank stated that the ability to recruit young biomedical researchers or promising students to come to Wisconsin would be negatively impacted if there were a whole

area of research that simply could not be done there, but which could be done in Illinois or Michigan or California or New York. It would also have a very strong impact on the University of Wisconsin's reputation in the sciences and the ability to recruit good students into STEM-type fields, which she said would be particularly devastating to the School of Medicine and Public Health, the Weisman Center, the Morgridge Institute for Research, and other closely affiliated places around campus.

Chancellor Blank encouraged the Regents to continue to be concerned about the potential impact on campus as they followed what happened with this legislation, because labeling their faculty as felons for doing research that would be considered state-of-the-art at any major medical school was not the right way to promote the University of Wisconsin and to build its strength in the sciences.

President Millner recognized Regent Whitburn, who agreed with Chancellor Blank that this research had been a mark of genuine excellence for the UW System, and with Regent Pruitt that it had been that way for a very significant period of time. He explained that he had been following this legislation carefully with three hats on: the first was that of a Regent; the second was that of a father and new grandfather who was interested in appropriate enhancements of medical science; and the third was as a person who had been the senior public health official in two states. In his view, the legislation in its current form was an over-reach, and was bad for the university, for Wisconsin, and for current and future citizens in this state and elsewhere. He concluded that the bill should not be enacted as currently drafted.

Regent Evers said he would also defer to the leadership, but added that he was uneasy about essentially monitoring legislation, which he likened to watching sausage being made – one never really knew when it was coming to a conclusion. He suggested that creating legal problems for researchers who did significant work to help all of society by limiting what they were already ethically bound by in significant ways was a “horrible message.” While he said he accepted that the Board would not address the issue head-on, he thought it was an important enough issue that it should be addressed. As a Board member and as a cancer survivor, Regent Evers indicated that this issue was more about determining whether something was right or wrong, and in his view the current legislation was not right.

Regent Petersen observed that the Board had heard some very emotional commentary that morning. He said he thought there were three things the Regents were trying to achieve: to be factual, to be respectful, and also to be informative. He suggested that there was an opportunity before the Senate would take action in October to address some of the issues. He said he was interested in learning what other world-class research institutions were doing to combat the current issue and what they thought of the particular legislation that the UW System was facing in Wisconsin. As experts in the compliance and ethical obligations associated with this issue, he considered their opinions to be valid.

With respect to regulatory compliance, Regent Petersen indicated that there was an opportunity to educate the state's citizens about how this research was done and whether the university was compliant. Noting that there were stories in that day's newspapers questioning the university's compliance with ethical guidelines, Regent Petersen said he wanted to know whether or not the research was compliant from a factual perspective.

Finally, Regent Petersen spoke about the timeline that had been instituted in a substitute amendment to the current legislation, which would allow for the continued use of fetal tissue collected before January 1, 2015. He suggested that legislation that inserts a relatively arbitrary timeline makes it very difficult from a practical perspective for the UW System to continue with its operations, research, and study. He said he was interested in how the timeline would affect the research taking place at the University of Wisconsin.

Regent Mueller then stated that President Millner's opening remarks about this being an emotional and personal issue for all of the Regents certainly applied to her, as it was very difficult for her to talk about this issue. Explaining that she had been diagnosed with cancer earlier in the year, Regent Mueller shared that she had been given a pin shortly after her treatment began that said "Research Cures Cancer" – and that was the truth; there was no other answer. Referring to her experiences with radiation treatments and chemotherapy, she added that it hurt to think that others, including children, were suffering as she had. While she appreciated everything that had been said, Regent Mueller encouraged her colleagues to strongly support a future resolution that recognized the importance of research at the university – particularly research involving fetal tissue and fetal cell lines, because it was going to make a difference.

Regent Manydeeds stated that, after listening to everyone else's comments, he felt compelled to suggest that in addition to monitoring the situation, it would be important to take this opportunity to start reinforcing with everyone in the state the importance of what was happening on campus, and to show that the university was acting ethically and following regulations. This education is something the UW System should be doing immediately, in addition to preparing the resolution that would support that research, in case it is needed. Instead of waiting for somebody to do something, Regent Manydeeds said he wanted the university to prepare while it monitored.

Regent Higgins noted that this was a recurring issue, one that the UW System had to address around every four or five years for the people of the State of Wisconsin and for the representatives and the legislature. He said that was as it should be, given that this type of research using fetal tissue was fraught with moral, personal, and scientific weight. It was incumbent upon the Regents to continually monitor the standards used to engage in that research, and to convince the people of the State of Wisconsin and the legislators who represent them that the university was adhering to the highest possible standards. While he said he expected that this would prove to be the case this time as well, Regent Higgins emphasized that this was an obligation that the Board should not take lightly or shirk; rather, this was an opportunity to once again show that the University of Wisconsin meets the standards set by the people of Wisconsin.

Regent Grebe expressed his appreciation for the comments of his fellow Board members, particularly Regent Delgado's admonition that the Regents be respectful in this discussion. While he said he did not want to reiterate the many wise comments made by other people, Regent Grebe acknowledged that this was a difficult decision for a number of reasons, including the fact that it was fraught with matters of personal conscience for everybody involved, no matter their views on the topic.

He indicated that it was important to remember that the role of the Board of Regents is to support the UW System and to look out for the best interests of the university, the state, and the citizens. Regent Grebe concluded that it was entirely possible for people to square their personal consciences with the decision to support what the university has been doing, while also ensuring that the university continues to do so in the most ethical manner possible.

President Millner brought the discussion to an end by reminding all of the Regents that this was an opportunity to speak on the issue, while the resolution was a firm action that might happen in the future. Stepping back from her role as Chair, President Millner took the opportunity to share her own view that while it was good for the bill to be concerned with the ethical procurement of fetal tissue, it should not compromise the ethical and important research that was being done at UW institutions – research that had moved mankind in the past and would do so in the future.

Noting that the UW System would stay closely involved with what was happening at the Capitol and would keep all of the Regents informed, President Millner asked her colleagues to please be prepared in case it was necessary to call a special Board meeting. She then thanked everyone for their comments.

Before moving on, President Cross expressed his admiration for the respectful, somber, serious approach each of the Regents had taken to this issue. Regardless of individual positions, he said it was impressive to see Regents acknowledge the way the UW System was attempting to be engaged and respectful with all legislators in an attempt to better understand where the legislators were coming from, while still defending the university's very ethical approach to the research process.

REPORT OF THE PRESIDENT OF THE SYSTEM

Update on Recent Events

Strategic Planning Listening Sessions

President Cross announced that a week earlier the UW System had kicked off its series of strategic planning listening sessions at UW-La Crosse. If the health-and-wellness and general sessions were any indication, he said, the strategic plan was going to benefit from a wealth of quality ideas and input from stakeholders throughout Wisconsin. He described how participants shared their thoughts and visions, providing the System with the kind of feedback it needed to help make the plan an effective and long-lasting tool. In many cases the feedback was very broad and would need to be refined with further focused engagements; but the sessions offered praise, criticism, and guidance, which he said was the goal.

The listening sessions would continue at UW-Green Bay and seven other campuses. He noted that 14 sessions were currently scheduled, with perhaps more later on, and encouraged Regents to attend if possible. President Cross also added that each of the campuses would hold

internal sessions and/or feedback processes; these would be principally external as the System attempted to secure input from those stakeholders.

President Cross also remarked that he had enjoyed UW-Green Bay's 50th anniversary celebration, which President Millner and Regent Higgins had attended as well.

Wisconsin Technology Council Principles Supporting Higher Education

President Cross stated that the Wisconsin Technology Council had announced a new set of principles articulating the importance of higher education to the future of the state's economy, which included:

- recognizing fundamental differences between the UW System's doctoral-granting campuses and four-year institutions;
- attracting and retaining the best faculty and researchers at all institutions;
- keeping universities affordable and accessible for all residents;
- improving the transfer of knowledge and ideas into a prosperous Wisconsin economy;
- and
- being aware of the surrounding competitive world.

He added that he wanted to publicly thank the Wisconsin Technology Council for emphasizing these priorities and principles.

Legislative Conversations

Noting that the System had been having constant conversations with legislators regarding AB 305, the fetal tissue bill, President Cross reiterated the goal of trying to select the most effective timing and approach for the System to take so that it might be able to help develop any kind of appropriate alternative language.

With the budget process finally over, President Cross said that the System was circling back with legislators to address some issues and opportunities, including some pieces that clearly had support but did not make it into the budget.

He reported that there was some movement on possible legislation that would enable Wisconsin to enter into the federally-recognized Midwestern State Authorization Reciprocity Program (MSARA). This legislation would help make credit transfers between states more efficient and improve the UW System's partnerships across state borders. The System was working with WAICU and the Wisconsin Technical College System on this legislation, which was expected to be introduced by Senator Harsdorf soon.

He said that the System was also examining what might be done with capital and procurement flexibilities, noting that several good conversations had shown that there seemed to be some interest among legislators in revisiting those issues.

President Cross noted that later that morning the Regents would be discussing the new accountability metrics, and on Thursday they had heard about the launch of the new dashboard.

Recalling that Regent Petersen had mentioned the importance of transparency, President Cross indicated that the System would present both of those items later that month to both chairs of the Assembly and Senate higher education committees.

On the federal relations front, President Cross called the Regents' attention to a new biweekly blog recently launched by the UW System's Office of Federal Relations. The Washington View Blog would be published every other Friday and would focus on federal education news as it related to the UW System. Of particular interest at this point was the Federal Perkins Loan Program, which would expire on September 30th unless Congress acted to reauthorize or extend it. President Cross observed that this program was critically important to the UW System, as about 16,000 of its students were awarded nearly \$29 million in Perkins loans in 2013-14. There would be a significant reduction in student aid if that program did not continue.

Update on UW System Administration Reorganization

Providing an update on the UW System Administration reorganization, the details of which had been released the previous week, President Cross noted that this was an evolutionary process that in the end would result in some significant streamlining of its operations.

Currently it was projected that there would be 36 net fewer positions within System Administration, which was a 10-to-12-percent reduction in staffing at the System's top level. This was achieved through attrition, by changing or not filling a significant number of positions after employees left.

Another aspect of the reorganization was the initiation of a complete, in-depth analysis of System Administration's information technology, budgeting, human resources, and procurement operations. It was believed that there might be savings through the consolidation, centralization, or distribution of responsibilities in those areas. President Cross said that effort would hopefully be completed sometime in November or December.

He added that ultimately the focus would be more on outputs than inputs; rather than telling campuses how to do something, the goal would be to focus on the output expectations.

Green Ribbon Award Presentations

Each year the U.S. Department of Education presents its Green Ribbon Schools awards, recognizing educational institutions that demonstrate outstanding progress in three key areas: reducing environmental impact and cost; improving the health and wellness of students and staff; and providing effective sustainability education. This year, for the first time, the DOE awards recognized top performers in higher education, rather than just in the K-12 ranks.

Three UW institutions were considered for this award: UW-Green Bay, UW-Oshkosh, and UW-Stevens Point. While they were not among the final national honorees, their accomplishments were so significant that Governor Walker issued certificates of commendation. President Cross then presented these certificates to Chancellor Miller, Chancellor Leavitt, and Chancellor Patterson.

Student Spotlight

For his Student Spotlight, President Cross said the Regents were about to meet an outstanding UW-Whitewater student and an outstanding UW-Whitewater alumna who had a special bond. He asked the Regents to join him in welcoming Josh Day and Rochelle Day.

Ms. Day thanked President Cross for the opportunity for her and her son to share their experiences with him and the Board. She explained how, at the age of 50, she decided to return to college after a challenging two years caring for her terminally ill parents. Returning to school as a nontraditional student was stressful and filled with moments of self-doubt; she said that if it were not for the support of her husband and children, along with the encouraging atmosphere of the UW-Whitewater campus, she would not have completed her educational dream.

During these difficult times she met caring faculty who gently but firmly pulled her out of her comfort zone and pushed her into new experiences, she said. Faculty had a way of explaining modern technical concepts and methods in ways that she could relate to from her previous work experience.

Ms. Day shared that one class that brought her a lot of fear and panic was Applied Calculus; jokingly she asked how she could write computer programs and reconfigure hardware and yet be completely tripped up by graphing calculators? After she asked her professor, Dr. Mohammad Ahmadi, if she could bring her 17-year-old high school son with her to class so he could see what college math was like, she realized immediately that she had a math tutor living under her own roof.

Mr. Day said that his visit to Dr. Ahmadi's class was his first introduction to UW-Whitewater and ignited his interest in calculus, allowing him to teach himself while tutoring his mother. Through this and several similar opportunities he was able to meet professors years before he chose to attend UW-Whitewater, and these experiences unveiled his passion and talent for mathematics and computer science, which would become his majors.

Explaining that he wanted to use these skills to better serve the school as a whole, Mr. Day shared how he applied to become a math tutor and began working in the Math Center soon after. He also became involved with the German club and the chemistry club, and was a founding father of a new fraternity on campus, Alpha Sigma Phi, which as of the past summer had achieved one of the highest national awards.

Ms. Day said that what really stood out about her own experience at UW-Whitewater was when she was asked by her English professor, Dr. Elena Levy-Navarro, if she wanted to do undergraduate research on a poet-author named Virginia Hamilton Adair. Ms. Day joked that as a computer programmer English was not one of her strengths; poetry was a subject she knew nothing about, and she could not tell a haiku from a nursery rhyme. Still, after many hours of mentoring by her professor, two research trips to California that she paid for herself, and a year-long exploration of this poet, she was able to present her final work in Ithaca, New York, and again at UW-Whitewater's Undergraduate Research Day. Mr. Day added that his mother won "Best Oral Presentation" that day.

Mr. Day then detailed how he continued to develop relationships with his own professors. In particular, Professor Hien Nguyen opened up an opportunity for him to do research with the National Center for Border Security and Immigration Summer Scholars Academy at the University of Texas at El Paso, which was funded by the Department of Homeland Security. From this experience he was able to publish a paper and received two awards from separate presentations. Other professors, such as Dr. Pawel Felcyn and Dr. Ki-Bong Nam, encouraged him to do research and independent studies, and were willing and available to take the time to teach him.

Through each semester he also pushed himself to become more involved on campus by assuming leadership positions in his clubs and organizations and by serving as a student instructor and in-class tutor for several math classes, covering everything from the basics to the more advanced topics of calculus and discrete mathematics.

Through his studies he was able to present at one conference and compete on UW-Whitewater's Face Off! math team at two other conferences. He further represented his school through the Putnam Competition, a national math exam where each participant is given six hours to answer 12 questions, each worth 10 points. Mr. Day said that the first time he took the test he received a score of zero, which was the national median. Determined to continually improve his score, he went on to earn two points the next year and 12 points last year; he hoped to continue this progress in his next and final exam.

Ms. Day stated that Professor Nguyen also had a great impact on her education: at the lowest point of Ms. Day's experience, the professor rallied the computer science department to encourage Ms. Day to stay with the program. Since her graduation in August 2012, Ms. Day had been hired at UW-Whitewater and was currently working in the Department of Institutional Research and Planning, where she helped develop and support the creation of university dashboards and data visualizations. At UW-Whitewater she was able to apply both her previous work experience and the knowledge she received through obtaining her bachelor's degree. Ms. Day reported that she was now looking into graduate programs so that she might also continue to learn and bring new ideas and skills to her job.

Mr. Day indicated that he was set to begin his final year with a 3.85 GPA as a double major in mathematics and computer science with a minor in German, and he remained active in the Philosophy Club, in his fraternity, and at the tutorial center. Professor Nguyen had also arranged another research internship for him over the summer, where he was to work with the head of the Computer Science department at the Illinois Institute of Technology. Professor Nguyen was also preparing Mr. Day for graduate school by allowing him to work with her as a leader of a research project funded by the U.S. Navy.

Mr. Day concluded that UW-Whitewater had opened numerous opportunities for him and his mother to build a solid foundation on which they could base their aspirations of self-improvement and their goals of graduate school. They were proud of their school, their education, and each other.

Saying that the UW System was proud of them as well, President Cross offered his congratulations to mother and son.

News from Around the UW System

Next President Cross shared some news from around the System.

Milwaukee Bucks President Serves as Executive in Residence at UW-Parkside

UW-Parkside had reported that Milwaukee Bucks President Peter Feigin would be serving as Executive in Residence later that month. President Cross congratulated Chancellor Ford.

Study Shows UW-Stevens Point Contributes \$420 million to Wisconsin's Economy

According to a new study by NorthStar Consulting, UW-Stevens Point contributed \$420 million annually to Wisconsin's economy – up from about \$408 million in 2011. President Cross gave kudos to Chancellor Patterson, Provost Summers, and the Pointer Community.

UW-Madison Highly Ranked among World Universities

UW-Madison earned high spots in two separate rankings of the world's top universities: the Academic Ranking of World Universities conducted by Shanghai Jiao Tong University ranked UW-Madison 24th for the second straight year, and the Center for World University Rankings ranked UW-Madison 25th worldwide.

President Cross commented that, though this news did not come as a surprise, it was very impressive and served as a powerful reminder of what a jewel the UW System had in its flagship institution, one that it needed to protect and promote for many years to come.

Morgridges' \$125 million Gift to UW-Madison Matched by More than 1,000 Donors

Next President Cross reported on the exceptional generosity of John and Tashia Morgridge, as well as more than a thousand other donors. Earlier that week UW-Madison shared the news that Badger alumni and others took up a challenge issued by the Morgridges and had given the university \$125 million over the past seven months, which the Morgridges had agreed to match. The resulting \$250 million would be used for named professorships, chairs and distinguished chairs, and would provide a significant boost to faculty recruitment and retention efforts. To put this in perspective, President Cross said that the number of endowed professorships and chairs at UW-Madison was expected to more than double, from around 142 to 300.

UW-Oshkosh Highly Ranked on Sierra Club List

UW-Oshkosh had again earned the highest ranking in the state, and was ranked third overall in the country, on the prestigious Sierra Club "Coolest Schools" List. Noting that this was the first time UW-Oshkosh had made it into the top ten, President Cross congratulated Chancellor Leavitt.

UW-Rock County Receives Grant for TRIO Program

The U.S. Department of Education has granted more than a half million dollars to UW-Rock County to support the work of its TRIO Program. President Cross offered his congratulations to Chancellor Sandeen and Dean Carmen Wilson.

UW-River Falls Begins to Offer Montessori Teacher Education Program in Appleton

Starting in September, UW-River Falls would begin offering its graduate Montessori teacher education program in Appleton. UW-River Falls was the only university in the UW System offering a graduate pathway to earn Montessori credentials, and was one of only two public universities across the country to do so.

Lubars Donate \$10 million to UW-Milwaukee's Lubar Center for Entrepreneurship

Over the summer, philanthropists Sheldon and Marianne Lubar donated \$10 million to UW-Milwaukee's Lubar Center for Entrepreneurship. President Cross shared that he had been pleased to join Chancellor Mone and the Lubars in the celebration of that donation, which should benefit students and companies throughout the region.

UW-Superior's Symphonic Band and Jazz Band Travel to Panama

President Cross reported that students from UW-Superior's symphonic band and jazz band traveled to Panama during the summer to perform and teach master classes at local schools. UW-Superior was also reporting a record number of international students that fall, with 190 students from over 40 countries.

UW-Stout Cooperative Education Program Integrates College Studies with Work Experience

Since 2011, an average of 940 students a year had participated in UW-Stout's Cooperative Education program, which was designed to integrate college studies with work experience. President Cross shared the example of senior Michael Guzman, who spent a summer working and doing research for Fischer AG, a precision spindle company located in Switzerland.

UW-La Crosse Grants the Most Physics Degrees

President Cross announced that UW-La Crosse was number one in awarding physics degrees among bachelor's degree granting programs in the country. UW-La Crosse granted an average of 31 physics degrees annually between 2011 and 2013.

UW-Platteville Awarded Four WiSys Technology Advancement Grants

UW-Platteville was awarded four separate Applied Research WiSys Technology Advancement Grants totaling about \$200,000. President Cross quoted chemist Dr. Brian Barry as saying that these grants would provide students with "an invaluable experience."

UW-Eau Claire's Geospatial Education Initiative Prepares Students for Competitive Field

President Cross noted that UW-Eau Claire's Geospatial Education Initiative was helping students land jobs and internships in a very competitive field. At the same time, employers were praising faculty for reaching out to understand current industry needs and adapting their curriculum to better prepare students.

UW-Extension's UW Leadership Program Grows to Become National Program

President Cross reported that the UW Leadership Program, developed and led through UW-Extension, had grown from a systemwide program to a national program open to public and private higher education leaders from around the country.

UW-Green Bay Student Worker Responds to Emergency

Finally, President Cross related a story from UW-Green Bay about how some quick thinking saved the day and possibly someone's life. Student worker Samantha Braaten was out doing storm cleanup on a remote area of the campus recently with her grounds crew partner, who was a regular staff member. They were removing a tree that had fallen along a path during a storm, when suddenly the tree shifted and pinned the staff member by the neck and upper chest, making it hard for him to breathe. Ms. Braaten lifted the tree just enough to offer relief and then used branches as levers to stabilize the situation. She then dialed for help; two other ground crew members arrived and eventually were able to release the trapped man. Emergency responders later said he could have been killed and owed a lot to the young student's quick action. Ms. Braaten and the other ground crew members were recognized by Chancellor Miller at the recent convocation.

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

President Millner called on Regent Manydeeds to present a report of the actions taken by the Capital Planning and Budget Committee.

Regent Manydeeds stated that the committee had unanimously approved the minutes of its June and July 2015 meetings, along with the following three resolutions:

Resolution 10551 was brought by UW-Madison, seeking the authority to construct a \$1.6-million gift-funded Veterinary Medical Clinical Skills Laboratory renovation. The project would remove insufficient and outdated solar panels, duct work, and the existing roof system to create a new 52-student clinical skills lab, a 96-seat active learning classroom, and enlarged study space. This renovation would address the need for clinical skills laboratory space to teach through the use of prosthetic and functional veterinarian mannequin models.

Resolution 10552 was brought by UW-Milwaukee and would grant approval to enter into agreements to support the Peck School of the Arts and student housing as resolved in the new

leasing authority. 2015 Wisconsin Act 55 gave responsibility to the Board of Regents for all student housing leases already in place as of July 14, 2015, regardless of any subsequent extension, modification or renewal. Therefore, the Board of Regents may renegotiate the terms of existing Department of Administration operating lease agreements, as opposed to requesting that DOA enter into a renewed or modified operating lease on behalf of UW-Milwaukee.

Finally, Resolution 10553 was brought by UW System to request approval of eight agency maintenance and repair projects, totaling \$15 million. These eight projects – three at UW-Madison, two at UW-Green Bay, and one each at UW-Milwaukee, UW-Stevens Point and UW-Whitewater – focus on facility maintenance, utility renovation, programmatic space remodeling, health and safety upgrades, and energy conservation.

Regent Manydeeds then moved adoption of Resolutions 10551, 10552, and 10553. The motion was seconded by Regent Whitburn and adopted on a voice vote.

Approval of the Design Report and Authority to Construct the Veterinary Medical Clinical Skills Laboratory Renovation Project, UW-Madison

Resolution 10551 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the School of Veterinary Medicine Clinical Skills Lab Renovation project at a total project cost of \$1,620,000 Gift Funds.

Approval to Enter Into Agreements to Support Student Housing and the Peck School of the Arts as a Result of New Leasing Authority, UW-Milwaukee

Resolution 10552 That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, the Board of Regents: (1) approves the modification and renewal of ground and operating leases for approximately 456,000 gross square feet at the Kenilworth Square student housing and Peck School of Arts facility on behalf of UW-Milwaukee; and (2) assigns the right to purchase in the operating lease to the UWM Real Estate Foundation.

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

Resolution 10553 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 \$15,910,200 (\$2,637,100 General Fund Supported Borrowing; \$10,496,200 Program Revenue Supported Borrowing; \$637,600 Gifts and Grants; and \$2,139,300 Agency Cash).

Continuing with his report, Regent Manydeeds said that the Capital Planning and Budget Committee heard a presentation from UW-Whitewater about building student access, which included a review of the UW-Whitewater Comprehensive Master Plan.

The committee discussed strategies for capital projects to address the two new authorities granted in 2015 Act 55, those of leasing and gift- and grant-funded projects. The discussion also included the importance of renovations of existing facilities in the upcoming capital budget cycle.

The committee also heard a report from Associate Vice President Alex Roe on the recent actions of the Building Commission at its August meeting, and met in closed session to consider personal histories related to the naming of a facility at UW-Stevens Point.

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REPORT AND APPROVAL OF ACTIONS TAKEN BY THE AUDIT COMMITTEE

Next President Millner asked Regent Whitburn to present a report of the actions taken by the Audit Committee.

Reminding the Board of the integration of the internal audit staff from across the System into the UW System Office of Internal Audit, which was planned for July 1st, Regent Whitburn reported that those actions had been completed and the restructuring of leadership was now in place. There were several vacancies which Chief Audit Executive Lori Stortz was now addressing, including UW-Madison's top audit position. Regent Whitburn explained that Ms. Stortz was spending one day per week on-site to lead the UW-Madison team during this recruitment period.

At its meeting the day before, the Audit Committee focused on four audits where troubling occurrences were apparent. At UW-Stout, a staff member at the university's counseling center embezzled more than \$50,000 in cash over a period of at least four years. That staff member had been terminated and charges were currently pending against her.

An audit of the UW-Superior Athletic Department disclosed purchasing irregularities and potential conflict-of-interest issues, and an audit of the UW-River Falls Athletic Department brought to light the need to tighten cash handling and billing procedures, among other things.

The committee also spent time discussing the audit of UW-Milwaukee's physical security and access to facilities used in camps and programs for children; the findings in that audit were unsatisfactory. Regent Whitburn explained that the rules currently in place systemwide required national background checks on new hires, and recurring background checks every four years on all staff employed by any vendor that would come into contact with children around any and all university-sponsored activities. He stated that there must be zero tolerance for exposing children inappropriately, and said that the chancellors must see to this.

Finally, the committee heard about the 52 incidents reported to the Waste, Fraud, and Abuse Hotline during the first 90 days since it was implemented in May. Ten incidents resulted in a corrective action being taken, but Regent Whitburn indicated that there were no instances of fraud or theft, nor were there any instances where formal personnel actions had to be initiated.

President Millner complimented the work of Ms. Stortz and the Audit Committee, noting that their efforts had clearly become an important part of the System's work since being initiated two years ago.

Commenting on the issue in UW-Milwaukee, President Millner recalled that she was part of the UW-Madison Athletic Board during the Penn State issue. She stated that programs for children needed to be monitored very closely, and she strongly encouraged all of the campuses that held such programs to do everything required by Regent policy.

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

President Millner then called upon Regent Higgins to present the report of actions taken by the Research, Economic Development, and Innovation Committee.

Regent Higgins stated that the committee opened its meeting by welcoming as a visitor Senator Stephen Nass, Vice Chair of the Senate Committee on Universities and Technical Colleges.

UW-Whitewater Chancellor Beverly Kopper led a series of brief presentations by UW-Whitewater students, alumni, faculty, and members of the business community that Regent Higgins said collectively highlighted an impressive array of entrepreneurial and economic development initiatives. Chief among these was the Innovation Center, which opened in 2011 and was now at full capacity, with 16 business tenants supporting 110 jobs in the community. Regent Higgins said that the Innovation Center, along with the Launch Pad Program and several related campus organizations, served as role models for university-business collaborations across the region and beyond.

Regent Higgins reported that UW-River Falls Chancellor Dean Van Galen led a panel of faculty members to discuss the importance and benefit of engaging in activities that foster research, economic development and innovation. Faculty panelists included Dr. Karen Klyczek, Biochemistry at UW-River Falls; Dr. Marc McEllistrem, Material Science at UW-Eau Claire; and Professor Dan McGuire, Fine Arts at UW-Whitewater.

Regent Higgins described how these faculty members encouraged the REDI committee to continue to support classroom initiatives with the Regent Scholar Program and other initiatives that fostered research, internships, and business collaborations. These activities reflect high-impact practices that foster confidence, creativity, and student success. To that end, Regent Higgins announced that within the next few weeks the renewal of the Regent Scholar Grant competition for 2016 would be announced, to further recognize and reward this good work by faculty.

Finally, David Ward, Interim Vice President for Academic and Student Affairs, led the review of UW System Accountability Metrics assigned to the REDI Committee. Regent Higgins

said that as a result of that discussion, he would move adoption by the full Board of Resolution 10554. The motion was seconded by Regent Petersen and adopted on a voice vote.

Research and Economic Development Accountability Measures

Resolution 10554 That, upon the recommendation of the President of the University of Wisconsin System, approval be granted for the adoption of the following research and economic development measures as required by the 2015-17 biennial budget: (1) Research Funding and Public Service Funding; (2) STEM and Health Degrees; and (3) Alumni Residing in Wisconsin.

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REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE

President Millner asked Regent Whitburn to present the report of the actions taken by the Education Committee.

Regent Whitburn announced that the committee had approved five new academic programs: a B.A. and B.S. in Neurobiology at UW-Madison; a B.S. in Agricultural Engineering at UW-River Falls; a B.S. in Chemical Engineering at UW-Stevens Point; a new Flex Option M.S. in Geodesign and GIS Technologies at UW-Stevens Point, in collaboration with UW-Extension; and an M.S. of Health Care Administration at UW-Milwaukee.

Regent Whitburn then moved the adoption of Resolutions 10555, 10556, 10557, 10558, and 10559. After a second by Regent Farrow, the motion was adopted on a voice vote.

Program Authorization (Implementation): B.S. and B.A. in Neurobiology, UW-Madison

Resolution 10555 That, upon recommendation of the Chancellor of the University of Wisconsin-Madison, as well as the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science and the Bachelor of Arts in Neurobiology at UW-Madison.

Program Authorization (Implementation): B.S. in Agricultural Engineering, UW-River Falls

Resolution 10556 That, upon recommendation of the Chancellor of the University of Wisconsin-River Falls, as well as the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Agricultural Engineering at UW-River Falls.

Program Authorization (Implementation): B.S. in Chemical Engineering, UW-Stevens Point

Resolution 10557 That, upon recommendation of the Chancellor of the University of Wisconsin-Stevens Point, as well as the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Chemical Engineering at UW-Stevens Point.

Program Authorization (Implementation): Flexible Option M.S. in Geodesign and GIS Technologies, UW-Stevens Point with Support from UW-Extension

Resolution 10558 That, upon recommendation of the Chancellor of the University of Wisconsin-Stevens Point, as well as the President of the University of Wisconsin System, the Chancellor is authorized to implement the Flexible Option Master of Science in Geodesign and GIS Technologies at UW-Stevens Point.

Program Authorization (Implementation): Master of Healthcare Administration, UW-Milwaukee

Resolution 10559 That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee, as well as the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Healthcare Administration at UW-Milwaukee.

Continuing with his report, Regent Whitburn indicated that the committee had its first reading of the proposed changes to the UW-Stevens Point mission statement.

The committee also approved the recommended UW System Accountability Metrics required by the recently enacted budget, which included four- and six-year graduation rates, measures pertaining to closing the graduation rate gap between underrepresented minorities and non-underrepresented minority students, and measures pertaining to the number of degrees awarded by degree level.

Regent Whitburn then moved the adoption of Resolution 10560. The motion was seconded by Regent Petersen, and adopted on a voice vote.

UW System Educational Performance Accountability Measures

Resolution 10560 That, upon the recommendation of the President of the University of Wisconsin System, approval be granted for the adoption of the following educational performance accountability measures as required by the 2015-17 biennial budget: (1) Graduation Rates; (2) Equity Gap; and (3) Degrees Awarded.

Regent Whitburn shared that Interim Vice President Ward had briefed the committee on the status of the recruitment to backfill his position; it was expected that someone would be hired

by the year's end, with a new Vice President for Academic and Student Affairs in place early in 2016.

Interim Vice President Ward also updated the committee on work going on in connection with remedial and developmental education, as well as the complete revision of administrative code Chapters UWS 4, 7, 11, and 17.

UW-Whitewater's Interim Provost John Stone gave a presentation on high-impact educational practices (HIPs), sharing information about the HIPs that the campus had been working with and measuring since 2006. Regent Whitburn said that the presentation also stressed UW-Whitewater's embrace of the LEAP (Liberal Education and America's Promise) initiative and its fostering of lifelong learning. He indicated that it was interesting to see specific data over time illustrating correlations between program participation, student employment, positive academic results, and enhanced graduation rates.

Finally, the committee heard from UW-Extension's Chancellor Sandeen and Provost Brower on the first reading of the proposed change to UW-Extension's mission statement, under which UW-Extension would be authorized to grant select degrees. A public hearing on the subject would be the next step in that process.

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

President Millner then called upon Regent Mueller to present the report of the actions taken by Business and Finance Committee.

Regent Mueller shared that the committee first heard from Jeff Arnold, Vice Chancellor for Administrative Affairs at UW-Whitewater, about the management and impact of the state budget reductions.

She indicated that the committee had a very good discussion about the financial and administrative metrics that were part of the UW System's Accountability Report, after which the committee approved accountability metrics related to overall financial health, cost per degree, and revenue over expenses. The committee also discussed and approved administrative metrics, including administrative expenditures, average credits to degree, and affordability.

The Business and Finance Committee approved two contracts brought by UW-Madison. The first was an agreement with Allergan Sales, LLC, to evaluate methods for the management of age-related macular degeneration. The services provided by the UW School of Medicine and Public Health were currently underway, and the university could receive up to \$10.5 million for this research.

The second contract was with Takeda Vaccines, Inc., a company working on two independent dengue fever vaccines, for a study involving nonhuman primates through the

Wisconsin National Primate Research Center. Regent Mueller said they were expecting about \$1.1 million for this work.

Vice President David Miller updated the committee on three large IT projects – UW Colleges and UW-Extension’s campus network infrastructure project; UW-Milwaukee’s primary storage infrastructure replacement; and UW-Milwaukee’s wireless network upgrade – all of which were reported to be on time and on budget. Regent Mueller explained that these reports were given to the Business and Finance Committee and then subsequently sent to the legislature, which was interested in large IT projects throughout state government.

The committee next received a high-level summary report on budget-to-actual revenues and expenditures now that the fiscal year had ended, which showed that actual expenditures were slightly below what was budgeted while revenues were slightly above what was budgeted. Though it was very close to budgeted levels, Regent Mueller pointed out that with a budget of the UW Systems’ size even a slight shift would result in additional revenue at the end of the fiscal year; this would be reported in the annual financial report that would be released on or near October 15th.

The Business and Finance Committee also heard a summary of gift, grant and contract awards. Total awards for the period were up compared to the same period the year before, although federal awards had declined.

Regent Mueller moved adoption of Resolution 10561, the UW System accountability metrics; Resolution 10562, the contractual agreement with Allergan Sales, LLC; and Resolution 10563, the contractual agreement with Takeda Vaccines, Inc. After a second by Whitburn, the motion was adopted on a voice vote.

Financial Management and Administrative Management Accountability Measures

Resolution 10561 That, upon the recommendation of the President of the University of Wisconsin System and as required by the 2015-17 biennial budget, approval be granted for the adoption of the following financial management measures: (1) Overall Financial Health; (2) Cost per Degree; and (3) Revenue over Expenses; and the following administrative management measures: (1) Administrative Expenditures; (2) Average Credits to Degree; and (3) Affordability.

UW-Madison Contractual Agreement with Allergan Sales, LLC

Resolution 10562 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 Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Allergan Sales, LLC.

UW-Madison Contractual Agreement with Takeda Vaccines, Inc.

Resolution 10563 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 Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Takeda Vaccines, Inc.

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APPROVAL OF TRANSMITTAL OF NEW ACCOUNTABILITY REPORTING METRICS TO STATE LEGISLATURE

President Millner moved on to a discussion of the new accountability metrics, which were divided among the Education, Business and Finance, and REDI Committees for their review. She indicated that Interim Vice President Ward would provide an overview for the full Board, and then there would be a vote to authorize transmittal of the new metrics to the legislature.

Interim Vice President Ward then said that the metrics had been developed in response to the requirements of the 2015-17 biennial budget, and he briefly reviewed each of the metrics:

- Under financial management, the measure for overall financial health was the composite financial index; the measure for the cost per degree was educational and related expenditures divided by the number of degrees awarded; and the measures for revenue and expense included the tuition margin ratio and tuition fund balances.
- Under administrative management, the measure for administrative expenditures was the ratio of administrative expenditures to total operating expenditures; the measure for average credits to degree was the average credits attempted by bachelor degree recipients; and the measure for affordability was the published tuition fees as a percentage of the median Wisconsin family income.
- Under educational performance, metrics included the four- and six-year graduation rates; the equity gap in those rates for underrepresented minority students and Pell Grant recipients; and degrees awarded, which was the total number of degrees awarded by degree level.
- Finally, under research and economic development, measures included research and public service funding; STEM and health degrees as a percentage of all degrees conferred by level; and alumni residing in the state.

Interim Vice President Ward noted that the resolution the Board would be considering including a sentence stating that the System President was authorized to make adjustments to the specific measures within the categories in consultation with the chairs of the legislative committees. Dr. Ward indicated that while most of the existing measures presented to the Regents at this meeting would be part of the final version, there were a couple of areas under some discussion.

Regent Evers said that a great job had been done with the accountability measures, especially considering the tremendously tight timeline. He then asked Interim Vice President Ward to explain how faculty would be involved in the process of ongoing evaluation of the accountability measures.

Interim Vice President Ward suggested that information about the accountability measures would need to be rolled out to the faculty as well as the public in general. It would be important to look at how faculty performance was contributing to these measures; he gave the example of how the UW System was consistently improving its four- and six-year graduation rates, which he attributed to the work of the faculty. He added that it was also important to inform academic staff, who would be a key component in making the metrics better.

With no further discussion, Regent Petersen moved adoption of Resolution 10564. The motion was seconded by Regent Behling and adopted on a voice vote.

UW System 2015-17 Biennial Budget Accountability Measures

Resolution 10564 That, upon the recommendation of the President of the University of Wisconsin System and as required by the 2015-17 biennial budget, approval be granted for the System President to transmit to the appropriate standing committee in each house of the legislature accountability measures in the four legislatively-required categories and Board-approved subcategories, as follows:

- (A) Financial management measures
 - (1) overall financial health,
 - (2) cost per degree, and
 - (3) revenue over expenses;
- (B) Administrative management measures
 - (1) administrative expenditures,
 - (2) average credits to degree, and
 - (3) affordability;
- (C) Educational performance measures
 - (1) graduation rates,
 - (2) equity gap, and
 - (3) degrees awarded;
- (D) Economic development measures
 - (1) research funding and public service funding,
 - (2) STEM and health degrees, and
 - (3) alumni residing in Wisconsin.

Further, the UW System President is authorized to make adjustments to the specific measures within these categories, in consultation with the chairs of the legislative committees.

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OVERVIEW OF UW COLLEGES RESTRUCTURING PLAN IN RESPONSE TO BUDGET REDUCTION

President Millner stated that the state budget included significant cuts in funding for the UW System. All of the campuses had been and would be impacted, and the chancellors, their teams and their respective campus communities had been assessing alternatives and making plans for how to best manage the new reality that they faced.

At the UW Colleges it was decided – after extensive internal and external review – to propose a reorganization of the campus’ administrative structure. To provide the Board with an overview of the restructuring plan, President Millner called upon UW Colleges Chancellor Cathy Sandeen. Chancellor Sandeen was joined by Vice Chancellor Steve Wildeck.

Budget Reduction

Chancellor Sandeen indicated that the UW Colleges had been going through a radical reorganization, and had been trying diligently to keep the Board informed of that process by forwarding major communications. She said she welcomed the opportunity to provide additional detail.

She first noted that it was important to remember that going through a major change does not mean that what was done in the past was wrong; however, as leaders of the UW Colleges, confronted with external forces and major effects on the budget, it was their responsibility to take the external forces seriously.

Noting that the Chinese character for crisis was a combination of the characters for danger and opportunity, Chancellor Sandeen said that this would be the theme as the UW Colleges went through major changes.

The danger was in the amount of the budget cut attributed to UW Colleges. Noting that six months of advocacy by the Colleges’ supporters and the Board of Regents throughout the budget process had reduced the Colleges’ allocation of the cut from about \$6.5 million to \$5.6 million, she said that this was still very significant, especially coming on the heels of cuts in prior years. The UW Colleges were a highly frugal organization, with \$5,100 in annual tuition and fees per student, the lowest in the state of Wisconsin. She added that UW Colleges faculty were highly productive, and average annual instructional costs per student were also the lowest in the state.

External and Internal Analysis

Chancellor Sandeen explained the analysis that had been done. The first study, a report conducted by the external consulting firm, Huron, occurred under the leadership of Chancellor Sandeen’s predecessor, then-Chancellor Cross. Huron was tasked with looking at all thirteen campuses throughout the state, plus UW Colleges online, to discover what some of the options could be to confront a major budget cut.

Following this external report, Chancellor Cross commissioned an internal group, called the repositioning task force, which was principally made up of faculty, to develop recommendations. Chancellor Sandeen said that a few of those recommendations had been implemented in the prior administration.

Another group was convened to look at the budget cut proposed for 2015-17. Chancellor Sandeen said that the group was again composed of UW Colleges' shared governance representatives, as well as additional faculty, staff, students and administrators. She tasked them with coming up with at least \$6.5 million in reductions, not knowing what the ultimate size of the cut would be.

This group operated under a number of major assumptions: (1) the UW Colleges would not close a campus, as each campus operates in close partnership with cities and municipalities, all of which depend on and invest in the colleges; (2) there would be an open and transparent process, with the group sharing information as it worked through budget reduction strategies; (3) due to the UW Colleges' important academic access mission for the state of Wisconsin, instructional programs would not be touched; (4) harm to UW Colleges' revenue sources was to be avoided; and (5) the group would treat employees and staff with compassion and respect.

Chancellor Sandeen said that she decided to adopt a number of recommendations that resulted from this work. The main response had been to consolidate certain administrative functions and to regionalize others.

Planning and Implementation

Chancellor Sandeen then turned to Vice Chancellor Wildeck to discuss implementation planning. Vice Chancellor Wildeck explained that, like any business that loses 8 percent of its revenue, UW Colleges was focused on a few core things: reducing overhead costs, focusing on the core product, and strengthening the Colleges' position in the marketplace. Chancellor Sandeen had announced the first round of major budget decisions in the middle of May, related to consolidation – not only cutting expenses but reinvesting in certain core aspects of the organization.

This involved: (1) the creation of a one-stop-shop model for delivering student services on the campuses, to streamline where students received their support services, including admissions, veterans counseling, financial aid and disabilities; (2) the standardization and consolidation of the way UW Colleges did recruiting, including the use of technology tools for recruiting and tracking prospects; and (3) the standardization of the way UW Colleges handled student conduct and compliance issues.

Vice Chancellor Wildeck said that the second area of consolidation in the first round of decisions involved the establishment of a Student Academic Success Center on the UW Colleges campuses; the consolidation of the way they managed their IT networks; the establishment of a single library director for all of UW Colleges; the more consistent allocation of ground support staff in the libraries; and the consolidation and standardization of the approach to instructional technology support on campuses.

Vice Chancellor Wildeck displayed a slide showing that UW Colleges had a goal of \$2.6 million in overall savings from this first round of decisions. He reiterated that this would be the result of reducing costs in some areas and making re-investments in other areas, such as the establishment of the student services one-stop shop and the Student Academic Success Center. The timeframe for these decisions was to plan throughout the summer, and then to implement those decisions throughout the fall semester.

The second round of decisions was announced by Chancellor Sandeen in mid-July, after the budget was signed by the Governor, and had the theme of regionalization. Four leadership and management regions were created within the UW Colleges: the north, the southwest, the southeast, and the northeast. A new framework for leadership in the regions was developed. Also, there would be further consolidation of operations, mainly business services and human resources.

These Round Two decisions were estimated to reduce costs by approximately \$3.9 million; combined with the Round One decisions, estimated savings were \$6.5 million. Reminding the Regents that UW Colleges needed to plan for a reduction of \$5.6 million, Vice Chancellor Wildeck explained that a \$900,000 contingency was planned. The groups working on the planning and implementation had also been guided not to plan any change that would present unacceptable levels of risk to either the students or the success of the UW Colleges.

Chancellor Sandeen then spoke briefly about how the four new regions had been determined, explaining that there were many different ways that the 13 campuses could have been grouped. Considerations included geographic proximity, as well as similarities between campuses, the distinct needs of each region, and opportunities to leverage service to the regions. Vice Chancellor Wildeck added that the regional clusters of the campuses also had an equalization of budgets, enrollments, and other factors.

Vice Chancellor Wildeck said that the timeframe for the Round Two budget decisions included a slightly longer planning phase; planning for the regionalized leadership positions began in July, and planning for the consolidation in business services, human resources, etc., started in earnest in September. The same committee that was charged with planning the Round One decisions also was charged with the Round Two decisions related to consolidation. The goal was to implement the recruitment and selection of regional leaders throughout the fall semester, the consolidation of business affairs after January 1, and all of the reorganization by June 30, 2016.

Effects of Changes

Commitment to Employees

Chancellor Sandeen said that the reorganization would be a huge change for UW Colleges, as 83 positions would be eliminated.

She expressed a commitment to treating people with the highest level of respect and consideration. A notice period was built into the timeline so that employees would have the opportunity to pursue other opportunities.

Project Management

Vice Chancellor Wildeck explained that this process was such a large undertaking that UW Colleges was managing the effort as a major IT project. He and Provost Greg Lampe had been appointed by Chancellor Sandeen as the executive sponsors for the project and its overall success. They had charged a Budget Implementation Steering Committee (BISC) to oversee the process of planning and implementing the decisions, and had also appointed a nearly full-time project manager to manage the resources, schedule, assignments, and deliverables.

The BISC, with about ten members, had commissioned 27 different task groups to work on planning and implementation for all of the Round One and Round Two decisions. These task groups were made up of more than 140 current employees of UW Colleges who work in the relevant subject matter areas.

Vice Chancellor Wildeck also spoke briefly about the UW Colleges Central Services Organization, commonly referred to as the Central Office. The Central Office in the UW Colleges was not only an administrative office, but was a consolidated cluster that provided critical back-office daily operational activities in a variety of areas. Of the approximately 73 employees in the Central Office, more than 80 percent were conducting operational activities so that these activities did not have to be duplicated at each UW Colleges campus. This efficiency factor was a significant reason for the UW Colleges' having the lowest cost per student in the UW System.

Student Focus

Chancellor Sandeen stated that remaining focused on the students was the most important thing for UW Colleges. Having every faculty and staff member completely dedicated to student success would be one of UW Colleges' metrics for the future.

She added that maintaining local partnerships was particularly important; previously, partnerships were locally focused; now UW Colleges needed to figure out how to manage those partnerships in a regional model. Also important was continuing UW Colleges' administrative effectiveness.

Opportunities

Chancellor Sandeen observed that when entering into a major budget reduction, potential opportunities are not the first thought that comes to mind. However UW Colleges did have opportunities; the first was the consolidation process, which allowed people familiar with tasks and processes to redesign every job description and every student process based on best practices and current technology.

Another opportunity was to recruit more nontraditional students into the UW Colleges. Currently, approximately 25 percent of UW Colleges students were nontraditional, while roughly 85 percent of all college and university students in the U.S. are nontraditional. She indicated that this represented a huge opportunity to adapt recruitment techniques to nontraditional students, as well as traditional-aged students. One example was an effort underway called "curriculum reimagining," intended to bring the UW Colleges' two-year liberal arts general education

associate's degree curriculum into the 21st century by embedding project-based learning and high impact practices into the curriculum. Chancellor Sandeen said that UW Colleges were working with the four-year institutions to ensure that the transfer of credit was assured, as well.

She also described opportunities for innovative grant projects, such as the one recently awarded to UW Colleges and UW-Extension to look at student records to envision the transcript of the future and how students might provide evidence of learning beyond the traditional transcript. This would be done as part of a national study funded by the Lumina Foundation along with seven other institutions, including the University of Maryland and Stanford University. Other opportunities existed for development and fundraising, she said.

Returning to the issue of mission alignment and the commitment of UW Colleges' faculty and staff to the students, Chancellor Sandeen reflected upon the upcoming departure of 80 administrative colleagues. While UW Colleges would help them get other jobs, she explained that these administrators also loved the students and would miss the opportunity to serve those students within the UW Colleges. She asked everyone to take a moment to recognize and thank these individuals; she said UW Colleges would honor them by maintaining a laser focus on students and providing access and opportunity to the citizens of Wisconsin going forward.

Regent Discussion

President Millner thanked Chancellor Sandeen and Vice Chancellor Wildeck for the update, acknowledging that this was a difficult situation. She agreed with Chancellor Sandeen that it was necessary to recognize the 80 employees that would be repositioned, and led the room in a round of applause for those individuals.

President Millner recognized Regent Petersen, who recalled that the day before, the Education Committee had heard about the importance of modernizing the UW Colleges and UW-Extension for the 21st century. He asked about the modernization. Chancellor Sandeen observed that in many ways UW Colleges and UW-Extension had already been brought into the modern age. She credited the faculty for their willingness to innovate, and gave as examples the point-to-point video conferencing classroom ability and online classes that optimized UW Colleges' academic offerings across the 13 campuses. If one campus had a more specialized course with low student demand, it could find other students on other campuses that also needed to take that course and then perhaps teach it in a video conference format, or give students the opportunity to take fully online courses.

For many years, UW Colleges had been on the forefront of thinking about how to incorporate technology and newer educational formats to serve students across the System, such as by collaborating with the UW Flexible Option program to offer the full Associate of Arts Degree in the flex format. Chancellor Sandeen indicated that these academic efforts had been under the radar but were innovative; the new changes would be consolidating and modernizing the administrative structure.

Regent Petersen also asked whether UW Colleges would have made some of these changes without the budget reduction, and to what degree. Chancellor Sandeen said the answer to that probably was "yes." For example, the academic one-stop shops that consolidate library

and IT services and Student Success Centers are actually national best practices for student services.

Lastly, Regent Petersen stated that it was clear from both Chancellor Sandeen and Vice Chancellor Wildeck's comments that the focus was on the student, and he congratulated them for this.

Regent Higgins noted that earlier in Chancellor Sandeen's presentation she had acknowledged the fact that the UW Colleges are unique in their collaboration with local communities in that their facilities are owned by the counties in which they reside. He said he knew the relationship between academic people in the Colleges and the county supervisors who run those county boards was very important to the functioning of the institutions, and asked how she had considered maintaining those relationships when UW Colleges would be removing the chief point person at each of the campuses.

Chancellor Sandeen indicated that this issue was identified as a big risk early on in the process. UW Colleges needs to maintain those close relationships, and the Colleges had been in constant communication with their county and municipal partners. Vice Chancellor Wildeck added that the traditional role of the campus dean in the Colleges was not just executive officer externally, but chief operating officer internally. This transition would emphasize the external portion of that responsibility because a regional dean in the future would have responsibility for three or, in one case, four campuses. On each campus there would be an associate dean for either academic affairs, business affairs, or student affairs for the region, who would also act as the operating officer and campus administrator for that particular campus. In that regard, there was a kind of double coverage to make sure that they preserved and maintained those strong local relationships.

Chancellor Sandeen added that the job description for the regional executive would be different from that of a campus executive, and the relationship building and maintenance, both internally and externally, would be a much larger proportion of the job for those individuals going forward.

Regent Pruitt asked Chancellor Sandeen what she would say to those who would look at this and contend that UW Colleges had too much money all along, and that by doing this, everything would be fine even after the \$5.6 million cut. He asked whether, if UW Colleges had moved forward anyway with some of the administrative changes and improvements, some of the savings might have been redirected to help compensate faculty who are well below their peers in compensation.

Chancellor Sandeen first addressed the idea that UW Colleges could handle the budget cut, noting that each institution walks a very fine line between the legal obligation to operate within the budget provided and the need to do that in the best possible way to fulfill its mission. Saying that it was her job to find that balance, she emphasized the need to serve students and attract more in the future. Although they had been very creative in how they dealt with the cuts, Chancellor Sandeen said that it would be very difficult going forward if the Colleges were confronted with another similar budget cut, indicating that they had cut well into the bone at this point.

She added that she was glad Regent Pruitt had pointed out the salary and compensation issues within the institutions. A study conducted under President Cross during his time as UW Colleges chancellor had revealed that faculty were compensated 15 to 20 percent below their peers. She said that UW Colleges knew that it lost faculty occasionally because of compensation; many times they were hired by the technical college across the parking lot, where they could get an automatic increase of 20 percent.

They had allocated a significant portion of base funding – \$600,000 over the next two years – to help correct that issue. Though that was a decision made prior to her coming on board, Chancellor Sandeen stated that she fully supported it because of the need to make progress in correcting some of the salary discrepancies between UW Colleges’ faculty and staff and those of peer institutions.

President Millner once again thanked Chancellor Sandeen and Vice Chancellor Wildeck for their presentation on the important changes in UW Colleges. She expressed appreciation for the extensive and inclusive review process Chancellor Sandeen and her colleagues at UW Colleges used to arrive at these decisions. She added that, faced with a challenging budget environment, all of the chancellors were faced with making significant and difficult decisions.

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UPDATE ON UW FLEX OPTION

President Millner asked Chancellor Sandeen to provide the Board with an update on the UW Flex Option program. Chancellor Sandeen was joined by Aaron Brower, Vice Chancellor and Provost of UW-Extension, and David Schejbal, Dean of the UW-Extension Division of Continuing Education Outreach and E-Learning.

Chancellor Sandeen said that the presentation would cover what had happened with the UW Flex Option program since the Regents had last been updated, its revenue, and what had been learned along the way.

Purposes of Flex Option

Reviewing the reasons for the UW Flex Option, she noted the need in the U.S. and in Wisconsin for greater degree attainment. Currently about 40 percent of the population had attained two-year degrees or higher; the goal was to reach 60 percent in both the country and the state. Another reason was the need for a more knowledgeable workforce; industries were changing and requiring a high level of knowledge for their workers.

At the time of the last update, the large nontraditional demographic in the state and country was discussed, Chancellor Sandeen said. About 80 percent of all students are not the traditional first-time, full-time, right-out-of-high school students; and they need to be served in a flexible way.

Another issue was the credit transfer problem; adult working-professional students who had attended multiple institutions often found it very difficult to obtain credit for what they had

already learned at other institutions. The UW Flex Option's flexible format, through which students work through competencies and take assessments, allows these students to avoid the credit-transfer problem by gaining credit for what they had already learned or could do.

Chancellor Sandeen showed a chart listing the top five upper-Midwest job openings by required degree: business administration, computer science, accounting, engineering, and nursing science.

Then she played a short video that described how, as a partnership between UW System campuses and UW-Extension, the Flexible Option awards credit based on how well a student knows the material, not how many hours they spend in class, so that students can work at their own pace to earn a degree that employers would value.

Leveraging Partnerships and Building Operations

Moving on, Chancellor Sandeen said that after a year spent proving the concept, the program had learned how to leverage partnerships and build new operations, since the previous back-office systems had been based on the credit hour. She reported that the program was seeing good student outcomes and progress, as well as strong enrollments, with 193 enrollments in 2014 and 692 enrollments to date in 2015. The top two programs for enrollments were the RN to BSN program and the Information Science and Technology program, both in partnership with UW-Milwaukee.

UW Flex Option had also seen its first graduates, including Lori Kenyon, a UW Health employee who in less than one year completed the RN to BSN program, which would have taken two years to complete in a traditional program.

Revenue

With respect to program revenue, Chancellor Sandeen reported that the program was seeing great growth since last year, with revenues of more than \$1 million in 2015. On the expense side, she reminded Regents that this was an investment that required building a brand new program from scratch using one-time start-up funds from the System. Given enrollment patterns, revenues were projected to exceed expenses within about a year for the bachelor of Information Science and Technology program and for the RN to BSN program. The start-up costs were significant, but financial goals would be met as more students and programs are added.

Progress in Meeting Challenges

The chancellor noted that some of the program's challenges had included program array, financial aid, and regulations.

Related to the program array, she stated that a number of programs were already operating in partnership with three UW institutions, and others would be added, including an AODA certificate program with UW-Madison; a GIS master's program with UW-Stevens Point,

(approved earlier that day); and a new Business and Management bachelor's degree, which would require a UW-Extension mission change.

UW Flex Option was also meeting many of its challenges in terms of financial aid and other regulations, having received a successful review from the Higher Learning Commission and having become one of the first institutions to receive permission from the U.S. Department of Education to award Title IV financial aid for a flexible program.

She added that progress was also being made in developing various back-office systems to adapt to the new flex format.

She said that the program was working as it should, with its students learning and graduating. Chancellor Sandeen added that the partners for the nursing and IT programs reported increasing enrollments as well, supporting the belief that the program was bringing in a new group of students to the UW System rather than cannibalizing students from traditional programs.

The chancellor noted that some traditional policies do not translate to competency-based education, that there is continually increased demand, and that some programs are performing better than others. Regarding the last point, she observed that it is common to review and refine programs.

In conclusion, Chancellor Sandeen said that the program was looking forward to refining the existing programs and implementing new ones. She commented on the potential to sell directly to businesses that had a need to increase the educational attainment of their employees, saying that they also would need to learn how to deal with demand as it continues to grow.

Regent Discussion

President Millner commented on the challenge of competing with for-profit institutions, noting that one of the advantages of the Flex Option was that it would tap into that market. At the news that cannibalization of the UW's traditional programs was not happening, she applauded Chancellor Sandeen and the Flex Option program for bringing in new students.

President Millner then called upon Regent Pruitt, who indicated that he had sensed that there was some concern by some chancellors about the effect of the Flex Option program and UW-Extension's proposed revised mission statement on their own institutions' offerings. He asked if there would be an opportunity for the chancellors of other institutions to share those concerns with the Board prior to the Regents' making a decision on the Extension's mission statement proposal.

Chancellor Sandeen responded that there would be a public hearing on the proposed changes to UW-Extension's mission, that the mission would come again before the Board, and that she also hoped for an opportunity for others to provide their input.

Regent Evers asked about the prevalence of credit based on experience thus far. Vice Chancellor Brower replied that one of the advantages of the Flex Option was that it cut through a

lot of the complications that might exist with other kinds of programs. All students had to pass the same assessments in order to move forward, whether they had experience or not.

Regent Farrow asked if the program was charging more for out-of-state students. Dean Schejbal explained that there was a flat rate for all undergraduate students, as there would be for all graduate students after that program was added. Chancellor Sandeen added that 75 percent of students enrolled in the UW Flex Option program were Wisconsin residents.

Regent Farrow stated that since this is a public system, supported by Wisconsin taxpayers, that investment should be reflected in the rates paid by students from other states. Chancellor Sandeen said that would be considered, and noted that the state funds were the investment in the start-up and that the program would be a cost-recovery program, so all of the tuition would fund the operations of the program.

Regent Farrow observed that with the way the university budgets are done, buildings and their operation and maintenance costs were not always considered part of what it takes to educate a student. In the case of the Flex program, there was a building and it was located in Wisconsin.

Acknowledging that Flex Option was designed to allow students the time needs to complete their degrees, Regent Mueller wanted to know if the program had any dropouts.

Vice Chancellor Brower said that there was attrition, but it was still too early to tell what the rate would be. He reported that students were doing as expected – subscribing for three months at a time and consuming as much education as they wanted during that period. Many students found this very useful because they could take one or even two months off and then come back. Some students persisted from one subscription period to the next without a break, but most moved in and out because of vacation plans, job changes, or other factors.

President Millner thanked Chancellor Sandeen, Vice Chancellor Brower, and Dean Schejbal for their presentation.

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RESOLUTION OF APPRECIATION TO UW-WHITewater FOR HOSTING THE SEPTEMBER MEETING

President Millner called upon Regent Harsy, one of the Board's liaisons to UW-Whitewater, to read Resolution 10565, thanking UW-Whitewater for hosting the September meeting. The resolution was adopted by acclamation.

Resolution of Appreciation: UW-Whitewater

Resolution 10565 WHEREAS, the members of the Board of Regents are pleased to recognize the University of Wisconsin-Whitewater as the host campus for the board's September 2015 meeting; and

WHEREAS, the board is grateful for the generous hospitality extended this month by the entire Warhawk community and the campus's new leader, Beverly Kopper, who will be inaugurated this afternoon as UW-Whitewater's 16th Chancellor; and

WHEREAS, the board was inspired by Chancellor Kopper's presentation, "The Warhawk Way: Fostering Excellence through Engagement, Leadership and Service"; and

WHEREAS, the Business and Finance Committee appreciated hearing about UW-Whitewater's plans for the management and impact of the state budget reduction; and the REDI Committee was enthusiastic about the campus's many entrepreneurial initiatives, including the Innovation Center and the Launch Pad program; and

WHEREAS, UW-Whitewater offered the Capital Planning Committee a helpful review of the university's comprehensive master plan, aimed at building student success; and

WHEREAS, the members of the Education Committee thank Interim Provost and Vice Chancellor John Stone for the presentation about UW-Whitewater's High-Impact Educational Practices; and

WHEREAS, the Board was delighted to hear from UW-Whitewater's mother/son duo featured in this month's Student Spotlight: Rochelle Day, who earned her Bachelor of Business Administration degree from UW-Whitewater as a nontraditional student and now works on campus, and her son Josh Day, who is entering his senior year at UW-Whitewater;

BE IT THEREFORE RESOLVED that the Board of Regents hereby thanks UW-Whitewater for this month's informative presentations, its innovative spirit, and its many continued contributions to the UW System and to the state of Wisconsin.

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The meeting was adjourned at 11:40 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
University of Wisconsin System