

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the Symphony Room, 2<sup>nd</sup> Floor  
Gordon Dining and Event Center  
770 W. Dayton Street  
Madison, Wisconsin

Thursday, December 8, 2016  
12:30 p.m.

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Thursday, December 8, 2016  
12:30 p.m.

-President Millner presiding-

PRESENT: Regents John Behling, Mark Bradley, José Delgado, Lisa Erickson, Tony Evers, Michael Grebe, Tim Higgins, Tracey Klein, James Langnes, Regina Millner, Janice Mueller, Drew Petersen, Bryan Steil, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: Regents Margaret Farrow, Eve Hall, and Edmund Manydeeds

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**APPROVAL OF THE MINUTES OF THE NOVEMBER 2016 MEETING**

The minutes of the November 10, 2016 Board of Regents meeting had been provided. Upon the motion of Regent Whitburn, with a second by Regent Petersen, the minutes were approved on a voice vote.

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**REPORT OF THE PRESIDENT OF THE BOARD**

***Higher Educational Aids Board Report***

The report of the Higher Educational Aids Board had been provided. There were no comments or questions.

***Welcome to Members of the Academy for Leadership and Innovation***

President Millner welcomed everyone to the Board's final meeting of 2016. Before getting started, she called attention to some special guests seated in the gallery: members of the

UW Colleges and UW-Extension Academy for Leadership and Innovation, who were present to observe the meeting.

The Academy for Leadership and Innovation is an intensive, year-long leadership program for UW-Extension and UW Colleges employees. Participants develop their leadership capacities, observe successful leaders in action, and complete a group service project designed to bring innovative benefits to both institutions.

The participants traveled from across the state for their graduation ceremony, which was held the day before the Board's meeting. President Millner invited everyone to join her in congratulating these guests on a successful year in the Academy and wishing them continued success in the UW System.

### ***Update on Task Forces***

President Millner began her report with updates on two task forces. First, the Task Force on Campus Climate, chaired by Regents Eve Hall and Ed Manydeeds, met for the first time in November 2016. The co-chairs started the meeting by recognizing the efforts of UW students who brought their concerns to the attention of the Board. They also emphasized that the Board of Regents shares students' interest in making their educational experience at the UW System a successful one.

Before delivering the charge for the task force, President Millner shared her thoughts on why the Board needs to address campus climate issues within the UW System: Teaching and learning are at the heart of the University of Wisconsin System experience, and the UW System must provide a climate where teaching and learning can flourish.

We live in an increasingly global economy and multi-cultural society, she said. Providing a healthy campus climate is essential to ensuring that students are well equipped to thrive both professionally and socially. At its first meeting, President Millner had asked the Task Force on Campus Climate to work quickly to develop recommendations for improving the climate on UW System campuses, and to complete its work by the spring of 2017.

The Tuition-setting Policy Task Force also met in November to continue its work on developing recommendations for how tuition might be set following the 2017-2019 biennium. President Millner was able to attend a portion of the task force's last meeting, and she shared her thoughts on the importance of the Board's exercising its statutory authority to set tuition, as well as the impact of tuition on affordability.

President Millner thanked Regent Higgins and all the members of the Tuition-setting Policy Task Force, who have tackled a number of challenging issues. She expressed confidence that their efforts will influence how the System approaches tuition-setting in future years.

## ***Winter 2016 Commencement***

President Millner noted that the end of the year is often a very busy time, but is also an exciting time, especially for many students. In the coming weeks, about 10,000 students all around the UW System are expected to receive their hard-earned degrees. A number of Regents were taking part in the ceremonies, including President Millner. Indicating that she always looks forward to this opportunity, she stated on behalf of her colleagues that it is a privilege to be part of such a milestone day in the lives of so many people.

## ***Farewell to Board of Regents Policy Analyst Tou Her***

President Millner outlined the afternoon's agenda, which included a report on UW-Green Bay's NCAA Division I athletics, the report of the Task Force on Sexual Violence and Harassment, and a statement from President Cross on *2020FWD*. The Board would also be acknowledging the departure of two long-serving colleagues, Vice President David Miller and Associate Vice President Freda Harris.

President Millner also mentioned the contributions of Tou Her, a policy analyst in the Board of Regents Office, who announced his intention to retire at the end of the year. Mr. Her had been with the Office since June 2014. For about 16 years prior to that, he worked as an analyst and an auditor in the UW System Office of Internal Audit.

Stating that Mr. Her has served the System with distinction, President Millner recounted seeing firsthand his diligent efforts when he helped to staff the Tenure Policy Task Force. She thanked Mr. Her and offered her best wishes for his coming retirement.

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## **REPORT OF THE PRESIDENT OF THE SYSTEM**

### ***Update on Recent Events***

President Millner next turned to President Cross for his report. President Cross started with a brief legislative update. The election season is over and Wisconsin's legislative leadership is now set for the next session. All four caucuses will return with the same leaders, and the higher education committee leadership and membership is expected to look very familiar, he said.

While the majority of standing committee appointments have not yet been made, the Joint Committee on Finance will be led again by Senator Alberta Darling of River Hills and Representative John Nygren of Marinette. The finance committee membership so far looks very familiar, with only a few changes.

As the UW System prepares for the 2017-19 session, which begins with the legislature being sworn in on January 3<sup>rd</sup>, the System's staff, chancellors and partners throughout the state are continuing to engage the public and Wisconsin's political leaders in support of the

university's budget request and its 2020*FWD* vision. President Cross reported that the response had been quite positive.

President Cross also provided a quick recap of activities occurring on the federal front. Before adjourning, Congress must complete its work on a continuing resolution to fund federal programs, he said. The current continuing resolution would expire on December 9<sup>th</sup>.

In an important step, a conference agreement had been reached on the National Defense Authorization Act. That conference agreement included a program to establish the Manufacturing Engineering Education Grant program, which grants awards to industry, universities, non-profits, and other consortia related to advanced manufacturing engineering education. The UW System had worked hard, along with Wisconsin Manufacturers and Commerce President Kurt Bauer, to make this happen. President Cross indicated that the UW System would closely follow the agreement's progress out of the conference committee, to position itself well to compete for resources.

Late in November, a federal judge issued a national preliminary injunction blocking implementation of the new Fair Labor Standard Act rules that were scheduled to go into effect on December 1<sup>st</sup>. As a result of the injunction, plans to comply with the rule have been halted. The Department of Labor has appealed the court order, and the UW System will continue to monitor the situation and keep the Regents informed.

The UW System is also watching two other important pieces of legislation at the federal level: the 21st Century Cures Act, which would boost funding for medical research, and the America COMPETES Act, which would broaden and enhance the STEM pipeline. President Cross indicated that both of these acts appear to be making advances.

The UW System is also closely watching for any federal action related to the Deferred Action for Childhood Arrivals (DACA) policy. DACA started in June 2012 and allows certain undocumented immigrants who enter the U.S. as minors to work or go to school without fear of deportation. President Cross stated that the UW System's students are important to the future of Wisconsin and the nation, and that the challenges the System faces cross different cultures, affiliations and political philosophies. This has created considerable anxiety and stress on UW campuses, and campus leaders and staff are working together to try and resolve these issues as quickly as possible during this time of uncertainty.

The week before the Board meeting, at the request of Governor Walker's staff, the UW System had provided input about federal regulations that are burdensome to the higher education community in general. The System used this opportunity to look at the broad federal regulatory framework – statutes and agency regulations – that impinge upon higher education unnecessarily or inappropriately. Federal regulation is an area that the UW System believes the new administration and Republican Congress will prioritize in 2017, and President Cross expressed appreciation for their interest in how this area could be improved.

Finally, President Cross provided updates on two searches in progress within UW System administration. Stating that the System is aggressively working to complete the search for both

the Vice President for Administration and the Vice President for Finance, he indicated that his goal was to have both searches completed by the end of the year.

### ***News from Around the UW System***

President Cross next shared some news from around the UW System:

#### **UW-Eau Claire Computer Science Students Bridge Skills Gap**

President Cross reported that UW-Eau Claire computer science students are creating instructional models and games to help their classmates with their first-year courses. Many students enter the computer science program without any high school class experience – and these games provide a skills-gap solution to keep research students moving forward in this trail-blazing field.

#### **UW-Extension's Food Finance Institute Gains National Attention**

UW-Extension's Food Finance Institute is gaining national attention for helping food entrepreneurs and specialty farmers launch and sustain their businesses without billions of dollars of investment money for startups. Tera Johnson was invited to speak in New York at the first-ever Change Food Fest. The Institute's success has generated requests for additional training for businesses in Wisconsin, as well as other states, in the coming year.

#### **New Dorm Construction Underway at UW-Fond du Lac**

UW-Fond du Lac is glad to have construction underway for new on-campus housing, which will make it possible for students from further away to attend the campus. Construction began a month ago for the 121-bed building, scheduled to be ready for students by next fall. The dorm demonstrates the strong public-private partnership and commitment between the campus, county and community.

#### **UW-Green Bay Students and Faculty Help Restore the Bay**

UW-Green Bay students and faculty are working with regional agencies and non-profits to help restore the bay. These partners are seeding 20 acres of wild rice, which improves water quality, supports biodiversity, and provides habitat for many of the birds and fish important for recreation in the area. The UW-Green Bay restoration project is possible with help from the Fish and Wildlife Service, the Army Corps of Engineers, Brown County Port Authority, the Wisconsin Department of Natural Resources, the Nature Conservancy, UW-Extension, and UW-Sea Grant.

#### **UW-La Crosse Looks Forward to New Science Labs Building**

UW-La Crosse is looking forward to its new Science Labs Building. A ceremonial groundbreaking was held for this new facility, which will provide state-of-the-art space for faculty and undergraduate research in ways to combat infectious diseases, improve water quality,



explore practical uses of nanotechnology, and much more. Departments have tripled in size since the original building was built in 1966. The new facility is set to open in the fall of 2018.

### **UW-Madison Materials Engineers Develop New “Green” Flooring Prototype**

In other science-related news, UW-Madison’s materials engineers are making home and business flooring even more “green” through a new inexpensive, simple method that converts footsteps into usable electricity. President Cross offered congratulations to Associate Professor Xudong Wang, his graduate student Chunhua Yao, and all of their collaborators for this promising discovery.

### **UW-Milwaukee Researchers Analyze River Samples**

UW-Milwaukee Schools of Public Health and Freshwater Sciences researchers are analyzing samples taken from the Milwaukee River before and after Thanksgiving. Sewage treatment plants usually do not remove spices, so they end up in the city’s rivers. Researchers are looking for trace amounts of acetaminophen, caffeine, cinnamon and nutmeg to raise awareness of how this might impact water quality.

### **UW-Oshkosh Excels at Licensing New Nurses**

UW-Oshkosh’s College of Nursing has one of the highest pass rates in Wisconsin for licensing new nurses. The Wisconsin Department of Safety and Professional Services recognized the extremely high student pass rate, which is more than 96 percent. President Cross congratulated the College of Nursing on these exceptional efforts, which are critical to meeting Wisconsin’s growing healthcare needs.

### **UW-Parkside Opens New Literacy Lab**

UW-Parkside opened a new literacy lab to enhance early learning services for the community. At the opening celebration, UW-Parkside students Brynn Weinzirl and Rhyannon Jones debuted a book they wrote and illustrated called, “The Bee and the Book.” The book reflects Ms. Weinzirl’s own reading struggles as a child and is intended to help encourage children to read independently. Early learning initiatives like this help to strengthen the educational pipeline for Wisconsin families, President Cross said. He also recognized the Guttormsen family’s contribution in funding the literacy lab.

### **First Endowed Faculty Chair at UW-Platteville**

UW-Platteville’s first endowed faculty chair, Dr. Kyle Metzloff, will work directly with students, metal casting industry leaders, and the Foundry Educational Foundation to provide well-trained and highly technical metals processing graduates. UW-Platteville is one of 20 institutions nationwide to have this type of key professor. The gift will help sustain the industrial studies and metals program at UW-Platteville for years to come.

### **UW-River Falls Faculty Member Nationally Recognized as Leader in Animal Science**

A UW-River Falls animal science faculty member has been nationally recognized as one of 25 Future Icons expected to change the industry. Associate Professor of Animal Science Dr. Kurt Vogel was named a leader in his discipline by the National Provisioner editorial board. Dr. Vogel is an advocate of undergraduate research and will be influential in training the next generation of animal welfare leaders, including farmers, scientists, processors and veterinarians.

### **UW-Stevens Point Partners with Businesses to Retain Graduates**

UW-Stevens Point is working with area businesses to retain local graduates. I was pleased to be invited to an event on campus last Thursday to talk about the benefits. For example, research shows that if students conduct an internship in Wisconsin, they are more likely to stay in the state to work after graduation. The Department of Workforce Development is collaborating on the initiative, as are some of the technical colleges.

### **UW-Stout Encourages More Women to Consider Careers in Information Technology**

UW-Stout is encouraging more women to consider careers in the field of information technology. Faculty, staff and students produced a “Sit With Me” video as part of a nationwide campaign by the National Center for Women in Technology. Across the U.S., women make up about 18 percent of the IT workforce, which is more than a 50 percent drop from the 1980s, when women made up about 37 percent of the IT workforce. President Cross congratulated UW-Stout for taking steps to change that trajectory.

### **UW-Superior Student Attends “Women in Trucking” Conference**

UW-Superior senior Kelsey Nelson is making the most of her last few weeks before graduation. The senior Transportation and Logistics Management major recently traveled to Dallas where she attended the Women in Trucking conference. While there she appeared on a radio program and participated in a panel titled “Attracting Millennials: How Transportation Companies Compete for New Talent.” Calling it a fantastic opportunity for one of the UW System’s soon-to-be grads, President Cross expressed thanks to Ms. Nelson for representing Wisconsin at the conference.

### **UW-Whitewater Makes Connections with Alumni Mentor Program**

Each year, UW-Whitewater’s Alumni Mentor Program matches about 100 highly motivated students with equally dedicated alumni mentors who are positioned to guide them. President Cross displayed a photo of UW-Whitewater sophomore Tatyana McLemore with her mentor, Alumnus Don Meyer, at a reception. Mr. Meyer earned his master’s degree in school psychology in 1974, and Ms. McLemore would like to have her own psychology practice someday. President Cross praised the connections being made within this program.

President Cross concluded his report by thanking all of the UW students, faculty and staff who are making a difference in Wisconsin.

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## **RESOLUTION OF APPRECIATION FOR VICE PRESIDENT DAVID MILLER'S SERVICE TO THE UW SYSTEM**

President Millner announced that one of the farewells would be moved up on the agenda because Regent Whitburn needed to leave the meeting early. She then invited Regent Whitburn to introduce the Board's resolution of appreciation for Vice President David Miller, who would be leaving after 20 years of service to the UW System.

Regent Whitburn noted that, as leaders of the then-Business, Finance, and Audit Committee, he and Vice President Behling had been involved in Vice President Miller's advancement to his current position. He described Vice President Miller's work as outstanding and exceptional.

Regent Whitburn said that Vice President Miller had enjoyed the respect and confidence of his System staff colleagues, as well as his network of business partners across the UW System institutions. He has been respected and counted on by the current Board and the previous Regents who served during his tenure with the university. In the Capital, state leaders on both sides of the political aisle and in both the legislative and executive branches have known Vice President Miller – on a personal level they have liked him, and on a professional level they have respected him.

Regent Whitburn said that Vice President Miller tends to do his homework, anticipating likely queries and questions and consistently demonstrating a capacity to “have his act together.” He is not afraid to say “Yes,” or “Let me check and I'll get back to you,” or “Whoa! Bad idea.”

In the years ahead, when Vice President Miller and his family return to travel across Wisconsin, he will always be able to pass the many facilities, projects, and buildings where his energies, expertise, sweat equity and hard work have had a key role in making them happen.

Regent Whitburn wished Vice President Miller well, stating that the Regents have benefited from their personal relationships with him and will remain indebted to his commitment, the efficacy of his work, and his contributions to the wonderful institution of the University of Wisconsin.

Regent Whitburn invited everyone to join him in congratulating Vice President David Miller. He then read aloud the resolution of appreciation for Vice President Miller's service to the UW System, which was adopted by acclamation.

### **Resolution of Appreciation for Vice President David Miller's Service to the UW System**

Resolution 10777      WHEREAS, David L. Miller has served the University of Wisconsin System and three UW System Presidents with dedication and distinction

for 20 years, including in his current role as Vice President for Administration and Fiscal Affairs; and

WHEREAS, David's current position as the UW System's chief administrative officer is the latest in a meritorious and varied career at the UW System, which he began in 1997 as a Special Assistant for State Relations, and continued with the positions of Assistant Vice President for University Relations (1999-2003), Assistant Vice President for Capital Planning and Budget (2003-2007), Associate Vice President for Capital Planning and Budget (2008-2013), and, in 2013, Senior Vice President for Administration and Fiscal Affairs; and

WHEREAS, David, who earned an MBA from UW-Madison, has an accomplished background outside of higher education, including as a policy analyst and legislative aide in the Wisconsin Legislature, as a legislative analyst for the Tennessee Legislature, and as a teacher and educator for both the District of Columbia Public Schools and the Congressional Youth Leadership Council in Washington, D.C.; and

WHEREAS, David has been actively engaged with numerous professional associations, including serving on the Board of Directors and the Executive Leadership Council of the Society of College and University Planning; serving as a commissioner for the Midwest Higher Education Compact; and presenting at higher education conferences, including those of the Educational Advisory Board and the National Association of Student Personnel Administrators; and

WHEREAS, David led several important financial and administrative reforms, including restructuring the UW System's audit function; implementing a new annual budget model; designing a thorough accounting system for year-end fund balances, introducing a better financial management tool and reporting mechanism; strengthening payroll and benefit operations; and establishing the foundation for the Commitment to Operational Reform and Excellence (CORE), a component of the UW System's 2020FWD strategic framework; and

WHEREAS, David coordinated and provided support for two Board of Regents committees – Business and Finance, and Capital Planning and Budget – collaborating with Regents and staff from UW System Administration and the UW institutions to ensure that resources were optimally directed toward supporting the mission of the UW System; and

WHEREAS, while providing direct leadership of Capital Planning and Budget activities, David helped to meet critical infrastructure needs of UW institutions by representing the UW System before the Wisconsin State Building Commission; overseeing ten years of increased state

funding; securing authorization for more than \$3.4 billion in funding for 136 major projects; and helping UW institutions fulfill their missions through the strategic acquisition of real property (including negotiating the \$20-million purchase of the Columbia St. Mary's Hospital campus to benefit UW-Milwaukee); and

WHEREAS, David's expertise and knowledge on a broad array of financial, operational, academic, and public policy areas and his genial nature allowed him to build relationships with, and provide counsel to three UW System Presidents; members of the Board of Regents and President's Cabinet; Chancellors; and countless colleagues, both inside and outside of higher education – and his work and relationships with governors and legislators across the political spectrum allowed him to adeptly represent the UW System and its campuses on a wide variety of issues;

BE IT THEREFORE RESOLVED that the University of Wisconsin System Board of Regents highly commends and thanks David L. Miller for his considerable contributions to higher education in the State of Wisconsin, and extends its sincere best wishes to David as he begins his new role as the chief financial officer for the University of Tennessee System.

Vice President Miller thanked President Cross and President Millner. He recognized his wife, Nancy, who was present in the gallery, as being his strongest supporter. He then thanked Regent Whitburn for his eloquent and kind remarks, and expressed appreciation for his friendship, mentorship, and golf lessons.

Vice President Miller stated that the list of people he would like to thank was too long to do so by name, though he did credit former Regents Bartell and Walsh for teaching him the importance of the bowtie in a person's wardrobe in the South. The hundreds of colleagues he wished to thank included the 55 chancellors, numerous Regents, and three System presidents with whom he had worked.

He also recognized the CBOs and finance and administrative staff who he said had toiled alongside him in complex matters. Noting that no challenge has been unmet by that group of wonderful people, Vice President Miller indicated that his practice of hiring people better and smarter than himself had certainly worked for him.

Vice President Miller made particular mention of Associate Vice President Freda Harris, noting that the two of them had the distinction of having supervised each other at different points in their long careers. He also described his direct staff – Jennie Bauernhuber, Jenna Weidner, and Stefan Fletcher – as great people who do great things.

Vice President Miller recalled being recruited to the UW System in 1997 by Margaret Lewis, a friend and colleague who then worked in the System Administration's government

relations office. This followed many meetings he had with the UW System's legal counsel and former President Katharine Lyall in the course of his work on tough discrimination issues for a legislator representing the UW-Milwaukee area.

Noting that many people had asked him why he was leaving after 20 years with the UW System, Vice President Miller presented a short PowerPoint presentation on the "Top Five Reasons I'm Moving to Tennessee":

- 5) He has many more family members in Tennessee than in Wisconsin.
- 4) The hats are more practical in Tennessee (foam cheese does not keep one very warm).
- 3) He prefers mountains over flatland.
- 2) He prefers whiskey over beer.

Finally, displaying side-by-side pictures of a green Tennessee landscape and a snowy UW-Madison campus, Vice President Miller declared that his number one reason for moving is April.

Stating that Vice President Miller would be missed, President Millner promised to think of him when she looked out over the mud or snow in April.

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## **REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE**

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

Regent Whitburn stated that the Education Committee approved two additions to the UW System's program array: a Master of Science in Athletic Training at UW-Green Bay and a Bachelor of Arts in Urban Studies at UW-Milwaukee. He moved adoption of Resolutions 10778 and 10779. The motion was seconded by Regent Tyler and adopted on a voice vote:

### **Program Authorization (Implementation), Master of Science in Athletic Training, UW-Green Bay**

Resolution 10778      That, upon the recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Athletic Training at UW-Green Bay.

### **Program Authorization (Implementation), Bachelor of Arts in Urban Studies, UW-Milwaukee**

Resolution 10779      That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin

System, the Chancellor is authorized to implement the Bachelor of Arts in Urban Studies at UW-Milwaukee.

Regent Whitburn noted that the post-tenure review policy approved in March called for institutions to submit their respective policies by year-end. The Board approved UW-La Crosse's policy at its last meeting, and the Education Committee had that morning approved the post-tenure review policies from UW-Green Bay, UW-River Falls, UW-Platteville, UW-Milwaukee, UW-Eau Claire, and UW-Oshkosh. He then moved adoption of Resolutions 10780, 10781, 10782, 10783, 10784, and 10785. The motion was seconded by Regent Petersen and adopted on a voice vote:

**Approval of Post-Tenure Review Policy, UW-Green Bay**

Resolution 10780      That, upon the recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

**Approval of Post-Tenure Review Policy, UW-River Falls**

Resolution 10781      That, upon the recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

**Approval of Post-Tenure Review Policy, UW-Platteville**

Resolution 10782      That, upon the recommendation of the Chancellor of the University of Wisconsin-Platteville and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

**Approval of Post-Tenure Review Policy, UW-Milwaukee**

Resolution 10783      That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

**Approval of Post-Tenure Review Policy, UW-Eau Claire**

Resolution 10784      That, upon the recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

### **Approval of Post-Tenure Review Policy, UW-Oshkosh**

Resolution 10785 That, upon the recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

Regent Whitburn stated that the UW System Task Force on Sexual Violence and Harassment had been working to update, modify, and rename Regent Policy Document 14-2, "Sexual Violence and Sexual Harassment." The task force also sought to update, strengthen, and rename Regent Policy Document 14-8, "Consensual Relationships." He then moved adoption of Resolutions 10786 and 10787, approving the revisions to those two policies. The motion was seconded by Vice President Behling and adopted on a voice vote:

### **Revision of Regent Policy Document 14-2, "Sexual Harassment Policy Statement and Implementation"**

Resolution 10786 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 14-2, "Sexual Harassment Policy Statement and Implementation," to be renamed "Sexual Violence and Sexual Harassment."

### **Revision of Regent Policy Document 14-8, "Consensual Relationship Policy"**

Resolution 10787 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 14-8, "Consensual Relationship Policy," to be renamed "Consensual Relationships."

The Education Committee approved two new policies codifying the Board's procedures for naming university academic units, such as schools and colleges, and granting honorary doctorate degrees. It also revised and renamed Regent Policy Document 8-1, "Advisory Boards or Councils," and sunsetted Regent Policy Document 33-1, "Boards of Visitors Membership." Regent Whitburn moved adoption of Resolutions 10788, 10789, 10790, and 10791, approving these actions. The motion was seconded by Vice President Behling and adopted on a voice vote:

### **Approval of a New Regent Policy Document on Naming of University Academic Units**

Resolution 10788 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached Regent Policy Document on Naming of University Academic Units.



**Approval of a New Regent Policy Document, “Honorary Doctorate Degrees” and Removal of a Related Delegation of Authority in Regent Policy Document 6-6, “Delegation to the System President”**

Resolution 10789 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents: (1) creates a new Regent Policy Document, entitled “Honorary Doctorate Degrees,” which codifies existing practices; and (2) directs the Executive Director and Corporate Secretary of the Board of Regents to remove a related, obsolete provision from Regent Policy Document 6-6, “Delegation to the System President,” as detailed in the attached summary.

**Revision and Renaming of Regent Policy Document 8-1, “Authorization to Establish Advisory Councils”**

Resolution 10790 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 8-1, “Authorization to Establish Advisory Councils,” to be renamed “Advisory Boards or Councils.”

**Removal of Regent Policy Document 33-1, “Board of Visitors Membership” and Removal of a Related Delegation of Authority in Regent Policy Document 6-6, “Delegation to the System President”**

Resolution 10791 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents directs the Executive Director and Corporate Secretary of the Board of Regents: (1) to remove Regent Policy Document 33-1, “Board of Visitors Membership,” from the Regent Policy Documents; and (2) to remove a related, obsolete provision from Regent Policy Document 6-6, “Delegation to the System President,” as detailed in the attached summary.

The Education Committee took further action to “clean up” the Regent policies by approving the removal of Regent Policy Document 4-9, “Principles for Enrollment Management;” Regent Policy Document 4-14, “Enrollment Management-21;” Regent Policy Document 5-2, “Accountability Indicators;” Regent Policy Document 14-4, “Reserve Officers Training Corps;” and Regent Policy Document 20-14, “Future Staffing Principles.” Regent Whitburn moved adoption of Resolutions 10792, 10793, 10794, 10795, and 10796, approving these actions. The motion was seconded by Regent Petersen and adopted on a voice vote:

**Removal of Regent Policy Document 4-9, “Principles for Enrollment Management”**

Resolution 10792 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 4-9, “Principles for Enrollment Management,” from the Regent Policy Documents because it is obsolete.

**Removal of Regent Policy Document 4-14, “Enrollment Management-21”**

Resolution 10793 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 4-14, “Enrollment Management-21,” from the Regent Policy Documents because it is obsolete.

**Removal of Regent Policy Document 5-2, “Accountability Indicators”**

Resolution 10794 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 5-2, “Accountability Indicators,” from the Regent Policy Documents because it is obsolete.

**Removal of Regent Policy Document 14-4, “Reserve Officers Training Corps”**

Resolution 10795 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 14-4, “Reserve Officers Training Corps,” from the Regent Policy Documents because it is obsolete.

**Removal of Regent Policy Document 20-14, “Future Staffing Principles”**

Resolution 10796 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 20-14, “Future Staffing Principles,” from the Regent Policy Documents because it is obsolete.

Regent Whitburn indicated that President Cross and Vice President Henderson had encouraged that the UW System join with the Wisconsin Technical College System and the Wisconsin Association of Independent Colleges and Universities to establish a Higher Education Attainment Goal for Wisconsin. He moved adoption of Resolution 10797, authorizing this initiative. The motion was seconded by Regent Delgado and adopted on a voice vote:

**Authorization to Establish a Higher Education Attainment Goal**

Resolution 10797 That, upon the recommendation of the President of the University of Wisconsin System, the University of Wisconsin System Board of Regents supports the establishment of a Wisconsin Higher Education Attainment Goal; encourages and authorizes the President of the University of Wisconsin System to collaborate with the Wisconsin Technical College System and the Wisconsin Association of Independent Colleges and Universities in establishing the Higher Education Attainment Goal; and

directs the System President to notify the Board of the goal that is established.

Regent Whitburn explained that President Millner had brought to the Education Committee a proposed amendment to the systemwide post-tenure review policy that the Board of Regents approved in March 2016. He noted that as senior staff reviewed campus policy submissions, there had been an expectation that the campus policies would include an independent review by a dean, the provost, or the chancellor or a designee as part of the five-year post-tenure review of a faculty member's performance. This specific process requirement was not explicitly contained in the policy that the Board adopted in March. However, Regent Whitburn indicated that the senior staff, System and Board leadership, and the Education Committee all believed it prudent and important to have this requirement in place.

Regent Whitburn moved adoption of Resolution 10798, approving this amendment to Regent Policy Document 20-9, "Periodic Post-Tenure Review in Support of Tenured Faculty Development." The motion was seconded by Vice President Behling, and President Millner opened the floor to discussion.

Regent Evers indicated that he would oppose both Resolution 10798 and the following resolution, as he believed that the changes "are a solution seeking a problem." He said there is no data or evidence to suggest that this is an appropriate change, especially with no grievance system in place going forward.

President Millner thanked Regent Evers for his comments.

Regent Klein said that, as a new member of the Board of Regents who had been assigned to the Personnel Matters Review Committee, she had seen two cases of for-cause terminations in the last six months. Indicating that it was difficult to underestimate the role of the provosts, deans and chancellors in handling situations where performance issues arise and remediating those issues, she suggested that the revised policy would be consistent with the concept of shared governance. She stated that she would be voting for Resolution 10798.

Regent Tyler noted that not many issues garner much discussion outside of the university community, but this topic was one on which he had received many questions. He observed that in the private industry decisions to hire or release employees are implemented quickly, but tenure works differently. He suggested that this discussion warranted a comment on how the long process to be considered for a tenure-track position often results in fewer problematic people in those positions. However, he indicated that he did support having administrative review and, in line with Regent Klein's comments, he would support Resolution 10798.

President Millner stated that the faculty and peers would continue to play the major role in the evaluation process, emphasizing that their professional rating is highly valued, appreciated, and respected. She clarified that this revision reflected a shared governance issue, and was not a question of the value of the faculty and peer roles in the review process.

With no additional questions or comments, Resolution 10798 was adopted on a voice vote:

**Revision of Regent Policy Document 20-9, “Periodic Post-Tenure Review in Support of Tenured Faculty Development”**

Resolution 10798      That, upon the recommendation of the President of the University of Wisconsin System Board of Regents, the Board of Regents adopts the attached amendment to Regent Policy Document 20-9, “Periodic Post-Tenure Review in Support of Tenured Faculty Development.”

Finally, Regent Whitburn noted that the UW Colleges, UW-Extension, and six of the other UW institutions had not yet put in place Board-approved post-tenure review policies. Resolution 10799 would recommend approval of an interim post-tenure review policy that would automatically take effect on April 7, 2017, on any campus that had not brought forward an institution-level post-tenure review policy that the UW System Office of General Counsel, President Cross, and the Education Committee were prepared to recommend for approval at or before the Board’s April meeting.

Stating that it would be important to have an even playing field for post-tenure review across the UW institutions in the next year, Regent Whitburn moved adoption of Resolution 10799. The motion was seconded by Regent Petersen and adopted on a voice vote:

**Approval of Interim Post-Tenure Review Policy Language, as may be Needed for Individual UW Institutions**

Resolution 10799      That, upon the recommendation of the President of the University of Wisconsin System Board of Regents, the Board of Regents approves the attached interim UW-institution-level post-tenure review policy language, which will be used by individual UW institutions that do not have in effect their own Board-approved post-tenure review policies as of April 7, 2017, the second day of the Board’s April 2017 meeting.

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

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

Regent Mueller indicated that the committee unanimously recommended approval of Resolution 10800, which details the UW System’s request for state funding for the 2017-19 UW System Compensation Plan. The request is for a 2-percent increase in each year of the 2017-19 biennium.

She explained that state-approved pay plans for the UW System were provided in only two of the last six years, and only in 2013-15 did employees of the UW System receive a 1-percent increase in both years of the biennium.

Regent Mueller moved adoption of Resolution 10800 and read the resolution in its entirety:

**Adoption of Statement on Staff Excellence, and 2017-19 Pay Plan Request for Attracting and Retaining World-class Faculty and Staff**

Resolution 10800      WHEREAS the Board of Regents reaffirms that University of Wisconsin System faculty and staff are considered among the best in the world; and

WHEREAS UW institutions compete nationally and internationally to attract and retain the most talented, diverse, and world-class faculty and staff; and

WHEREAS all UW System employees are integral to the success of the 180,000 students that choose to attend a UW institution, including more than 36,000 students that graduate each year; and

WHEREAS other public universities have been steadily increasing compensation at the rate of inflation or better annually, averaging a two-percent increase each year; and

WHEREAS this gradual disparity has led to a wide gap between pay for UW System employees and those of other universities; and

WHEREAS a modest pay plan increase may prevent falling further behind;

BE IT THEREFORE RESOLVED that the Board of Regents approves a pay plan request, on behalf of all UW System employees, of two-percent in fiscal year 2017-18 and two-percent in fiscal year 2018-19, fully funded from the State's Compensation Reserve; and

BE IT FURTHER RESOLVED that the Board of Regents takes this action to maintain the quality education that Wisconsin students and families expect and deserve, and to help preserve the UW System's reputation as a world-renowned organization.

The motion was seconded by Regent Higgins, and President Millner opened the floor to discussion.

At Regent Steil's suggestion, Vice President Miller provided a brief summary of the UW System's new statutory authority to use merit as one of the factors in distributing pay plan requests.

Vice President Miller stated that there are several differences between this pay plan request and those recommended by the Board prior to the UW System's having its own personnel systems. Previously the Board only recommended compensation for unclassified staff, meaning academic staff and faculty. Now, under the UW's own personnel systems, the UW-Madison Chancellor, UW System President, and the Board of Regents are charged with recommending a pay plan for all staff, including former classified staff who are now considered university staff.

Vice President Miller added that it is important to note that the request includes a 2-percent increase in the UW System's total compensation funding, not a 2-percent increase for every employee. The increase in funding would be allocated to employees on the basis of rules to be promulgated from the System President to the chancellors. He noted that past increases have been across the board, but there is no requirement that they be distributed this way. It has more commonly been the practice of the university to award base increases on merit and performance.

President Cross indicated that the Regents would find comments from the chancellors supporting this request in their folders. He emphasized that this pay plan request was a unanimous consensus on the part of leadership, as compensation is one of the university's most important challenges.

He additionally pointed out that the UW System's peer institutions, which are in some ways its competitors, have been increasing their compensation on average by about 2 percent annually. During the same period of time, UW employees have received two 1-percent increases, as well as increased benefit deductions or furloughs. He warned that if the gap between what the UW pays its employees and what peer institutions pay theirs continues to increase, it will become even harder for the UW System to catch up.

President Cross again emphasized the importance of this pay plan request and, on behalf of the chancellors, encouraged Board members to support Resolution 10800.

President Millner reminded her colleagues that at the Board's last meeting members had the opportunity to listen to how the UW System and the UW institutions are becoming more efficient, effective, and streamlined in the delivery of coursework and the work of the institutions. She stated that it is time to reinvest in the UW System's workforce if the university wants to be able to recruit and retain the best and the brightest, and that this pay plan request is an important step for the Board to take.

With no further discussion, Resolution 10800 was adopted on a voice vote.

Regent Mueller continued with her report, indicating that the Business and Finance Committee received information from Vice President David Miller about the annual faculty

turnover report. Noting that this subject relates directly to the action that the Board just took, Regent Mueller said that there had been an average increase of about 8 percent in annual faculty turnover across the UW System. A total of 509 faculty left UW employment during the year; of these, 349 were tenured faculty and 160 were probationary or tenure-track faculty.

The committee also received information on the annual compensation report, which details additional compensation received by UW System faculty and staff outside of any regular state-approved pay plan. These funds come solely from those funds that the Board of Regents allocated from other areas within the UW System. A total of about 25 percent of all staff received some base adjustment during FY 2015-16. These base adjustments were funded by approximately \$34.2 million, representing about 1.5 percent of the salary base. In addition, about 7,000 employees received one-time payments given solely for additional work of a one-time nature. These non-base building increases cost about \$25.3 million in FY 2015-16.

The committee also received information on the UW System's Quarterly Gifts, Grants and Contracts report. During the period of July 1st to September 30th, the UW System received almost \$502 million dollars in gifts, grants and contracts. As always, Regent Mueller expressed her gratitude for these funds.

Additionally, the Business and Finance Committee reviewed and approved Resolution 10801, which approves changes to Regent Policy Document 31-15, "Policy on Large Unendowed Bequests/Gifts." Regent Mueller explained that current Regent policy required that the Board review all gifts in excess of \$250,000. The committee approved a change to the policy to increase this threshold to \$1 million.

Next, the committee adopted Resolution 10802, approving a UW-Madison contractual agreement with Optimal Research, LLC, which establishes the general terms to be applied to all sponsored trials at the institution from this company. While total revenues are not fixed, UW-Madison could potentially receive in excess of \$1 million over the life of the agreement.

Similarly, the committee adopted Resolution 10803, approving a contractual agreement with Incyte Corporation which also establishes general terms to be applied to trials at UW-Madison. Again, though revenues are not currently stipulated, UW-Madison could potentially receive in excess of \$1 million over the life of the agreement.

Regent Mueller then moved adoption of Resolutions 10801, 10802, and 10803. The motion was seconded by Regent Steil and adopted on a voice vote:

**Review and Approval of Changes to Regent Policy Document 31-15, "Policy on Large Unendowed Bequests/Gifts"**

Resolution 10801      That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revisions to Regent Policy Document 31- 15, "Policy on Large Unendowed Bequests/Gifts," to be renamed "Large Unendowed Bequests or Gifts."

### **UW-Madison Contractual Agreement with Optimal Research, LLC**

Resolution 10802 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 Optimal Research, LLC.

### **UW-Madison Contractual Agreement with Incyte Corporation**

Resolution 10803 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 Incyte Corporation.

Regent Mueller said that the committee next approved a five-year contractual agreement with Eli Lilly and Company for UW-Madison to provide services for training and certification of images recording. The university is expected to receive over \$1 million over the life of this agreement.

Regent Mueller then moved adoption of Resolution 10804. President Millner announced that Regent Higgins was abstaining from the vote on Resolution 10804 due to a conflict. The motion was then seconded by Vice President Behling and adopted on a voice vote:

### **UW-Madison Contractual Agreement with Eli Lilly and Company**

Resolution 10804 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 Eli Lilly and Company.

Regent Mueller indicated that the Business and Finance Committee had adopted Resolution 10805, reviewing and approving increases for non-resident, graduate and professional school tuition at UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Madison, UW-Milwaukee, UW-Stout, and the UW Colleges. The goal of the increase in funding is to support strategic initiatives including program enhancements, student support functions, and general help in managing fiscal challenges that the institutions are facing.

Regent Mueller then moved adoption of Resolution 10805. The motion was seconded by Regent Grebe, and President Millner opened the floor for discussion.

While recognizing the need to balance the Board's fiduciary role of protecting students with the goal of providing a high-quality education, Regent Steil said that this action "increases



too much too fast,” particularly for in-state students. He indicated that he would be voting in opposition to Resolution 10805.

President Millner thanked Regent Steil for his comments.

Regent Langnes echoed Regent Steil’s remarks and indicated that he would also be voting in opposition to the resolution.

At the Board’s recent meeting at UW-Eau Claire, Regent Petersen spoke about not having had the opportunity to vote on a tuition increase. Now he indicated that he would amend his remarks to include one such opportunity from precisely two years ago, when the Board took up a resolution that was similar to Resolution 10805.

Regent Petersen reminded his colleagues of one comment made continuously throughout their discussion of that tuition increase, which was that then-Board members wanted to approve an increase only for a particular two-year period so that future Regents would not be held to previous Regents’ commitments.

Regent Petersen expressed his support for the current measure, but added that the previous comments made by two of the Board’s newer members suggested that the judicious approach they took two years ago was the right one. He recommended that the Board continue this approach going forward.

President Millner thanked Regent Petersen for his comments.

Regent Mueller said that she shared some of her colleagues’ concerns, but added that those concerns were alleviated when she heard from the chancellors involved that all funds associated with the tuition increases for the graduate programs will stay within those programs.

With respect to the professional schools, President Millner noted that the UW System’s professional school tuition is at the very bottom of the Big Ten. She also observed that the veterinary medicine, law, pharmacy, and medical schools offered by the UW System are the only public schools of their kind in Wisconsin; although they may be located at UW-Madison, these programs represent the entire state and are critically important to producing professionals for Wisconsin. She expressed her support for the resolution.

With no further discussion, Resolution 10805 was adopted on a voice vote:

**Review and Approval of Proposed Non-resident, Graduate, and Professional School Tuition Increases**

Resolution 10805      That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the University of Wisconsin-Eau Claire, the University of Wisconsin-Green Bay, the University of Wisconsin-La Crosse, the University of Wisconsin-Madison, the University of Wisconsin-Milwaukee, the University of Wisconsin-Stout,

and the UW Colleges, the Board of Regents approves the proposed nonresident, graduate and professional school tuition increases for these seven UW institutions, as detailed in the attached executive summary.

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## **REPORT AND APPROVAL OF ACTIONS TAKEN BY THE AUDIT COMMITTEE**

President Millner called upon Regent Grebe to present the report of the Audit Committee.

Regent Grebe reported that the committee began its meeting by discussing the recent information technology (IT) security breach at the University of Wisconsin Law School involving student personal information. The Audit Committee took the opportunity to reemphasize the importance of addressing and implementing IT security policies that were recently approved by the Board in as expeditious a manner as possible.

Regent Grebe noted that Chief Audit Executive Lori Stortz briefly reviewed the progress on completing the FY 2017 Audit Plan. With a few deferrals, the Office of Internal Audit is on schedule to complete the plan this year.

Next, the committee heard reports from the staff regarding audits that had been completed since the Audit Committee's last meeting.

Regent Grebe reported that Audit Director Amanda Nehmer reviewed the Auxiliary Services - Wisconsin Union Financial Statements report for UW-Madison. The overall rating was unsatisfactory. The focus of the audit was to assess the control environment, as well as the internal controls over the balance sheet and revenue cycles for the Wisconsin Union. This report contained a total of 19 audit comments, including 14 that had a high-priority rating. Regent Grebe said the Audit Committee deemed this report to be very serious.

Mark Guthier, Director of the Wisconsin Union, discussed plans to address the comments identified in the report. Regent Grebe indicated that the Audit Committee would like to invite Mr. Guthier back to provide a status update on the implementation of those recommendations.

Regent Grebe reported that Audit Director Paul Rediske reviewed the Cash Handling report for UW-Eau Claire. The overall rating was unsatisfactory. This report contained a total of 38 audit comments, including 12 that had a high-priority rating. Mr. Rediske also reviewed the International Education report for UW-Eau Claire, which also was rated unsatisfactory, with seven comments. Institutional representatives were present to respond regarding each report.

In addition, Ms. Nehmer summarized the Emergency Preparedness report for UW-Madison, which had an overall rating of excellent. Mr. Rediske summarized the Emergency Preparedness reports for the UW Colleges, UW-Green Bay, UW System Administration, and UW-Whitewater. All of these audits achieved an overall rating of satisfactory.

Regent Grebe reported that the committee asked Chief Audit Executive Stortz to work with UW System Risk Management leadership to provide a summary of tabletop and live exercises to test the UW System's emergency preparedness. The committee also suggested that the full Board consider a session addressing emergency preparedness across the UW System.

Next, Ms. Nehmer provided a summary of the progress that management has made toward resolving the comments and recommendations included in previously issued and open audit reports. Regent Grebe indicated that the progress being made is strong.

Chief Audit Executive Stortz furnished a high-level summary report of the UW System's Waste, Fraud and Abuse Hotline. The summary included activity during the time period from February 15, 2016, to November 15, 2016.

The Audit Committee discussed that the purpose of the internal audit function extends beyond simply identifying weaknesses and directing actions to address those weaknesses, and specifically includes using the audit process to identify successes and best practices to be shared around the System. Regent Grebe said the committee asked the audit team to take further actions to accomplish that second goal.

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

Moving on, President Millner asked Vice Chair Delgado to present a report of the actions taken by the Capital Planning and Budget Committee.

Regent Delgado reported that the Capital Planning and Budget Committee considered and approved several capital projects:

First, Resolution 10806 approved the Chemistry Building Addition and Renovation project at UW-Madison. This project will be an expansion of the chemistry teaching tower and includes replacing critical mechanical equipment for the existing Daniels and Mathews research buildings. It also would allow for future changes to the Daniels teaching lab.

Next, Resolution 10807 requested authority to increase the project budget for the Engineering Hall Structures Lab Addition project at UW-Madison. The total estimated cost to construct the addition for the Wisconsin Structures and Materials Testing Laboratory is \$3.2 million Gift Funds. While it will not necessarily be a very large addition, Regent Delgado indicated that it will be extremely useful for the students and for researchers.

The committee next considered Resolution 10808, requesting approval of an increase to the budget of the Witte Residence Hall Renovation project at UW-Madison. This increase will allow the Department of Administration to accept the recently received bid to complete the original scope and intent of the project.

The next item, Resolution 10809, was brought forward by UW-Milwaukee, to request authority to sell a small strip of land at the Thiemann Arboretum to the Wisconsin Department of Transportation.

Resolution 10810 requested authority to construct seven maintenance and repair projects at five institutions in the UW System. Those projects include fire protection upgrades, remodeling, exterior painting, and energy conservation. Regent Delgado added that some of these projects are required by code and have to be done on a timely basis.

Next, Resolution 10811 requested authority to modify the UW System's 2017-19 capital budget recommendation. First, the System was seeking to delete the request for enumeration of the UW-Milwaukee Basketball Practice Facility project with an estimated total cost of \$14,510,000. Second, the System was seeking enumeration of an additional 2017-19 capital budget project: the UW-Milwaukee Sandberg Residence Hall Renovation project.

Regent Delgado explained that the Sandberg residence hall is a four-tower complex; three of the towers are from the 1970s, while the fourth tower is considerably newer. The three older towers have significant maintenance problems. This project will address the capital maintenance of bathrooms, bedrooms, support services space, and elevators; update the heating, air conditioning, electrical, and fire alarm systems; and address the lack of ADA-resident rooms and bathrooms.

Regent Delgado then moved adoption of Resolutions 10806, 10807, 10808, 10809, 10810, and 10811. The motion was seconded by Regent Langnes and adopted on a voice vote.

**Approval of the Design Report and Authority to Construct the Chemistry Building Addition and Renovation Project, UW-Madison**

Resolution 10806 That, upon the recommendation of the Chancellor of UW-Madison and the President of the University of Wisconsin System, the Design Report of the Chemistry Addition and Renovation project be approved and authority be granted to construct the project for a total cost of \$93,800,000 (\$86,200,000 General Fund Supported Borrowing, \$5,772,000 Cash, and \$1,828,000 Gift Funds).

**Approval of the Design Report and Authority to Increase the Budget and Construct the Engineering Hall Structures Lab Addition Project, UW-Madison**

Resolution 10807 That, upon the recommendation of the Chancellor of UW-Madison and the President of the University of Wisconsin System, the Design Report of the Engineering Hall Structures Lab Addition project be approved and authority be granted to increase the project budget by \$1,585,000 Gift Funds and construct the Engineering Hall Structures Lab Addition project for a total estimated cost of \$3,200,000 Gift Funds.

**Authority to Increase the Budget of the Witte Residence Hall Renovation Project, UW-Madison**

Resolution 10808 That, upon the recommendation of the Chancellor of UW-Madison and the President of the University of Wisconsin System, authority be granted to increase the budget of the Witte Residence Hall Renovation project by \$5,800,000 (\$1,800,000 Program Revenue Supported Borrowing and \$4,000,000 Program Revenue Cash) to accept bids for a revised estimated total cost of \$52,797,000 (\$25,800,000 Program Revenue Supported Borrowing and \$26,997,000 Program Revenue Cash).

**Authority to Sell a Parcel of Land Located at the Thiemann Arboretum to Facilitate a Wisconsin Department of Transportation Project, UW-Milwaukee**

Resolution 10809 That, upon the recommendation of the Chancellor of UW-Milwaukee and the President of the University of Wisconsin System, authority be granted to sell a 0.086 acre of land at the edge of Thiemann Arboretum to the Wisconsin Department of Transportation for the Highway 164 Improvement project.

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

Resolution 10810 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 \$8,155,400 (\$3,410,000 General Fund Supported Borrowing; \$1,886,000 Program Revenue Supported Borrowing; and \$2,859,400 Agency Cash).

**Authority to Seek Enumeration of an Additional 2017-19 Capital Budget Project, UW System**

Resolution 10811 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to modify the 2017-19 Capital Budget recommendation previously submitted to the Department of Administration in September 2016 by deleting the request for the UW-Milwaukee Basketball Practice Facility project at an estimated total cost of \$14,510,000 (\$8,635,000 Program Revenue Supported Borrowing and \$5,875,000 Cash) and requesting enumeration of the UW-Milwaukee Sandburg Residence Hall Renovation project at an estimated total cost of \$33,500,000 (\$31,000,000 Program Revenue Supported Borrowing and \$2,500,000 Cash).

Regent Delgado said that Vice President Alex Roe also presented the Capital Planning and Budget Committee with a semi-annual status report on the leasing activities of the System, as well as the annual status report on UW solely managed capital projects.

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

President Millner next called on Vice Chair Klein to present the report of the Research, Economic Development, and Innovation Committee.

Regent Klein began by noting that one of the pleasures of being on the REDI Committee is seeing and hearing about the exciting research of the University of Wisconsin in real time.

The committee started its meeting with a presentation by Dr. Jan Greenberg, Associate Vice Chancellor for Research, who led a discussion of the research enterprise at UW-Madison and its impact on the citizens and the communities across the state. Dr. Greenberg brought with him two researchers in the social sciences disciplines: Dr. Pamela Herd, Professor of Public Affairs and Sociology, and Dr. Katherine Magnuson, Professor of Social Work.

Regent Klein reported that Dr. Herd shared findings derived from the Wisconsin Longitudinal Study (WLS), a random sample of 10,317 Wisconsin men and women who were first interviewed in 1957 when they were high school juniors or seniors, and who are now in their early 70s. The study provides a unique opportunity to study the course of life, intergenerational transfers and relationships, family relationships, physical and mental health, and mortality from late adolescence through old age.

Dr. Magnuson shared her research on how parental employment, income, and education, as well as welfare policies, affect the well-being of children. She described how learning gaps that develop in the early ages of one through four persist throughout a child's life and academic career. She tied her findings related to early childhood intervention to the potential impact on workforce development and the economy.

Regent Klein noted that the REDI Committee then heard from WiSys Executive Director Arjun Sanga, who provided a year-end update on WiSys and its record level of campus involvement and technology disclosures. For FY 2015-16, WiSys had a record number of 61 patent disclosures and 10 patents covering a wide range of innovative technologies.

Finally, the committee heard from UW-Parkside Chancellor Debbie Ford and Dr. Dirk Baldwin, Dean of the College of Business, Economics, and Computing (CBEC). They introduced an initiative at UW-Parkside called the App Factory, which helps students create mobile app technology designed to deliver a myriad of communication, data management, and customer service solutions. The App Factory is a conduit for UW-Parkside students to gain important experience that will prepare them for the workforce and for creative and technical jobs.

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## **ANNUAL NCAA DIVISION I ATHLETICS REPORT – UW-GREEN BAY**

President Millner explained that four years earlier the Board of Regents approved new reporting guidelines calling for UW institutions that participate in NCAA Division I athletics to provide information to the Board regarding academic, fiscal, and compliance matters related to the NCAA Division I intercollegiate athletics.

This accountability framework allows the Board to provide proper oversight and safeguard the well-being and success of UW System student athletes. It also provides an opportunity for the Board to review the financial viability of UW athletic programs, and how they contribute to the institutions' academic missions. Through these routine reports, the hope is to maintain good lines of communication between the institutions, the System President, and the Board of Regents.

The UW System has three institutions with Division I NCAA athletic programs: UW-Madison, UW-Milwaukee and UW-Green Bay. Stating that the Board would now hear from the "Phoenix," President Millner introduced UW-Green Bay Chancellor Gary Miller and Mary Ellen Gillespie, Director of Athletics.

### ***Introduction***

Chancellor Miller commented about UW-Green Bay's athletics program, of which he said the institution is very proud. Of the 352 Division I athletics programs in the United States, four are located in Wisconsin; three of those are at public universities. Nearly all of these 352 programs are of a scope and character like the ones at UW-Milwaukee and UW-Green Bay. These are programs that are in regional institutions or institutions with specialized missions which sometimes do not have the full sweep of Division I championship play. Chancellor Miller indicated that UW-Green Bay is very proud to be in this group.

He then highlighted some themes in the national discussion among these schools, which primarily revolve around student athlete welfare and rewarding conference and championship play through academics. Both he and Director Gillespie are involved in those national discussions, he said.

There are 250 student-athletes at UW-Green Bay, and they are among the university's best students in the classroom and in their leadership profiles. They also represent students from many different regions of the country and give UW-Green Bay opportunities to recruit students, particularly in the upper Midwestern cities where most of the Phoenix basketball games are played.

Finally, Chancellor Miller stated that this program is absolutely essential for UW-Green Bay, given its mission and urban location. Nearly all of the institution's business partnerships are initiated through interactions with athletics donors and the business community, which supports the athletics program. He added that Director Gillespie would show numbers indicating that this support is increasing every year.

Chancellor Miller shared some examples of the impact of the Phoenix athletics program. One of UW-Green Bay's biggest programs, developed through its partnership with InitiativeOne and the Cofrin School of Business, is a program in leadership in major league sports, including both Major League Baseball and the NFL.

Another example involves Prevea, one of the region's biggest health providers, which provides all of UW-Green Bay's sports medicine. Through this relationship the university has developed a partnership that gives many students, not all of them student athletes, the opportunity to be involved with the doctors, physical therapists, and others who provide sports medicine for the athletics program.

Chancellor Miller added that every major donor to UW-Green Bay's last capital campaign also gave to Phoenix Athletics. He stated that the Phoenix Athletics program is an essential program for a university located in an area that is primarily branded internationally by its participation in the NFL.

Chancellor Miller then introduced UW-Green Bay Athletic Director Mary Ellen Gillespie. Director Gillespie is a national figure in the NCAA and serves as a member of the NCAA Division I Women's Basketball Committee, which decides who gets to play in its tournament.

### ***Phoenix Athletics Philosophy***

Athletic Director Gillespie stated that UW-Green Bay was proud of the story of its athletics program and what it contributes to the northeast region of the state, to the city of Green Bay, and to the local community.

The program is enhancing, growing, and advancing UW-Green Bay through the philosophy that athletics should exist to help an institution grow, make decisions with students' welfare in mind, and have health and safety as its top priorities. Phoenix Athletics is a partner on campus and in the community. Director Gillespie explained that athletics played a big role in partnering with UW-Green Bay's academic units to help make initiatives like the Masters of Science in Athletic Training program possible. These programs also provide graduate opportunities for new students within the athletics department.

UW-Green Bay athletics also has a great success story competitively, on the court, on the field, on the pitch, in the pool, and on the course. Director Gillespie said the Regents would see statistics showing that Phoenix student-athletes win and win the right way, with no major NCAA violations.

She said that the athletics department's tag line is, "We change lives, we build leaders the Division I way." The department wants to make sure that when student-athletes receive their diplomas their lives have changed and they have a toolbox and skillset to be leaders in their communities and beyond.



Ms. Gillespie also described the “front porch” factor: more than 85 percent of the national and regional media attention that UW-Green Bay receives comes through athletics. The community is also vocal about valuing and supporting Division I athletics, and the program takes that role seriously.

One part of the athletics department is intramurals and recreational services. The Kress Events Center, which brings the most unique visitors to campus and is the building with the highest volume of traffic, has been rated one of the Top 20 recreational facilities throughout the country. Athletic Director Gillespie noted that high school students are looking for colleges and universities that place a very high value on recreational facilities and health and wellness.

### ***Academic Highlights***

Ms. Gillespie stated that her department is most proud of its 33 consecutive semesters with a student-athlete GPA above 3.0. Student-athletes do very well in the classroom, and the coaches partner with faculty members and academicians in making sure that the student-athletes are performing at a very high level. She credited the success of UW-Green Bay’s student-athletes to the coaches, who recruit top-quality people who can compete in the classroom and on the competition surface.

Phoenix Athletics is also proud of the impact it has through on-campus employment on the retention of students. Between athletics, intramurals, and recreation, the Kress Events Center is the largest student employer and so plays a key role in the retention of all students at UW-Green Bay.

Focusing again on academic highlights, Director Gillespie said that the women’s cross country team had the highest team GPA of any school in the country, with a 3.83 GPA the previous year. She also pointed out that, through the initiatives of new coaches and academic staff, both the men’s soccer and men’s basketball teams significantly increased their APR scores to join UW-Green Bay’s other athletic programs with perfect 1,000 APR scores.

### ***Fiscal Highlights***

In addition to academic measurements, the department also measures itself fiscally. The program wants to increase efficiency, and has filled a new position for Assistant Athletic Director for Business and Finance. At the same time it has drawn a reporting line to the university’s central finance and administration, adding another level of checks and balances and increasing credibility.

Athletic Director Gillespie announced that 2015-16 was a record-breaking fundraising year for the Phoenix Fund. UW-Green Bay’s athletics department generates about half of its operating budget through ticket sales and fundraising. The program set a record in private giving to UW-Green Bay athletics, with \$1.2 million dollars in 2015-16. Most of this giving came from the local community and business leaders and corporations. Community involvement in both the men’s and women’s basketball golf outings netted record amounts during the past summer,

raising over \$100,000 each. The athletic program's big event, the Phoenix-Packers Steak Fry at Lambeau Field, raised \$230,000; this was a 32-percent increase from past years.

### ***Visibility, Image, and External Relations***

Returning to the concept of Division I athletics as the "front porch" of an institution, Ms. Gillespie stressed that visibility, image, and external relations are important pieces of the Division I philosophy. As previously mentioned, 85 percent of the regional national media attention for the overall institution comes through the athletics vehicle. In addition to having a record number of visitors to the Kress Events Center, UW-Green Bay hosted the 2016 Horizon League Women's Basketball Tournament. She added that the Phoenix team won the tournament and advanced to the NCAA.

The athletics department partnered with a faculty member at the Northeast Wisconsin Technical College to discover that the true economic impact of Division I athletics to the city of Green Bay and the northeast Wisconsin region is over \$20 million annually.

Athletic Director Gillespie stated that the amount of free PR and marketing that an institution receives from being in an NCAA Tournament and being mentioned on national TV is priceless. Web statistics showed that the traffic directed to UW-Green Bay's website almost quadrupled through its basketball team's being mentioned on the ESPN and CBS Selection Show. Ms. Gillespie indicated that athletics also played a role in UW-Green Bay's enrollment increase of 10 percent.

### ***Student-Athlete Development and Leadership***

The Phoenix Athletics program has put together a volunteer High Performance Team of licensed mental health clinicians, physicians, career counselors, and local community members who help study issues pertaining to student-athlete welfare and development and who arrange programming for the student-athletes. The department does not have the full-time staff to do these things, but local community volunteers are helping to reach out and further develop UW-Green Bay's student-athletes.

A majority of student-athletes come from out of state, giving UW-Green Bay a strong presence in the Horizon League cities where its teams play, such as Cleveland, Detroit, Cincinnati, Dayton, and Chicago. Ms. Gillespie indicated that the athletics program is a recruiting tool to increase out-of-state enrollment at UW-Green Bay.

Another program, the Phoenix Leadership Initiative (PhLI), helps student-athletes develop personal leadership skills so that they will be able to contribute to their communities when they graduate.

## ***Competitive Results***

Speaking about wins and losses, Ms. Gillespie indicated that UW-Green Bay has the most successful women's basketball program in the state of Wisconsin and in the upper Midwest, with 18 consecutive league titles and 16 NCAA appearances.

Under first-year head coach Linc Darner, UW-Green Bay men's basketball ended a twenty-year drought and went to the NCAA Tournament. The team played against Texas A&M on national television in front of about 150 million households. While they did not win, expectations are high for Coach Darner's second year.

The volleyball program went through rebuilding after having some coaching turnover over the past couple of years, but in its third year it competed for the Horizon League Championship on Cleveland State's home court. Cleveland State took the title, but Athletic Director Gillespie said it was a well- and hard-fought volleyball game.

Along with increasing their APR scores, the men's soccer team advanced to the Horizon League Tournament for the first time in five years.

For the first time in eleven years, a Nordic skier from UW-Green Bay advanced to the NCAA Regionals in Steamboat Springs.

Saying her department was proud of these results, Ms. Gillespie invited the Regents to attend any home events. She noted that Regent Higgins had been to the women's basketball game and could attest to the quality of play, the fan experience, and the community support.

## ***2016-17 Big Picture Items***

Ms. Gillespie said her department would continue to build upon men's and women's basketball. The Horizon League has put together an initiative, still in its early stages, to elevate the entire sport of men's basketball across its ten institutions. She also said that UW-Green Bay would annually continue to negotiate for a home-and-home contract with UW-Madison to have the Badgers play in Green Bay, which would be good for the entire state.

Phoenix Athletics will also continue to be aggressive in increasing its fundraising and external revenue. For example, while St. Norbert College is building a new basketball facility, all of its home men's and women's basketball games will be held in UW-Green Bay's Kress Events Center. This arrangement helps bring unique visitors to the UW-Green Bay campus, but will also help the athletics department generate some revenue through building rentals.

In closing, Ms. Gillespie noted that there is an expectation, which has been made part of coaches' annual review evaluation process, that teams are expected to fundraise to help offset the cost of their operating budgets.

The athletics department will continue to partner with the university on its aggressive growth agenda for enrollment. She said athletics is working closely with the four colleges

through UW-Green Bay's new Four College Model, helping graduate programs with recruiting, and partnering with the College of Business on its accreditation process.

Finally, she noted that when the NCAA convention convenes in January 2017, one of the top discussion items will be student-athlete welfare and time demands, in addition to mental health best practices.

### ***Discussion***

President Millner opened the floor to questions for Chancellor Miller or Athletic Director Gillespie. She commented that this was an excellent report, and that it is good to see all the progress Ms. Gillespie was making.

Regent Higgins stated that he was definitely a fan of the UW-Green Bay women's basketball team. He said that he had been planning to ask Athletic Director Gillespie to justify the athletics program. However, he noted that the program has been successful athletically, has a well-documented commitment to the academic success of its student-athletes, and has spent a year in the black without raising the amount of student-fee dollars in the program's budget. With those very positive indications, and the presentation that had just been given, Regent Higgins suggested that both Athletic Director Gillespie and Chancellor Miller had already anticipated his question. He thanked them for the report and congratulated Phoenix Athletics on a good year.

Ms. Gillespie expressed her thanks.

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## **REPORT OF THE UW SYSTEM TASK FORCE ON SEXUAL VIOLENCE AND HARASSMENT**

President Millner moved on to the next item on the agenda, the report of the UW System Task Force on Sexual Violence and Harassment.

She noted that the prevalence and persistence of incidents of sexual violence and harassment on college and university campuses is a complex, multi-faceted problem which has been receiving increased attention as a result of more survivors and advocates speaking up about the problem.

According to the National Sexual Violence Resource Center Report from 2015, one in five women and one in 16 men are sexually assaulted while in college. More than 90 percent of the sexual assault victims on college campuses do not report the assault. The national statistics vary a little, but the story behind these figures is deeply troubling, both from a university and a societal perspective, President Millner said; she stated that one victim is one too many.

In July 2014, President Cross charged the UW System Task Force on Sexual Violence and Harassment to lead and coordinate systemwide efforts to strengthen the UW System's

capacity to prevent sexual violence and harassment, as well as to ensure safer classroom, living and campus environments across the UW System and the campus communities.

President Millner indicated that President Cross had appointed Vicki Washington, then Associate Vice President for Inclusivity, Diversity, Equity and Student Success, and Anne Bilder, Senior System Legal Counsel, to co-chair the Task Force. Petra Roter, Senior Special Assistant to the UW System's Vice President for Academic and Student Affairs, then stepped in as co-chair following Ms. Washington's retirement in the summer of 2016.

President Millner said that the work of this Task Force has been comprehensive, in-depth, and forward looking, and that the presentation of the report and its recommendations were very important. Two Regent policies recommended by the Task Force were taken up by the Board earlier in the day. She indicated that the Board of Regents has a responsibility to students, families, employees, and the people of Wisconsin to see that the UW System provides a safe environment as it fulfills its educational missions.

President Millner then introduced Senior System Legal Counsel Anne Bilder and Dr. Petra Roter to present the Task Force report and recommendations.

## **Background**

Ms. Bilder thanked the Board of Regents for allowing them to briefly present some highlights of the recommendations the Task Force submitted to President Cross in its report. She expressed appreciation for the Board's time and interest in this important matter.

First, Ms. Bilder took a moment to frame the context of the Task Force's recommendations. In accepting the charge issued by President Cross, the Task Force members were aware of the enormous challenge they were undertaking. While sexual violence and harassment are of grave concern to colleges and universities, it is also understood that these issues are part of a larger societal problem.

Sexual violence and harassment are rooted in centuries-old attitudes, stereotypes and conditions that permeate our culture, reflecting things like gender bias, role expectations and power inequities. The impact of sexual violence can be profound, affecting not only victims but the community at large, particularly when there is a failure to adequately condemn or prevent it.

As a system of higher educational institutions, however, the UW System is well-positioned to help change occur both within and outside its borders. As researchers and educators, System employees have both the capacity and, some might say, the responsibility to do so. In the area of addressing sexual violence and harassment, the UW System already has a long history of commitment to these issues on its campuses, in the classroom, in Dean of Students offices, in co-curricular activities, and in its policies and mission statements.

The Task Force's membership drew upon the diverse experience and expertise of the System and constituent community. It included all UW System institutions and several representatives from UW System Administration. It was comprised of students, faculty, staff

and administrators, and was cross-disciplinary, with members from such areas as counseling and health, legal, Title IX offices, communications, student services, LGBTQ, law enforcement, disability services, and human resources. Outside experts were also brought in to further inform the Task Force's work.

The Task Force's report emphasizes consideration of experience and research-based approaches, assessment and evaluations that reflect the mission and values which the institutions like the UW System have a duty and capacity to promote.

Ms. Bilder turned to Dr. Roter to talk about some of the key recommendations of the Task Force.

### ***Key Recommendations***

Dr. Roter said that the scope of the Task Force's work was comprehensive, and the group had forwarded a significant number of recommendations for President Cross' consideration. Saying she would only briefly go over some of the key highlights and recommendations, she encouraged Regents to read the full report for additional details on the recommendations.

The Task Force called for continued, comprehensive, and accessible training concerning sexual violence and harassment for all members of the university community, including all students and all employees. Dr. Roter said that such training is consistent with the overall educational mission of the UW System. This training will use primarily web-based modules to cover a variety of topics relevant to sexual violence and harassment, such as Title IX rights and responsibilities, bystander intervention, healthy relationships, alcohol and other drug education, and the Campus Sexual Violence Elimination (SaVE) Act.

With President Cross' prior approval, training for students was already underway on all UW System campuses, and employee training is expected to launch soon. Refresher courses will then be required annually for students and at least once every three years for employees. Additional specialized, in-depth training will be required for all those with higher-level responsibilities, such as supervisors, directors, hearing examiners, investigators, and campus police. This additional training will be conducted on a regular basis.

The Task Force also recommended that the UW System create and maintain a central website dedicated to awareness, prevention, and responses to sexual violence and harassment. The purpose of this website is to quickly connect individuals with the appropriate support services and resources at each UW institution. Dr. Roter indicated that users should be able to find the help and information that they want and need in just one or two clicks.

The System website will also serve as a clearinghouse for relevant System, state, and federal policies, procedures and data, along with other resources helpful to both internal and external stakeholders. Dr. Roter said the Task Force was pleased to announce that this recommendation was approved by President Cross. The website was expected to go live by the end of 2016.

Recognizing that the problems of sexual violence and harassment are societal issues, the Task Force had recommended that UW System prevention and educational efforts be collaborative in nature, involving the community and promoting cultural change around the issues of sexual violence and misconduct.

More specifically, the Task Force recommended the creation of an inter-educational work group to collaboratively address these problems. This group would include the UW System's educational partners from the Department of Public Instruction, the Wisconsin Association of Independent Colleges and Universities, and the Wisconsin Technical College System.

Dr. Roter said she was pleased to share that President Cross has already extended invitations to participate in this initiative, the leadership of each of these agencies expressed strong support, and individuals had been designated to serve. This working group would convene in the coming months to begin its work. She gave special thanks to Regent Evers for his leadership in his position as State Superintendent of Public Instruction.

Dr. Roter noted that each of the UW institutions already has resources and programs in place for survivors. The Task Force recommended that the institutions continue to enhance these resources and programs, and provide even more visible, inclusive, and accessible information and services in the campus communities. At the same time, UW institutions should develop more agreements and partnerships with local law enforcement, victim service agencies, and state coalitions in the areas of prevention, training, and advocacy.

As had been noted, two policies had been submitted to the Board for review and approval at the present meeting. The goal in each case was to provide additional clarity and to ensure that the institutions implemented the policies in a consistent manner. Saying that these policies also would allow the UW System to respond more nimbly to evolving laws and policies in these areas, Dr. Roter thanked the Board for its support.

Stating that anything worth doing is worth measuring and evaluating, Dr. Roter said that the Task Force had recommended a systemwide campus climate survey to gather data and information concerning sexual violence and cultural attitudes at the institutions, to help ensure efficiency and impact. Such a survey also would help System Administration determine if the interventions are effecting change.

Finally, the Task Force recommended integrating trauma-informed principles throughout its efforts related to sexual violence and harassment. Trauma-informed care means emphasizing physical, psychological, and emotional safety, helping survivors and those around them rebuild a sense of control and empowerment. Keeping this in mind, the Task Force recommended that each institution adopt the trauma-informed principles of respect, care and compassion in its training, victim-response protocols, reporting options, and programs and services. This is a key part of the UW System's continuing work to provide safer campus communities with a shared culture of supporting, reporting, intervening and responding.

Dr. Roter reiterated that this was just a brief overview of the Task Force's recommendations. On behalf of the Task Force, she thanked Regents for their interest and support.

### ***Implementation***

Ms. Bilder then spoke about implementation challenges. First, as mentioned earlier, the problem of sexual violence and harassment has become deeply entrenched in society. Even as the Task Force advances its recommendations, it is keenly aware that mitigating, let alone eradicating this problem is a formidable task. However, Ms. Bilder emphasized that this cannot stop the UW System from doing what it can. The Task Force chose to meet this challenge from a variety of angles – policies, training, communications, provision of resources, and collaboration with other agencies, to name a few – with an emphasis on evaluating the outcomes.

Second, even while the Task Force was working, its members were conscious of the evolving legal and policy environment around these issues. For example, a former University of Virginia student recently filed a lawsuit that challenges the U.S. Department of Education's authority to enforce its interpretation of Title IX on colleges and universities. Also pending is federal legislation that could potentially impose additional requirements or alter existing policies and practices. Ms. Bilder said that research is ongoing concerning best practices in these areas.

All of these factors could affect the Task Force's recommendations and current approaches. However, it was determined that it is critical that the UW System not wait until or if other mandates or methods are put forward. Instead, the System should proceed with enhancing its existing tools and applying new practices or strategies that the Task Force believed would be effective.

Ms. Bilder acknowledged that, as with many things, the chronic challenge is doing more in an environment of diminished resources, both human and financial. The Task Force's recommendations, therefore, attempted to leverage, wherever possible, the opportunities presented to work with community partners. President Cross had also signaled his support for the Task Force co-chairs to maintain continuity of leadership as these efforts are implemented.

In closing, Ms. Bilder extended thanks to the dedicated members of the Task Force and, in particular, her former co-chair, Vicki Washington. She also thanked the staff at System Administration who worked diligently to help finalize the report, and President Cross for his continuing support in this effort. She also recognized the many caring staff and students on the UW campuses who had been working for years to help survivors and promote cultural change.

Finally, Ms. Bilder acknowledged the survivors whose voices had helped make everyone more acutely aware of the gravity and urgency of this issue.

### ***Response to Recommendations***

President Millner thanked Ms. Bilder and Dr. Roter for their report. She then turned to President Cross, who also thanked the co-chairs and members of the Task Force. Noting that this



had been a lengthy and complicated process, President Cross said he appreciated the Task Force's report and had accepted it in its entirety. He added that he was pleased that Ms. Bilder and Dr. Roter had agreed to help lead the implementation of some of the recommendations.

President Cross shared that, when talking about this report with some of his female colleagues, it was distressing to hear the stories about what they have encountered and the things that have happened to them, particularly before they were UW employees. Whether someone made a comment, or worse, the affected individuals were victims of sexual assault or violence. President Cross said that the Task Force had produced a very good report, and he in no way wanted to diminish from its importance. However, this issue is more than statistics and policies; it is about people, who the UW System is as an organization, and our culture. He suggested that it is everyone's responsibility to not only put in place mechanical processes or tools, although these are important, but also to take this issue personally.

President Cross said that while the UW System can do its part to prevent sexual assault and violence by providing training, resources, and support for its employees, the problem is bigger than that and will require changing the culture on campus and in communities. Those in the System will need to work together toward building tools to prevent sexual assaults and harassment, to change the way many in society look at these incidents casually, and to empower victims to feel comfortable reporting.

President Cross thanked the Task Force again for its work, and stated that he believed this would take the UW System to the next level of handling this issue in a better way, and hopefully would change our culture and society.

### ***Regent Discussion***

President Millner thanked President Cross and expressed support for the UW System's efforts. She then opened the floor to comments and questions from the Regents.

Regent Mueller echoed the statements of thanks for the work of the Task Force. Earlier in the year, she had the opportunity to chair an administrative rules hearing on sexual violence and harassment. Explaining that the rules change under discussion was procedural only, made in order to conform with federal law, Regent Mueller said that those at the hearing were very constrained in what they could do in response to the many women and a few men who came forward to share their stories. Recalling that there was a great deal of anger, fear and sadness in that room, Regent Mueller said she felt troubled, distressed, and unhappy after that meeting. She said she was pleased that those individuals would have an opportunity to come forward in another venue.

Regent Erickson thanked the Task Force members for their hard work in putting this report together, stating that it was a great place to start. Noting that the best prevention of sexual violence is that which is shared throughout the year, she said that the UW System should continue to find ways to spread awareness everywhere and in everything that people do, so that they know what conduct is appropriate and what is not.

Regent Higgins expressed agreement with President Cross that the best way to address these issues is through prevention, changing the culture and changing minds. He also agreed with the conclusion that the time to act is now rather than later, even though there are some uncertainties.

Observing that our culture believes one is innocent until proven guilty, Regent Higgins stated that the due process rights of both the victim and the alleged perpetrator are very important. Noting that the Foundation for Individual Rights in Education (FIRE) deals with due process issues and has offered an alternate definition of sexual harassment, he asked Ms. Bilder to comment on that definition as compared with the definitions used in the Task Force's report.

Ms. Bilder answered that the definition used by the UW System in the past and in the Task Force report is a slight adaptation from the definition that has been used for sexual harassment in the workplace under Title VII. She said that while she would have to look very closely at the language of FIRE's suggested definition, it sounded as though it would be very similar with some slight modifications. The Task Force tried to stick closely with the Title VII definition that was adapted and has been upheld by the courts, with the slight modification of applying it to the academic environment.

Regent Evers thanked the Task Force co-chairs, saying that he was very pleased with their response to issues he had brought up during the Education Committee meeting. Regent Evers expressed concern about the issue of false accusations, and a section in the report about the material misstatement of facts that could subject individuals to disciplinary action.

Regent Evers remarked that most people who have been assaulted in some fashion have trauma, and weighing whether or not they are misstating is probably not the first thing on their minds. He said he wanted to make sure that the false-accusation description does not have a chilling effect on those who are thinking about whether to make a claim or take action against somebody who has assaulted them. He observed that false accusations are actually very rare; data shows that they are around 5 percent, he said. He said the Education Committee and the Board of Regents should know that the Task Force has thought about this, and will be discussing how to describe material misstatement in plain language so that people reading the definition are not prevented from coming forward.

With no other comments, President Millner thanked Ms. Bilder and Dr. Roter again for their work and leadership on this report.

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## **2020FWD STRATEGIC FRAMEWORK AND BIENNIAL BUDGET UPDATE**

Next, President Millner turned to President Cross for an update on the 2020FWD strategic framework and the biennial budget.

President Cross noted that in August, the Board had approved the UW System's strategic framework, 2020FWD, which provided some direction for the System and also focused on some

of the state's pressing needs, which the university is ideally suited to help address. In developing this framework, UW System staff traveled around the state to talk to more than 5,000 individuals from businesses, the community, and specific disciplines. In that conversation, themes emerged and came together as part of the strategic framework.

The plan would increase access and success throughout the educational pipeline, teach students to be more innovative and to work with people who are different, optimize the System's organizational efficiency, and build connections with businesses and communities around the state.

President Cross said that he and staff had been sharing this message across the state with communities, business leaders, legislators, and others. He said he was gratified to find that people are very supportive and see this plan as responding to the state's needs. In many ways, the UW System is putting a lot of what it already does into a more visible framework. He added that people also view the accompanying budget request as a reasonable one.

Speaking about the needs of the state, President Cross indicated that for a business person, future success and the state's prosperity are dependent on having a workforce that can think critically, communicate clearly, and collaborate with others to find creative solutions to problems. For a community leader, the health, quality of life, and richness of communities relies on building tangible and intangible connections between citizens who are aware and engaged. For a parent, dreams of a successful future for one's children may rely on their having access to a quality, affordable higher education experience. For a legislator, the future success of Wisconsin's economy and its ability to grow depends on connecting supply and demand, challenge and opportunity, innovation and investment.

Even those who have never attended a UW System institution will be affected by the 2020*FWD* plan, President Cross noted, because the university has a \$15-billion impact on Wisconsin's economy every year. More than 36,000 students graduate from the UW System annually, and these graduates are the entrepreneurs and business leaders of tomorrow. This infusion of highly educated graduates into Wisconsin's workforce is essential to the state's economy. President Cross said that these people, ideas, and resources *are* the UW System, making it uniquely qualified to be a leader in meeting Wisconsin's needs.

President Cross indicated that the Governor's budget would soon be finalized, and he encouraged everyone to share their support for the UW System with the Governor and legislative leaders by telling them why the UW is important to each community or business. Stating that now is the time to invest in the UW System, President Cross said he was asking the state's leaders to invest in the university for Wisconsin's future, the future of its sons and daughters, and the future of all citizens across the state.

President Cross concluded by explaining that he was bringing this to the Board's attention because they had spent the last three or four Board meetings talking about the pieces of this plan. The UW System is now in the second phase of its efforts to help people understand why the 2020*FWD* framework is so important to the future of the state. He then asked the

Regents to do what they can to help remind the Governor and legislative leaders of the importance of this plan to the future of Wisconsin.

President Millner commented on the topics that had been addressed during the day's meeting as they relate to the 2020*FWD* framework, including compensation for the UW System's valuable employees, campus climate, ways to encourage higher education attainment, and quality research that makes education more impactful and prepares students both for a lifetime as good citizens and to join the workforce. She expressed appreciation for the work that everyone had done over several very busy months.

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## **RESOLUTION OF APPRECIATION FOR ASSOCIATE VICE PRESIDENT FREDA HARRIS'S SERVICE TO THE UW SYSTEM**

President Millner announced that the Board of Regents wished Associate Vice President Freda Harris the best as she leaves the System after close to 30 years of service. She then invited Regent Bradley to introduce the resolution of appreciation for Ms. Harris.

Regent Bradley said he had long admired Associate Vice President Harris for three reasons:

First, people tend to admire the accomplishments of someone who has been able to do something that they cannot. Regent Bradley explained that both he and Associate Vice President Harris were hired as budget analysts by the UW System, but she had the training and talent while he did not. Ms. Harris excelled and has enjoyed an illustrious career. (Regent Bradley joked that it was suggested that he might pursue something less demanding, so they sent him off to law school.)

Regent Bradley credited Albert Einstein with saying that "You don't really understand a subject unless you can explain it to sixth graders." Using that standard, he said that Associate Vice President Harris certainly understands her subject because she can explain it to Regents, and has done so masterfully and patiently for over 14 years.

The second quality that he has admired is Associate Vice President Harris's versatility. As she has moved up the ranks in her career, her titles have always included something about budget and planning. Regent Bradley said that this masks a broad array of talents that she brings to her position. Ms. Harris is an expert in biennial budgets, annual budgets, financial aid, segregated fees, enrollment management, compensation, and tuition pricing policies. She also has sub-specialties in pricing for the adult market, distance education, and service-based pricing. Regent Bradley observed that cream rises, and Ms. Harris has demonstrably risen to the top.

Regent Bradley said the third reason he admires Associate Vice President Harris is that she can answer a very confident "Yes," to the question everyone asks when coming to the close of their primary careers: Did I make a difference?

He suggested that her dedication, expertise, and assistance made the difference for four different UW System Presidents. Her institutional knowledge and even-handedness made a difference to budget officers throughout the System. Her consistent and strong advocacy for students made a difference that has benefitted an entire generation of students. Regent Bradley suggested that her colleagues – the people who work with her side-by-side, day-in-and-day-out, and who have intimate knowledge of her passion, intellect and integrity – would agree.

Regent Bradley concluded that he was honored to present the resolution of appreciation to an exemplary public servant and a true higher education professional. He then read Resolution 10812, which was adopted by acclamation.

**Resolution of Appreciation for Associate Vice President Freda Harris’s Service to the UW System**

Resolution 10812      WHEREAS, Freda J. Harris has served the University of Wisconsin System and four UW System Presidents with dedication and distinction for nearly 30 years; and

WHEREAS, Freda’s long and successful career with the UW System began in 1987, when she was hired as a Budget and Management Analyst to the Senior Budget Planner, and continued when she was selected in 1997 as Director of Budget and Planning, promoted in 2000 to Assistant Vice President for Budget and Planning, and, finally, in 2003, promoted to Associate Vice President for Budget and Planning, a position she has held to the present day; and

WHEREAS, Freda, who earned a Bachelor of Business Administration in Finance and Banking at the University of Mississippi and did graduate work in Corporation Finance and Managerial Accounting at UW-Madison, has been a tireless advocate for UW institutions, taking a personal stake in guiding 15 biennial budgets and 30 annual budgets from beginning to end, working with Budget Officers, Chief Business Officers, Chancellors, and Regents, with care, patience, and unwavering dedication to the Wisconsin Idea and the unique needs and missions of the UW System institutions; and

WHEREAS, Freda has spent countless hours with UW System leadership and Board of Regents members, deconstructing budget-related matters, and has helped frame the UW System’s vision for the future, serving four UW System Presidents over multiple strategic planning initiatives, culminating this year in the 2020FWD strategic framework; and

WHEREAS, Freda – always mindful of how decisions made at the system level impact low-income, minority, and historically disadvantaged students – has championed student affordability, helping to address tuition and financial aid policy in advisory groups and task forces, as well as

working closely with the Wisconsin Higher Educational Aids Board on state financial aid policy and working to implement service-based pricing and tuition pricing policies to offer high-quality educational services to Wisconsin citizens in the 21st century; and

WHEREAS, Freda has advocated for competitive compensation for faculty, academic staff, and university staff to address market conditions and the recruitment and retention of talented personnel; and

WHEREAS, Freda has been instrumental in a number of important work groups, including most recently chairing the Segregated Fee Work Group and General Purpose Revenue Resources Allocation Consultation Group, as well as helping to staff the Tuition-Setting Policy Task Force, and serving as a member of the Program Revenue Balances Reporting Group, the Systemwide Advisory Council on Compensation, and the Integrated Planning Work Group; and

WHEREAS, Freda's integrity and deep commitment to the UW System have been evident in all of her interactions, from her devotion to her staff in providing a nurturing, supportive environment with significant opportunity for staff input, to her conscientious and successful efforts to build relationships with analysts at the Department of Administration and the Legislative Fiscal Bureau and with colleagues at UW institutions, enabling productive resolutions to challenging issues;

BE IT THEREFORE RESOLVED that the University of Wisconsin System Board of Regents highly commends and thanks Freda J. Harris for her considerable contributions to higher education in the State of Wisconsin, and extends sincere best wishes for a fulfilling retirement.

Associate Vice President Harris thanked Regent Bradley, the Board of Regents, and all of the wonderful people with whom she had the opportunity to work during her 30 years with the UW System, including the budget staff with whom she had worked and from whom she had learned.

Associate Vice President Harris said that she was born in 1960, the eleventh of 14 children, to a poor family in Mississippi. Her mother was a Civil Rights activist with a sixth-grade education, who believed that a better future for her children would require the right to vote and an education. She fought for those rights, taking part in the March on Washington and the Mule Train, which originated in their very small hometown.

Associate Vice President Harris explained that, because of her mother and her beliefs, her family was one of only four families to integrate public schools in her hometown. That first year, two of her siblings were held back because they were suspended so often. One of them later became the salutatorian for his graduating class. Ms. Harris recalled that those were

difficult times, but because of her mother's dreams – and because of federal financial aid – all of her brothers and sisters had the opportunity to go to college.

Associate Vice President Harris said Wisconsin has built an educational system that is the envy of most of the nation. From 4K through Ph.D. programs, Wisconsin is recognized for the breadth of opportunity that is available for its citizens to participate in high quality educational programs. Higher educational opportunities include the technical college system, private institutions, and the University of Wisconsin System, all of which play a role in serving the needs of the citizens of the state.

She emphasized that these opportunities must be nurtured and protected to fulfill the dreams of those who want to become the teachers, information technology specialists, entrepreneurs, artists, tradesmen, farmers, doctors, and engineers of the future. Those dreams require an investment in education; without that investment, Wisconsin will no longer be the state that others look to as a leader in education.

Associate Vice President Harris said it had been a privilege to work with dedicated Board members, superintendents of education, and presidents of the Board and System who realize the importance of giving opportunity to everyone, regardless of gender, race, ethnicity, orientation or ability.

Opportunities to great education cannot be provided without the great people who work in the UW System, including the chancellors, provosts, faculty and staff. Throughout her time working in the System, Ms. Harris said she had witnessed great commitment and pride in being part of the University of Wisconsin System, as members of an educational team that helps to change lives. She added that she would most miss the people with whom she had worked, in the UW System, the Department of Administration, and the Legislative Fiscal Bureau.

Associate Vice President Harris asked the Board to continue to fight for the students, staff, and all of education, as the future of the state and its citizens depends upon it. She ended her remarks by thanking all of her teachers and role models at the System, and all the dedicated people who devote their time to making the future a better one for the children and adults of Wisconsin.

President Millner thanked Associate Vice President Harris for her very meaningful remarks.

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## **CLOSED SESSION – SONATA ROOM**

President Millner called upon Vice President Behling to offer the resolution to move into closed session. The motion was seconded by Regent Petersen and adopted on a roll-call vote, with Regents Behling, Bradley, Delgado, Erickson, Evers, Grebe, Higgins, Klein, Langnes, Millner, Mueller, Petersen, Steil, and Tyler voting in the affirmative. There were no dissenting votes and no abstentions.

## **Closed Session Resolution**

Resolution 10813      That the Board of Regents move into closed session: (a) to consider personal histories related to the naming of a facility at UW-Madison, as permitted by s. 19.85(1)(f), Wis. Stats.; (b) to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), Wis. Stats.; (c) to consider personal histories or disciplinary data of specific persons and the investigations of charges against specific persons, which, if discussed in public, would be likely to have a substantial effect upon the reputation of such persons, as permitted by s. 19.85(1)(f), Wis. Stats.; (d) to consider recommended compensation adjustments for chancellors, as permitted by s. 19.85(1)(c), Wis. Stats.; and (e) to consider annual personnel evaluations, as permitted by s. 19.85(1)(c), Wis. Stats.

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The Board recessed at 3:05 p.m. to relocate to the Sonata Room. The meeting was reconvened at 3:20 p.m.

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The following resolutions were adopted in closed session:

### **Authority to Name the Future Recreational Sports Facility, UW-Madison**

Resolution 10814      That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, contingent upon (a) enumeration of the project in the 2019-21 capital budget and (b) approval to construct the project, authority be granted to name the future recreational sports facility, which will be located at 2000 Observatory Drive, in Madison, Wisconsin.

### **Consideration of Recommended Salary Adjustments for Chancellors**

Resolution 10815      That, upon the recommendation of the President of the University of Wisconsin System, the annual base salaries for chancellors be adjusted, as set forth in the attached, due to competitive market factors and equity reasons, effective January 1, 2017.

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The meeting was adjourned at 4:53 p.m.

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Submitted by:

/s/ Jane S. Radue

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