

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in Ojibwe Ballroom (330)
UW-Eau Claire, Davies Center
Eau Claire, Wisconsin

Thursday, October 6, 2016
1:35 p.m.

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-President Millner presiding-

PRESENT: Regents John Behling, Lisa Erickson, Tony Evers, Margaret Farrow, Michael Grebe, Eve Hall, Tim Higgins, Tracey Klein, James Langnes, Edmund Manydeeds, Regina Millner, Janice Mueller, Drew Petersen, Bryan Steil, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: Regents Mark Bradley and José Delgado

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President Millner convened the meeting after the 62 members of UW-Eau Claire's Singing Statesmen, under the direction of Elizabeth Joosten, sang the national anthem.

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WELCOME AND INTRODUCTIONS

President Millner began the meeting by thanking Chancellor Jim Schmidt and the UW-Eau Claire campus community, on behalf of the Board of Regents, for their hospitality. She indicated that the Regents were particularly pleased to be at UW-Eau Claire as the university celebrates its centennial.

The previous night, Board members had an opportunity to see one shining example of what a UW-Eau Claire education can do – for an individual, a business, and a community. Zach Halmstad, who graduated from UW-Eau Claire in 2004, showed Regents around JAMF Software, the company he founded and which now employs hundreds of people both in Eau Claire and at offices around the world. Stating that they had enjoyed delicious food and an interesting talk from Mr. Halmstad about the importance of a liberal arts education, President Millner thanked him and his company for their hospitality.

President Millner said the Board looked forward to hearing and observing more about how UW-Eau Claire is engaged and thriving, beginning with a presentation by Chancellor Schmidt.

Then the Regents would turn their attention to one of the key drivers of the UW System's 2020FWD strategic framework: business and community mobilization. Tom Still, president of the Wisconsin Technology Council, would set the stage by providing important context on the key role that higher education plays in driving Wisconsin's economy.

Next there would be a panel discussion, also focused on business and community mobilization. President Millner announced that several special guests would join the Board for this panel, adding that the Regents looked forward to hearing their insights and perspectives.

Following the meeting, all Regents were invited to a special groundbreaking ceremony for the future Confluence Arts Center. This project – a major step in the redevelopment of downtown Eau Claire – is expected to serve the community as a landmark for generations. President Millner indicated that the Regents were excited to have an opportunity to be a part of the ceremony, having already seen some of the early results of the downtown revitalization.

President Millner then turned to President Cross for some introductions. President Cross first recognized two legislators who were present in the gallery, Senator Terry Moulton and Representative Warren Petryk, expressing appreciation for all that they do to support the university.

President Cross then said it was his pleasure to introduce two new members of the UW System team. First he presented the new interim director of communications, Stephanie Marquis, who had joined the System several months prior. Ms. Marquis has more than two decades of strategic communications experience, having previously worked in both Governor Doyle's and Governor Walker's administrations and having served in executive leadership roles at several major state agencies, including the Department of Administration, the Department of Health Services, and the Department of Revenue. Ms. Marquis is an alumna of UW-Madison.

President Cross also announced that Carl Hampton had recently accepted the position of Special Assistant to the President for Diversity and Inclusion, and would be joining the UW System team on October 17th. Mr. Hampton's latest role had been Special Assistant to the UW-Madison Office of the Vice Provost for Diversity and Climate, and he previously served as an Assistant to the Dane County Executive; as a policy analyst, legislative liaison, and aide to a Wisconsin Governor and U.S. Senator; and as a Wisconsin-based attorney. In addition to his professional background, Mr. Hampton has an extensive academic portfolio as a graduate of Stanford University and the UW Law School, and is currently working on his Ph.D. at UW-Madison's Department of Educational Leadership and Policy Analysis.

Finally, President Cross announced that the UW System had recently posted the Chief Financial Officer position. He said that Julie Gordon had been doing a wonderful job as interim in that role, but it is time to fill the position permanently.

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HOST CAMPUS PRESENTATION BY UW-EAU CLAIRE CHANCELLOR JAMES SCHMIDT: “PARTNERS IN WISCONSIN’S FUTURE”

President Millner invited Chancellor Jim Schmidt to the podium for his presentation. She noted that he has been serving as chancellor of UW-Eau Claire since 2013, and that UW-Eau Claire has been serving Wisconsin for 100 years.

Chancellor Schmidt welcomed the Regents to UW-Eau Claire. He joked that students there not only receive a good, broad liberal arts education, but also learn to persevere and embrace adversity through four years of dealing with the steep hill and freezing footbridge on campus.

Adding that UW-Eau Claire is also known as “Wisconsin’s Singing University,” Chancellor Schmidt thanked the Singing Statesmen and President Ray Cross for leading attendees in the national anthem prior to the meeting. They had been joined by the UW-Eau Claire ROTC color guard.

UW Eau Claire’s Centennial

Chancellor Schmidt said that, while it was always an honor to have the Regents on campus, UW-Eau Claire was especially proud to have the Regents help celebrate UW-Eau Claire’s centennial. For 100 years UW-Eau Claire community members had been “Partners in Wisconsin’s Future,” which was the theme for the Board’s visit.

Stating that the heart of the institution is its mission to provide every Blugold with a transformative liberal education, Chancellor Schmidt indicated that the power of such an education is well-described in the poem “For a Dedication by the River,” by Max Garland, UW-Eau Claire English Professor Emeritus and former Wisconsin poet laureate.

At Chancellor Schmidt’s invitation, Professor Garland explained that the poem begins with a quote by Wisconsin Governor Emanuel L. Philipp on October 19, 1916, upon the dedication of the college that would later become UW-Eau Claire: “...that you, the sons and daughters of the commonwealth, might have better educational service.” He then read the poem:

There was more to know than time to learn, further
to go than good roads to get there. Nevertheless,
the governor crossed the state in a Pierce Arrow —
cornfields, hillsides of Holsteins, cranberry bogs
ripening to red, back when most streets still rang
with horses’ hooves and harness.

One in ten had telephones. The countryside was wireless
in the old way. Even the Great War seemed distant

though already the ditches were dug where local
sons and brothers would die.

But there was more in the air than harm to come —
radical things — crowns were falling over the world
like cottonwood leaves onto the river here. Women
on the verge of the vote. A scientist dreamed up
a theory that bent space and time that year,
claimed truth depended upon where you stood.

But the wildest notion? — Enacted here — that not just
the glittering sons of the rich, but the daughters
and sons of farmers and mill hands might learn
the art of how we learn, and how we pass it on.

The townspeople knew what all immigrants know —
What terrifies a tyrant? An open book. An open mind.
Somebody made a speech. Somebody raised a flag.
Somebody probably talked too long. Someone's mind
began to drift toward the river, the braided currents
that carved and cradled the town, light struck, reflective
where they rippled over sandstone and wound
through the outskirts of time...

Where half a century later, our first grade teacher,
Mrs. Sinquefield, arranged us in rows, the terrifying alphabet
scrolled above the blackboard, two shapes for each letter,
then numbers tumbling from everywhere and nowhere,
far beyond the reckoning of fingers and toes.

There was a tilted metal globe you could spin and see
the jigsawed nations blur in and out of blue.
She tapped a fingernail on the world's curve — We're here,
she said with an accent from somewhere further South.
She seemed older than the Bible to me, though now I know
she was much younger than I am, remembering this.

She knew everything, even thoughts inside our heads —
who tucked gum beneath his tongue, who leaned toward
the smartest girl on spelling tests. Whose mind wondered,
wandered, withered in place. Such things to learn —
why put a letter in a word if it makes no sound?
How can zero, which is nothing, make numbers bigger
than before? Once she bent back my palm, smacked it
with a wooden ruler donated by a local lumber yard. Strange,
I remember the smack, the sting, the company name, but not the sin.

Stranger still, by year's end, the terrifying letters
were somewhat tamed. A flock of them might flutter down
to perch on sharpened pencil points. Sing us something
from inside. Even the numbers began to behave.
There was a sign to make them vanish, and a sign
to make them mount. It was as if imagination built
an ark of knowing we rode above the waters, or maybe
knowing *was* the water, and how we rose, the wonder.

Pay attention, Mrs. Sinquefield said, with a voice
inside my head. I feared and loved her in equal parts,
and the fear was how far there was to go, and the love
was how, in time, unlikely as it seemed, I slowly came to *be* her,
to stand up front and know she only knew
what that long gone governor knew, those townspeople
knew, what the current of the river always knows —
to keep it coming, you have to pass it on.

Somebody makes a speech. Somebody, maybe me,
talks a little too long. Someone's mind wanders
toward the river still carving and cradling this town.
I once saw a grown man cry from the footbridge there
as the late light crested the current, not out of sadness,
but for the moment itself, beauty so brief it breaks your heart
just to mend it, for in the wake of such comes a bigger heart.

Pay attention, she said, and the world's blue blur spins again
in heart and head. And now, how strange to know she only knew
what the weeping man on the footbridge knew,
what all the elders knew —

here in the diminished light of harvest,
though Holsteins graze the hillsides
and cranberry bogs are bursting red,
it's by cultivating wonder
the commonwealth is fed.

Chancellor Schmidt thanked Professor Garland for capturing the spirit of the university and the power of cultivating wonder in the minds of everyone who comes to UW-Eau Claire. He indicated that the campus was proudly highlighting its treasures – the faculty, the students, and the amazing work that they all do together – and said that there was a lot to celebrate during the centennial year.

UW-Eau Claire grew from the one-building teachers' college, with fewer than 200 students, to a master's-level comprehensive university with nearly 11,000 students pursuing degrees in more than 80 programs. Showing footage of the campus from a drone-mounted

camera, Chancellor Schmidt pointed out distinctive landmarks such as UW-Eau Claire's infamously steep hill; the Towers residence halls, which would be undergoing renovation later in the year; and the Chippewa River.

Relationships with Business and Community

Chancellor Schmidt explained that over 100 years ago, the community leaders and the Eau Claire Businessmen's Association lobbied together for a teachers college in Eau Claire. Since then, there continued to be visionary women and men who believed that education is the key to the community's success, including Bob McCoy, president and CEO of the Eau Claire Area Chamber of Commerce. Calling him "a tireless advocate" for campus-community partnerships, Chancellor Schmidt invited Mr. McCoy to share the story of UW-Eau Claire's founding.

Mr. McCoy spoke about how, when the Chamber of Commerce formed about 102 years earlier, a group of members took a train to Madison to lobby for a state normal school in Eau Claire. In 1916 that school became a reality, marking the beginning of a partnership that has lasted for 100 years. During that time, chancellors and deans of the business college have worked and served with the Chamber, and the business community serves on the UW-Eau Claire Foundation and on search committees. Mr. McCoy indicated that both the Chamber and the university believe those partnerships need to continue.

He then described some of the current campus-community partnerships, including an annual partnership breakfast that the business community holds with the university to learn what is happening on campus. The Chamber's annual meeting is held in UW-Eau Claire's Davies Center because it is the largest facility in the city. The Chamber was instrumental in working with legislators to secure funding for Chancellor's Hall, the Davies Center, Centennial Hall, and even for educational activities. The Chamber also creates gift packs for all 2,300 freshmen.

However, Mr. McCoy said that the biggest partnership would be the groundbreaking for the Confluence Center project. He predicted that this public-private partnership would become a model of how the university and the community can both leverage their dollars to create a facility for both to use and still have dollars for other projects.

Chancellor Schmidt thanked Mr. McCoy for all he does for the university and for the community of Eau Claire. He said it is inspiring that these kinds of strong partnerships with the business community continue to exist 100 years later. Most recently, the Chamber of Commerce gave its support to the Confluence Initiative, which had to pass two referendum votes. Chancellor Schmidt also recognized the strong support of local legislators – Senators Terry Moulton and Kathleen Vinehout, and Representatives Kathy Bernier, Tom Larson, Warren Petryk and Dana Wachs – who were amazing supporters of the university and had helped cultivate these kinds of important public-private partnerships.

Originally established as a teacher's college or normal school, UW-Eau Claire is still providing teachers for K-12 classrooms throughout Wisconsin. For example, seven of the eight language teachers in Chippewa Falls middle and high schools are Blugolds. Chancellor Schmidt

added that UW-Eau Claire graduates are often among those receiving the highest honors for helping to build a stronger Wisconsin. Chris Gleason, a 1997 UW-Eau Claire alumnus who is an instrumental music teacher at Patrick Marsh Middle School in Sun Prairie, was named as Wisconsin's 2016 Teacher of the Year. Noting that Mr. Gleason happened to be on campus that day with his seventh grade band for a class with UW-Eau Claire faculty and students, Chancellor Schmidt asked him to stand and be recognized.

Strategic Plan

While a centennial is a time to celebrate the achievement of all UW-Eau Claire graduates, Chancellor Schmidt suggested it is also a time to think about the next century and how to continue the institution's tradition of excellence. In fall 2016, UW-Eau Claire launched its new strategic plan, "Creating Our Future." The chancellor then highlighted some of the key pieces of the 2020 strategic plan, which calls for every Blugold to be engaged in high impact practices such as study abroad, undergraduate research, internships, and community engagement. The plan also calls for UW-Eau Claire to increase student retention and success, to graduate more students in four years, and to create a more equitable and diverse campus community.

Chancellor Schmidt said UW-Eau Claire's strategic plan wonderfully connects to the UW System's 2020 *FWD* strategic framework. The "Creating Our Future" plan aims to help keep college affordable, meet the state's growing need for exceptional talent, and enhance the lives of the people of the State of Wisconsin. Like the UW System's framework, this strategic plan includes building even more partnerships with businesses, organizations, schools and communities in Wisconsin. He explained that this would be made possible by first addressing the foundational goal of investing in the faculty and staff who make a transformative Blugold education possible.

Results of Community Partnerships

Chancellor Schmidt said he would share with the Regents some of the real people and real results of the partnerships that define UW Eau Claire, which come in many forms: student internships, collaborative research, and even starting student-led businesses.

Community Connections, Marshfield Clinic

He began by introducing Community Connections, a partnership between UW-Eau Claire and the Marshfield Clinic that is designed to help patients with unmet social needs and to engage and encourage students to consider careers in health care that are focused on underserved communities.

Too often, a health care issue can be compounded by other factors affecting a patient's wellbeing, like food insecurity or the inability to pay a utility bill. The Community Connections program aims to improve both health and quality of life for Marshfield Clinic patients and community members. UW-Eau Claire students from across disciplines are trained as a Community Connections team, meeting with Marshfield Clinic patients, helping connect them with community resources, and then closing the loop with Marshfield health care teams.

Stating that this partnership was exceeding all expectations, Chancellor Schmidt asked Dr. Norah Airth-Kindree from UW-Eau Claire's Nursing Department, UW-Eau Claire pre-med student Patrick Disterhaft, and Trevor Begin of the Marshfield Clinic to describe the Community Connections program. He also recognized Dr. Ruth Cronje of UW-Eau Claire's English Department, who helped create the program but was unable to attend the meeting, as being a driving force in the university's community engagement efforts.

Dr. Airth-Kindree said that almost 40 percent of health outcomes are attributed to social and economic factors, demonstrating an obvious need for future health care professionals to understand this connection. UW-Eau Claire has already begun to provide this connection by creating the Community Connections partnership with Marshfield Clinic. In 2004, a student started this project and brought it to the attention of Dr. Ruth Cronje, an English professor teaching in the University Honors Program. Dr. Cronje reached out to Marshfield Clinic, which then enlisted the support of the Family Health Center of Marshfield to create the Community Connections team and partnership with UW-Eau Claire.

Dr. Airth-Kindree said that most enter the health care system because they have health care needs, but those who go to Marshfield Clinic will have their social needs addressed. Marshfield Clinic patients have the opportunity to visit with a Community Connections Team volunteer, who can share resources for any identified needs, such as food, transportation, or clothing.

Dr. Airth-Kindree added that being a Community Connections Team volunteer with Marshfield Clinic prepares students for theoretical grounding drawn from interdisciplinary faculty collaboration in partnership with community members, and places the students in direct contact with targeted patient populations to give them a broad preparation in health care equity. She then introduced Patrick Disterhaft, a pre-med biology major and current Community Connections Team volunteer.

Mr. Disterhaft shared that he had been with the Community Connections Team since June 2015. In that time he had met with many patients, but he said one case in particular spoke to the importance of the Community Connections Team and why he continued to volunteer.

Soon after he began working with the Marshfield Clinic, the parents of three children came in and indicated they were interested in food resources. After speaking with them, he learned that they had both lost their jobs in the same month and did not know how they would provide for their children. To make matters worse, the mother needed to see the doctor but did not have the insurance to pay for that visit.

Mr. Disterhaft was able to connect the couple with some local food pantries; with Western Dairyland, an organization that provides financial assistance for utility bills; and with the Marshfield Clinic Assistance Center, which helps patients apply for government programs such as Badger Care.

Mr. Disterhaft indicated that, unfortunately, this case is not unusual. Many patients with whom the Community Connections Team works are looking for some help to get back on their

feet; many have worked their entire lives and are sometimes hesitant to ask for help. It is important for the volunteers to make these patients feel as comfortable as possible.

As a pre-medicine student, Mr. Disterhaft said the experience he has gained from the Community Connections Team is invaluable, both in terms of patient interaction and also working with fellow volunteers who share the same passion. He indicated that he would use the knowledge he had gained from the Community Connections Team in his practice as a physician.

Mr. Disterhaft then turned to Trevor Begin, Community Connections Team Program Manager at Marshfield Clinic, to speak about some of the outcomes of the program.

Mr. Begin stated that the Marshfield Clinic's mission is to enrich lives, and explained that the program it had created in partnership with UW-Eau Claire does this by connecting patients with social needs to community resources. The leadership team at UW-Eau Claire and Marshfield Clinic had given time and effort to see this program realized, and it had become a true example of the power of collaboration.

Through the Community Connections program, they had positively impacted UW-Eau Claire student volunteers, some of whom would become future health care workers; Marshfield Clinic patients; and the greater community of Eau Claire. Since the inauguration of the program in April 2015, the Community Connections Team had seen 1,472 patients indicate needs and had made a total of 3,052 referrals. The total number of individuals affected in households has been 3,245.

Mr. Begin said Marshfield Clinic was excited about the program's growth and potential expansion with UW-Eau Claire, and was enthusiastic about the impact the Community Connections Team was having in the community. As of August 2016, the program's volunteers had worked a total of 3,875 hours, which is equivalent to about \$87,000 at the national volunteer rate. He indicated that these students are providing valuable work and making a big difference.

Mr. Begin mentioned that the program's future vision and strategic plan were to expand Community Connections to other Marshfield Clinic locations, and he expressed optimism that the expansion would include partnerships with other UW institutions. The program had also recently been awarded a Telehealth Grant, which would enable Community Connections to provide its services to more rural clinics and communities that it would otherwise be unable to assist.

With continued data collection and evidence to help guide the direction of the Community Connections program, Mr. Begin said that continued success would be undoubtable. Working together, Marshfield Clinic and UW-Eau Claire can empower students, patients, and the community to better address underlying social issues and overall health outcomes, and serve as a model for other communities in Wisconsin.

Chancellor Schmidt thanked Dr. Airth-Kindree, Mr. Disterhaft, and Mr. Begin. He indicated that the partnership is also creating additional economic growth in the community, noting that Marshfield Clinic had recently announced that it was going to build a new hospital

and cancer treatment center in Eau Claire; this would be the fifth hospital in the Chippewa Valley, demonstrating that health care is an important economic driver of western Wisconsin.

Chancellor Schmidt said that when people talk about what it means to be a Blugold, they are actually talking about the experiences that go beyond the traditional classroom – experiences like Community Connections or undergraduate research.

Undergraduate Research and Hands-On Work Experience

Chancellor Schmidt said that for almost 30 years UW-Eau Claire had been the UW System's Center of Excellence for Faculty and Undergraduate Student Research Collaboration, where Blugolds work alongside faculty mentors to pursue meaningful, challenging and real-world research. Students are hands-on in every way, authoring papers and publishing in prestigious journals.

In 2010, the institution began an international fellows program which expands research opportunities internationally for students and faculty. Of the spring 2016 graduating class, 46 percent of those graduates did undergraduate research with a faculty member. Chancellor Schmidt noted that undergraduate research is not limited to the sciences, but spans the entire array of programs at UW-Eau Claire.

Using the material science and engineering program as an example, the chancellor explained how faculty work hard to write grants in order to obtain sophisticated instruments and equipment that the students can use as they tackle real-world problems, often working together with the faculty and with people from business and industry. He then showed a video of faculty and students talking about their experiences with UW-Eau Claire's undergraduate research program.

Chancellor Schmidt said it had been announced earlier that day that UW-Eau Claire was named as a recipient of the 2016 Campus-wide Award for Undergraduate Research Accomplishment by the Council of Undergraduate Research. Only three universities in the country were recognized, and UW-Eau Claire was the only master's-level university. The award letter noted the decades-long commitment of UW-Eau Claire faculty, as well as the students of under-represented groups who are involved in research. Tayo Sanders, UW-Eau Claire's most recent Rhodes Scholar, started doing research as a freshman because of a special program set up by the UW-Eau Claire Foundation. Mr. Sanders has said that without that program, he would not be studying at Oxford.

Chancellor Schmidt also acknowledged the many faculty and staff who, with no extra pay, daily give of their time and talents to develop life-changing research experiences for UW-Eau Claire students, who have in turn exceeded expectations in their quality research. Several of these faculty were present in the gallery with Karen Havholm, director of the Center of Excellence Office; the chancellor asked all of them to stand and be recognized.

Chancellor Schmidt also highlighted one of the undergraduate research experiences mentioned in the video – a growing entrepreneurship program that led to the launch of a new product, Blugold Roast Coffee.

Chancellor Schmidt pointed to new businesses in downtown Eau Claire – including JAMF, the Lismore Hotel, and the Oxbow Hotel – as demonstrations of the economic impact of keeping young talent in Wisconsin, which is one of the UW System’s big initiatives. He said that these new ventures exist because young Blugolds have decided that Eau Claire is where they want to live, work and invest their dollars.

He also gave the example of Justin Vernon, a two-time Grammy Award-winning artist and Blugold alumnus, whose band Bon Iver recently released a new album called “22, a Million,” which had topped the Top 200 Chart as the number one selling and downloaded album in the world. Mr. Vernon, who had been a philosophy and religious studies major, has not only done an amazing job in his musical career, but has also chosen to keep his roots in Eau Claire. The recording studio that he set up brings artists from all over the world into Eau Claire, and with the advent of the Confluence Project these artists will begin to appear in venues all over town.

Chancellor Schmidt added that Eau Claire has proclaimed itself the “Music Capital of the North,” and he invited the Regents to come back to any of the city’s festivals. He shared that the Milwaukee Journal Sentinel ran a story in 2016 on “ten Wisconsin music festivals worth the trip this summer.” Of the ten festivals highlighted, five were held in the Chippewa Valley.

Eaux Claires, an internationally-renowned summer music festival co-founded by Mr. Vernon, has attracted a wide range of guests and artists to the area, including Alicia Keys and the Blind Boys of Alabama. Chancellor Schmidt noted that more than 300 foreign journalists stayed on campus for the festival’s 2015 premiere. Vice President John Behling was among the 22,000 fans from 36 countries who attended the 2016 festival; Chancellor Schmidt invited him to comment on what the Eaux Claires festival meant to the community, and the role that the university has had in its success.

Vice President Behling said he was always promoting UW-Eau Claire – as with the institution’s world famous Viennese Ball, which he encouraged the other Regents to attend next year – which is why he felt privileged to help out when the producers of the Boston Calling Music Festival teamed up with Blugold graduate Justin Vernon to create the Eaux Claires Music Festival.

He cited *Time Magazine*’s July 2016 issue, which included a two-page spread that profiled Eau Claire. The story recognized the city as the “Music Capital of the North,” given the more than 100,000 visitors to its five major festivals, which in 2016 brought in \$40 million to the region from an economic development perspective. *Time Magazine* credited Eau Claire’s “cultural chemistry” to the Blugolds who want to stay in the community, and to the influence of a university that takes music seriously.

Vice President Behling added that the university also takes its students very seriously. One of the unique features of the Eaux Claires Music Festival is the fact that it is the only large-scale musical festival of its kind to use student production teams to run its events. This program, which gives new meaning to the idea of high impact internships, has involved students from across the state. He then invited Jason Anderson, Assistant Director of Conferences and Event Production, to tell the Board more about the great benefits of this unique and tremendous internship experience.

Mr. Anderson explained that the producers of the renowned Boston Calling Music Festival, Crashline Productions, asked if the campus could assist in providing additional housing for the inaugural Eaux Claires festival's 22,000 expected guests from 36 countries. In addition to assisting them with guest housing, Mr. Anderson said he was excited to share the other unique abilities that UW-Eau Claire could leverage, including production support, production staffing, rehearsal rooms, VIP housing, press and artist accommodations, shuttle coordination, and local logistics.

Over the course of the next four months, they had created the first international music and arts festival whose production staff was entirely created of UW students. Over 65 students made up the inaugural university-managed student crew – 35 from UW-Eau Claire, and 30 from other UW campuses. In 2016, that number grew to 75 students; 43 from UW-Eau Claire, and 12 from the other four-year institutions.

These students not only assisted in the construction of production elements, but also worked alongside industry professionals, assisted internationally-renowned artists with their rehearsals and installations, and staffed and managed the stages, running lighting, sound and video. Some students also created and installed their own artwork for display during the festival. In all, students completed 9,000 labor hours over ten days, earning \$2,500 each, on average. They produced 54 bands on seven stages, filled 16 acres of the 60-acre Foster farm site, and assembled 36 semis with production elements.

Additionally, the 2016 festival turned to the campus to coordinate a local job fair that employed an additional 325 individuals. These people were employed in festival operations, including food service, hospitality, artist relations, ushers, and the box office.

Mr. Anderson indicated that UW-Eau Claire's Music and Theater Arts Department is also home to the Arts Management Certificate program, in which he instructs. This program includes the supervision of the festival internships. Of the two paid interns who were chosen for the Arts Management Certificate program in 2015, one is now the full-time student manager at April Base Studios, Justin Vernon's local recording studio, and the other coordinates all tour and festival merchandise for Ambient Inks, a graphic design and video production house located in Eau Claire.

In 2016 the festival internship was expanded to five paid interns, whose work was assigned by Trace Richolson, creative assistant to renowned Creative Director and Designer Michael Brown. As one of the 65 students working within the Davies Center's event production crew, Mr. Richolson was also responsible for the video and projection mapping at the Board's

meeting. Mr. Anderson invited Mr. Richolson to share his thoughts about UW-Eau Claire's partnership with the Eaux Claires festival.

Mr. Richolson explained that he started as a geography major at UW-Eau Claire in 2013, but soon changed to a theater major with a technical emphasis. Through some student connections and the work he was doing in the theater department, he then landed a job with the university's event production crew. Over the next two years he earned a promotion within that crew; gained advanced technical knowledge on many systems, both event production and otherwise; and found a place on the Eaux Claires Music Festival Team both years, most recently as the creative assistant to Creative Director Michael Brown.

Mr. Richolson said these experiences had been life changing, and that the past year had taught him how important and how empowering it is for students at UW-Eau Claire to be so involved in the community and surrounding areas. The university is somehow involved in the arts everywhere one goes in the city, whether it be with the Confluence Project downtown, its immense support of the Eaux Claires Music Festival, or by bringing local artists to the Cabin, on campus, to perform.

Mr. Richolson indicated that UW-Eau Claire provides opportunities not only to students, but also to businesses, performers, and everyone in between. In turn, the festival offers and returns a great deal to the community, as well as to the university and its students. He said he felt humbled and awed to be surrounded by these experiences and connections.

Chancellor Schmidt thanked Mr. Anderson and Mr. Richolson for their comments, and expressed appreciation to Vice President Behling for his support for these partnerships. Noting that Eau Claire's reputation is growing in the music and arts world, Chancellor Schmidt said it made sense to create spaces where the arts can survive and thrive, and that this is exactly what the new Confluence Arts Center is all about. He then shared a video explaining how this project was breaking new ground.

In the video, local partners remarked upon how development in the downtown area, which will help draw people to the community to live and work, already represents \$100 million in investments, the result of one of the biggest private fundraising drives in the Valley's history. The project's large scope required collaboration between the campus and the community, but would have future benefits for UW-Eau Claire, the community, and the state. Participants in the video also expressed hope that this kind of public-private partnership could be replicated in other communities.

Growing Enrollment and Growing Diversity

Moving on, Chancellor Schmidt said that growing enrollment was central to UW-Eau Claire's future, and that the institution was on track to reach its goal. In 2016, UW-Eau Claire welcomed its largest incoming class since 1988.

Even with more students, UW-Eau Claire's second-year retention rate had doubled since 2006, increasing by seven percentage points in the last two years. The chancellor indicated that this speaks highly of UW-Eau Claire's faculty and advisors, who helped make this possible.

UW-Eau Claire's new first-year class also has the largest number of multi-cultural students in the campus's history. Chancellor Schmidt said UW-Eau Claire was proud to have the second-highest retention rate for multi-cultural students in the UW System.

While these numbers are heading in the right direction, Chancellor Schmidt added that the campus must still work hard to address systemic racism and to create a more inclusive community. Improving equity, diversity, and inclusivity (EDI) is one of the foremost goals of UW-Eau Claire's strategic plan. He then invited Ashley Sukhu, president of UW-Eau Claire's Student Senate, to talk about the institution's ambitious EDI plan and her own role in helping to develop it.

Ms. Sukhu began by sharing one of her own experiences with racism on campus, where a fellow student suggested that she had only received a scholarship because she was not white. She explained how upsetting it was to be thought of as less deserving or hardworking than her white peers. Ms. Sukhu also expressed her belief in the power of educating individuals about how to express their beliefs and opinions in ways that are constructive and respectful, suggesting that if that student had approached her differently they could have engaged in a critical conversation.

The previous year she decided to serve as the Outreach Inclusivity Coordinator with the Student Senate, which involved participating in the development of the EDI implementation plan. Due to her experiences on campus with racially motivated remarks, she said she wanted to make sure that UW-Eau Claire's plan began with educating students, faculty and staff. UW-Eau Claire has introduced a pilot program to start training its faculty and staff.

Ms. Sukhu thanked the Regents for coming to UW-Eau Claire and providing an opportunity to discuss equity, diversity, inclusion. She acknowledged that these were hard subjects, but said they must be discussed if they are going to get better.

Chancellor Schmidt thanked Ms. Sukhu for her work in helping to create a more inclusive campus.

He explained that while the EDI plan is new, efforts to make the campus more diverse have been underway for many years. One of the most innovative initiatives connects UW-Eau Claire students with elementary and middle school students to show them that college is possible and that there is a place for them at UW-Eau Claire.

Blugold Beginnings, led by Executive Director for Diversity and Inclusion Jodi Thesing-Ritter, partners with 40 school districts to arrange for almost 2,000 fifth graders and 1,500 eighth graders to visit and tour UW-Eau Claire and the local technical college every spring. UW-Eau Claire also has more than 250 Blugold students reaching out to more than 1,000 students in week-long summer programs in STEM, art, robotics, and entrepreneurship.

Chancellor Schmidt said that the first pilot group of fifth graders from Sherman Elementary School had just entered college, and some are new Blugolds. Noting that this first group of Blugold Beginnings students had been invited to the meeting, he asked them to stand and be recognized.

That dream of a Blugold degree – planted in fifth grade, reinforced in eighth grade, and carried on with Blugold mentors through graduation – has a powerful impact on the students and on the community. In UW-Eau Claire’s 100-year history, the institution has built a commitment to both provide a transformative education and to help grow Wisconsin. Chancellor Schmidt said that UW-Eau Claire’s faculty and staff look forward to the next century of preparing the students who will create Wisconsin’s future.

The chancellor shared that some of those future students had been asked to help close his presentation. He then introduced the Board to some of the prospective members of the Blugold Class of 2027: 65 fifth-graders from Sherman Elementary, accompanied by their Blugold mentors. Each of the Regents was then presented with a Blugold Beginnings t-shirt along with a personal card written by a fifth-grade student about their hopes and dreams for the future.

Chancellor Schmidt thanked Ms. Thesing-Ritter for touching the lives of thousands of children as the leader of this inspirational program, noting that she had spent hours writing private grants to get the funding necessary to make this program possible.

Conclusion

Chancellor Schmidt concluded that there is a strong tradition of excellence at UW-Eau Claire, and he expressed pride in the dedicated faculty and staff who make the university a leader in so many ways. As the university enters its second century of service, he asked for the Board’s support to help UW-Eau Claire continue to serve future Blugolds and the State of Wisconsin as a strong partner in the future.

President Millner thanked Chancellor Schmidt for his presentation, which she suggested reinforced the valued message about being partners in Wisconsin’s future.

Chancellor Schmidt invited the Regents to return to UW-Eau Claire for the fifth-grade tour day, saying that it was amazing to see 2,000 fifth-graders begin to visualize themselves on campus.

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INTRODUCTION OF BUSINESS AND COMMUNITY MOBILIZATION DISCUSSIONS

President Millner introduced the next discussions, related to business and community mobilization. Over the past year, the UW System had hosted multiple listening sessions around the state as part of its 2020*FWD* strategic planning process. Throughout these sessions, a

common theme was heard: the need for even greater connections between the UW and the state's communities and businesses.

President Millner noted that there was a strong foundation for this. Every day, people interact with the UW institutions through cultural offerings, sporting events, entrepreneurial ventures, and much more. Every day, the UW's faculty, staff, and students are regularly engaged in the lives of their communities, sharing their innovation, talent and resources. The campuses and communities are intrinsically interconnected.

She recalled the university's long history of collaborating with businesses and communities to address Wisconsin's biggest concerns. In the mid-19th century, Wisconsin provided one-sixth of the wheat in the United States. When in the 1860s the crops were destroyed by widespread rust disease and insects, scientists from the University of Wisconsin were there to help farmers transition to other crops that eventually supported Wisconsin's rise to become the nation's dairy leader.

More recently, President Millner said the university is engaged in many business partnerships. UW institutions provide innovative and entrepreneurial talent and ideas that have helped to grow the businesses in their regions and beyond. In turn, those businesses have invested in the university and its people, facilities, and programs. She indicated that these mutually beneficial relationships need to be both supported and encouraged, because they are the relationships that will continue to nurture a vibrant and promising future for both the university and Wisconsin.

The UW System's 2020*FWD* strategic framework includes initiatives that are designed to promote and expand the relationships between the UW and Wisconsin's businesses and communities. President Millner concluded that the UW System needs to continue working to maximize these important opportunities.

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PRESENTATION BY TOM STILL, PRESIDENT OF THE WISCONSIN TECHNOLOGY COUNCIL: "THE UW SYSTEM'S CRITICAL ROLE AS AN ECONOMIC DRIVER"

President Millner welcomed Mr. Tom Still, president of the Wisconsin Technology Council. In June, the Wisconsin Technology Council had released a report that explained in detail the case for supporting higher education in Wisconsin, particularly given higher education's critical role as an economic driver. That report, which had been previously shared with Board members, reaffirmed that further cuts in public support for higher education in Wisconsin would harm the state's economy. The report went on to say that Wisconsin colleges and universities are providing the necessary talent, technology transfer, and business development in the communities that they serve.

President Millner indicated that Mr. Still had been sharing this message in his columns and at speaking engagements around the state, including at recent forums in Milwaukee, Madison and Stevens Point. Mr. Still is the former editor of the *Wisconsin State Journal* in Madison. He serves on the advisory boards for the UW-Madison College of Engineering, the WiSys Technology Foundation, the Waisman Biomanufacturing Center, the Governor's Council on Workforce Investment, and other corporate, civic and business groups. His "Inside Wisconsin" column appears regularly in 24 publications.

Background

Mr. Still took the podium, noting that he had had the opportunity to engage with many of the Regents and chancellors who were present through the important work they were doing.

Beginning with some background on the Wisconsin Technology Council, Mr. Still explained that the group was formed about 15 years earlier, with the notion that its members would serve as policy advisors to the Governor and the legislature related to issues that mattered to the science and technology economy.

WTC also does many things that directly connect Wisconsin's entrepreneurial and technology community to investors, researchers, and others who can help make that industry thrive. For example, WTC would be hosting an upcoming conference in Madison. Mr. Still said that 76 different companies had applied to present at this conference in November 2016.

WTC is a three-quarters business-oriented board, with members from businesses as large as GE, Rockwell Automation, or Johnson Controls, and from the smaller companies which make up the fabric of the state, as with Regent Mark Tyler.

Mr. Still indicated that in 2015 these members became concerned, perhaps even alarmed, about some of the trends that they observed around higher education in Wisconsin. He emphasized that WTC's member businesses look to higher education as a source of talent, ideas and research.

Guiding Principles

First, the Council recognized that there are fundamental differences between the UW System's doctoral-granting and other four-year institutions. Mr. Still noted that not everything is created equal within the UW System, nor should it be. WTC's other guiding principles were to:

- recognize the critical importance of talent development and attraction for the future of all sectors in the Wisconsin economy.
- attract and obtain the best faculty and researchers at all of Wisconsin's higher education institutions.
- keep universities affordable and accessible for all residents who want to obtain a college education in Wisconsin.
- improve the transfer of knowledge and ideas into a more prosperous Wisconsin economy.
- be aware of the competitive world outside the state.

Speaking to the final principle, Mr. Still suggested that it was sometimes very easy to focus only on what is happening within Wisconsin's borders while looking at a policy situation. However, in a competitive global economy, there are people competing with Wisconsin both in the United States and abroad. Therefore, it is important for Wisconsin to maintain its edge.

Major Recommendations

Next Mr. Still outlined the major recommendations included in the WTC report.

First, policy-makers should be careful to compare peers to peers. For example, UW-Madison is one of the Top 25 research institutions in the country, and is fourth in terms of attracting research dollars; UW-Milwaukee compares very favorably with other urban research universities; and great comprehensive universities, such as UW-Eau Claire, have a different set of competitors. Mr. Still said it is very important to keep these distinctions in mind.

Second, WTC recommended that higher education institutions speed the time to graduation. Mr. Still noted that time to graduation varies a lot throughout the UW System, with UW-Madison having the best four-year graduation rate. He added that private colleges in Wisconsin and elsewhere do a good job with time to graduation, and that WTC believes there are some lessons to be learned there.

Third was a recommendation to monitor how tenure may continue to evolve. Mr. Still indicated that tenure is currently broadly defined by teaching, research and service. Moving ahead, there may be other things that impact tenure; for example, faculty may be able to earn tenure credit for helping to create a company or to advance a certain type of research with potential for commercialization. Mr. Still acknowledged that the Board of Regents had already been having discussions about tenure in the UW System.

The fourth recommendation was to support collaborative university-business interactions. Mr. Still referenced the great examples of those kinds of interactions at UW-Eau Claire.

Next, WTC recommended that higher education institutions investigate "mission investing." One of the trends that the group had followed was that of different institutions' around the country investing in the communities where they exist and serve. The Council sees opportunities within the UW System for the foundations and other entities to invest more of their portfolios in their local communities, which could be particularly helpful for starting businesses.

For its sixth recommendation, WTC would like to see each of the four-year institutions implement easily identifiable "portals" such as UW-Madison's Office of Corporate Relations, which can serve as a sort of one-stop concierge service for businesses contacting the university.

Finally, WTC discussed appointing a Blue Ribbon Commission for a deeper dive into the subject of higher education. Mr. Still suggested that such a commission could undertake everything from tuition to administrative issues.

Cost Comparisons

In creating the report, WTC tried to look at different aspects of the debate about the cost of a college education in Wisconsin. Looking at 2012-13 national data on expenditures per degree granted, Wisconsin ranked well below both the U.S. average and the average in comparable Midwestern states.

Mr. Still did note that the data used for this comparison did not account for all costs; for example, tuition was not included. Looking separately at 2014-15 figures for average resident undergraduate tuition and fees at public four-year institutions, Wisconsin again ranked lower than most other states with Big Ten universities with its average of \$8,781 per year, which totaled \$400 less than the U.S. average.

Mr. Still suggested that another way to look at the cost issue is to compare average resident undergraduate tuition and fees with the median household income in Big Ten states. For Wisconsin, tuition and fees averaged 15.8 percent of the median household income in 2013-14, compared to the U.S. average of 16.6 percent. Only three Big Ten states had lower tuition and fees as a percentage of household income.

Research and Economic Development

Next Mr. Still underscored the importance of basic research to what follows – applied research – and how those activities leverage the dollars that come into the state and transfer into economic activity.

Mr. Still noted that UW-Madison is the only institution that has consistently been ranked by the National Science Foundation among the top five universities in research expenditures since those figures have been tracked. In 2014, for example, UW-Madison ranked fourth with \$1.12 billion in research expenditures. He again emphasized that it is important to keep that legacy alive because of the economic activities that research generates.

Next Mr. Still displayed a map showing the geographic distribution of vendor and sub-award spending, which he called one of the most important charts to come out of WTC's report. In addition to large areas on the east and west coasts where subcontractors and vendors do a great deal of work affiliated with grants, there are also heavy levels of spending in Wisconsin and parts of Minnesota and Michigan. Mr. Still pointed out that in Wisconsin this spending is not limited to a few counties around the doctoral institutions, but is instead spread throughout the state. He then explained that this data is important for measuring the economic impact of universities' research and development activities, because those vendors are part of every community.

A few years earlier, NorthStar Economics found that there were more than 311 UW-related startup companies that supported nearly 25,000 jobs, generated \$113.6 million in tax revenue, and contributed \$2.3 billion to the state economy. Entities affiliated with UW-Madison alone supported more than 9,988 additional jobs, generated nearly \$46 million in additional tax revenue, and contributed an additional \$918 million in the Wisconsin economy. Mr. Still said

that WTC hopes to help these kinds of companies engage with investors and others who can help them grow.

Conclusion

Mr. Still reiterated that WTC has a business-oriented board, with members from all over the state, who intersect with the technology community in many different ways. The group decided to undertake this report on higher education in Wisconsin, and to back it up with some follow-up activities, as an objective third party that could comment fairly on the issue.

He noted that WTC did not say that everything about the UW System and the way higher education intersects with the economy is perfect. In fact, the report includes some examples of where there is room for improvement.

Finally, in considering the demographic and competitive challenges facing Wisconsin, Mr. Still concluded that it is essential for the state to maintain a vigorous higher education component.

Discussion

President Cross complimented Mr. Still on WTC's work and the way it had been presented and analyzed. He encouraged the Regents to read the report, saying that it was very well done and that he agreed with almost everything in it.

Something that Mr. Still had highlighted, and that the Board would likely hear from the upcoming panel on business and community mobilization, was that future success is impossible without partnership and collaboration between the university and businesses. Referring to the fourth recommendation in WTC's report, President Cross asked Mr. Still to comment on how the UW System might do a better job of aligning with the business community. While UW institutions were already doing many things to improve their relationship with the private sector, he asked how they could take it to the next level.

Mr. Still said that all UW institutions, both four-year and two-year institutions, should adopt a "shared sense of urgency" that businesses feel every day about operating in a competitive state, nation and world. By "moving at the speed of business," universities can do an increasingly better job of partnering with the business community, he suggested.

Using a current example, Mr. Still noted that many health-related and biotech companies in Wisconsin need to conduct clinical trials for drugs, devices, or processes that require federal approvals, whether for the FDA or to qualify for Medicare or Medicaid services. Sometimes those clinical trials are conducted at major institutions in Wisconsin, and occasionally these companies complain about "speed bumps" or surprises during the process that could send them looking elsewhere next time, even though the final quality of the university-run trials is great.

Mr. Still added that there is a process currently underway for the university to have focus groups hear from those companies that are on the other side of these trials, and to address those speed bumps. He cited this as an example of a shared sense of urgency.

Regent Whitburn observed that at the same time UW-Milwaukee and the other campuses have been expanding their research efforts, UW-Madison was ranked seventh worldwide in the granting of U.S. patents, with 161 patents in 2015 – equivalent to a new patent every 54 hours. This illustrates that UW Systems are doing some things well; he asked where performance could be improved.

Mr. Still confirmed that UW-Madison had about 160 patents in the 2015 reporting year. He added that in any given year UW-Milwaukee will follow with about 30 patents, with perhaps 60 more disclosures by the other UW institutions. He said he was not sure how many of the disclosures resulted in patents, but disclosure is the first step.

Mr. Still said that the UW System has been doing well in high-demand areas such as health, engineering technologies, and information technology. For example, UW-Madison's computer science department ranks among the top computer science departments nationally. He added that advanced manufacturing and agriculture also have been historic strengths of the UW System.

In terms of attracting research and development dollars, Mr. Still went on to say that both Wisconsin and the UW institutions attract research and development dollars for science and technology fields and in the social sciences. UW-Madison ranks among the leaders in both areas.

Regent Petersen thanked Mr. Still and the Wisconsin Technology Council for all of their efforts, noting that they had spent a tremendous amount of time not only in administering the survey, but also in going across the state to articulate the sense of urgency that the business community feels. The report was about the entire UW System, not only UW-Madison or the R-1 institutions. Commenting that Mr. Still is an opinion leader, with a voice that carries throughout the state, Regent Petersen asked Mr. Still for his recommendations for how the Board of Regents can mobilize the business community across the state to better the university's position while advocating for more investment and stability for the UW System.

Mr. Still stressed that WTC is one business organization, with an emphasis on technology, so he could not speak to all aspects of Wisconsin's economy. That said, he suggested that the Board begin by looking for appropriate partners in all business sectors, especially manufacturing, agriculture, and financial services.

Looking ahead to the upcoming election, which would include races for state senate and assembly seats, Mr. Still said that higher education should also be part of the variety of conversations that will take place during the election process.

Finally, given that roughly one-fifth of the UW System's funding comes from the state, Mr. Still questioned whether the amount of oversight and administrative guidelines from the state

is proportionate, adding that this was something else addressed in the WTC's report. He suggested that this comparison would resonate with the average business person.

Regent Tyler, echoing Regent Petersen's comments about Mr. Still's being a thought leader in the state, observed that there are a lot of research dollars coming into the state, yet Wisconsin is behind in commercializing that research and creating startup companies. He asked Mr. Still to address what WTC is doing to facilitate that technology transfer and startup creation, and to bring recognition to those funding needs.

Mr. Still explained that WTC looks for ways to connect companies with good ideas and entrepreneurs with investors. For example, the group runs the Wisconsin Angel Network, a network of early-stage investors in Wisconsin, and tries to ensure that they seal deals on a regular basis by bringing opportunities to them. WTC has also issued other white papers looking at initiatives that could help in that regard, such as the Badger Fund of Funds or Wisconsin's investor tax credits.

Mr. Still indicated that there are pockets of entrepreneurial activity in Wisconsin that are much stronger than others, including Madison, parts of Milwaukee, the Chippewa Valley, and parts of the Fox Valley. He said that these entrepreneurial activities need to be wider spread, and suggested that the state's low rates of new startup companies could be attributed to a variety of reasons, including demographics; high capital requirements, especially in the manufacturing and agriculture industries; and a low immigration rate, as immigrants are roughly two to three times more likely than native-born Americans to start businesses.

Mr. Still indicated that while Wisconsin may never be among the top half of states in the number of startup companies, the state still needs to do more to encourage younger sectors, and not just focus on policy initiatives that facilitate older sectors. He added that Wisconsin would do better to attract big companies through the acquisition of smaller companies rather than "chasing smokestacks."

He provided the example of New Wave Medical, a Madison company that started with university technology and grew to about 100 employees, most of whom were in Wisconsin with some in the Twin Cities. New Wave Medical was recently acquired by a subsidiary of Johnson and Johnson. Mr. Still suggested that Wisconsin would probably not have been able to bring Johnson and Johnson operations into the state without this acquisition. Other examples include Roche Sequencing, Mallinckrodt Pharmaceuticals, and Fuji Film, all of which were brought to state through the acquisition of strong young companies located in Wisconsin.

President Millner asked Mr. Still to speak to the issue of Wisconsin's demographics as part of the "shared sense of urgency" that he had advocated.

Mr. Still stated that Wisconsin is running out of people. Before, the biggest issue was the skills gap; he explained that while the skills gap is still very important, the state is now also dealing with a "body gap." He attributed this to low birth rates; low immigration rates, both internationally and from other states; and some emigration, though he noted that Wisconsin is not necessarily doing worse in this area than any other state in the upper Midwest.

Mr. Still shared predictions that sometime in the 2020s Wisconsin will have more people retired than people working. He said today's companies want creative and adaptable workers, and they are asking whether they will be able to find that talent in Wisconsin.

Noting that UW-Eau Claire's Blugold Beginnings program is helping to make K-12 students more comfortable with the idea of going to college, President Millner pointed out that students who attend colleges in Wisconsin are more likely to stay in the state after graduation.

Mr. Still observed that Wisconsin's 2016 kindergarten class totals 67,000 students, down from 75,000 in previous years. In the future there will be thousands fewer students going on to higher education, and the UW System will have to figure out how to be "right sized" for that coming demographic issue.

President Cross invited the chancellors to weigh in with their thoughts on these issues.

Chancellor Mark Mone thanked Mr. Still for his efforts to share some very important messages throughout the state. Noting that it was difficult to think of a thriving, economically strong region that does not also have strong academic institutions, he said this reinforced WTC's message about the importance of supporting higher education.

Given that different regions of the state have strengths in different clusters, such as health care, technology, or manufacturing, Chancellor Mone said that the UW campuses would have to be strategic and work to strengthen partnerships with business according to the sectors in their areas. Mr. Still agreed that the four-year comprehensive institutions will have different strengths in different areas that should translate well to the indigenous economies around them.

Chancellor Mone also indicated that the challenge with most of the WTC's recommendations was the difficulty in addressing them with the UW System's current and expected levels of funding. He suggested that one of the most important actions the university can take is to advocate for more strategic investments in the UW System, and added that the *2020FWD* strategic framework would be key to that effort.

Chancellor Blank expressed appreciation for the work that the Wisconsin Technology Council has done, adding that UW-Madison was glad to have partnered with the Council in a number of ways. She indicated that the majority of UW-Madison's partnerships are related to agricultural or biological research and outreach. On the other hand, UW-Madison and other UW institutions have historically not had as many partnerships in industry and manufacturing areas as one might expect, given that Wisconsin is a manufacturing state.

Chancellor Blank said that UW-Madison's engineering school had been working hard to change that by building a number of relationships over the last five to ten years. The creation of the Grainger Institute for Advanced Manufacturing would also be central to developing high-tech manufacturing partnerships.

Chancellor Sandeen said that it was good to have an external voice like WTC's advocating support for higher education, adding that she particularly appreciated the emphasis on

the importance of bachelor's degree attainment. She also highlighted UW-Extension's role in translating and communicating the research from the other UW institutions out into the field.

Finally, Chancellor Sandeen thanked Mr. Still for challenging the UW System to look at the issues with Wisconsin's declining population in a realistic way, though she said she was hesitant to use the term "right sizing." Mr. Still responded that a lot of the "right sizing" could mean continued specialization within institutions. He pointed out that while liberal arts degrees have amazing value, certain UW institutions are doing very well in certain areas.

Chancellor Leavitt also expressed appreciation to Mr. Still for pointing out the prowess of the four-year comprehensive universities, which have a huge impact in their regions. He acknowledged that there are many barriers to campuses engaging in innovation, particularly with the business community, and said higher education institutions would need to determine how to work through these barriers in order to fully engage in the economic development of their regions.

Chancellor Meyer said that the UW System's business and community mobilization efforts must start with listening, and he credited President Cross for doing a good job with holding listening sessions around the state in order to put the 2020*FWD* strategic framework together.

UW-Stout had tried to integrate listening into its own strategic planning efforts, with the use of advisory committees. Each of UW-Stout's 48 undergraduate programs has an advisory committee, as do its graduate programs, helping the institution to create a responsive and forward-thinking curriculum. For example, when the advisory committee for the manufacturing engineering program indicated that the program was not able to give some of its students enough exposure to advanced chemistry, UW-Stout developed a new plastics engineering program to meet that need.

Noting that nine out of ten of UW-Stout's programs include at least a six-month internship, Chancellor Meyer explained that this helps the university build good relationships with the business community by teaching programs what employers need out of the students. He recognized Bryan Barts, Director of Career Services, for doing an outstanding job in overseeing those internship experiences.

Speaking to the WTC's recommendation for all campuses to implement corporate relations "portals," Chancellor Meyer mentioned UW-Stout's portal, which had started as the Stout Technology Transfer Institute and is now called the Discovery Center. The Center manages approximately 300 projects each year and represents a one-stop shopping place for all of the resources available at the university. The Discovery Center is intended to extend UW-Stout's reach beyond the physical boundaries of its Menomonie campus, allowing its students to solve real problems in industry.

The benefits of the Discovery Center's services go beyond the students and clients, producing an economic impact of \$41 million in 2016 and \$600 million since its inception in 1994, and enabling clients to create and retain over 4,200 jobs. Chancellor Meyer added that his

own experiences as an instructor demonstrated that facilitating projects in industry helped inform him about what he needed to teach in the classroom. He concluded that the university must continue to invest in these kinds of activities.

President Millner thanked Mr. Still again for his presentation, and expressed appreciation for the close attention paid by the Wisconsin Technology Council to the vital connection between higher education and the state's economic wellbeing. She said that the UW System, with its focus on education, research, and service, is and should be a premier driver of a strong future for the state and its citizens.

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PANEL DISCUSSION: BUSINESS AND COMMUNITY MOBILIZATION

President Millner said that several prominent leaders in the field had been invited to join the Board of Regents for a panel discussion on business and community mobilization. She then asked President Cross to introduce the panelists.

President Cross explained that business and community mobilization was an important part of the 2020*FWD* strategic framework, including initiatives like the UniverCity Year program, the Career Connect website, and plans for more Wisconsin Idea Summits around the state. He then introduced the three panelists, who were all from the Eau Claire region and had been invited to share their thoughts on the topic:

- Rene Daniels, executive director of the North Central Wisconsin Workforce Development Board, which has a mission to cultivate a skilled and competitive workforce that meets the demands of employers in its nine-county region.
- Zach Halmstad, founder and product manager of JAMF Software, which is headquartered in Eau Claire and Minneapolis and has had a huge impact on Eau Claire's downtown area.
- Dr. José Ortiz, Jr., an orthopedic surgeon specializing in hands, the chief of the medical staff at the Mayo Clinic Health System in Eau Claire, and an assistant clinical professor of orthopedics at the Mayo Clinic College of Medicine, who received his medical degree from the Albert Einstein College of Medicine at Yeshiva University.

Rene Daniels, North Central Wisconsin Workforce Development Board

Rene Daniels spoke first, addressing how “average,” small businesses in Wisconsin access and leverage university resources. She stated that businesses are confused about how to access university resources, pointing to administrative bureaucracy, unclear points of contact, and a lack of knowledge about the resources that are available.

Providing some background on workforce development boards, Ms. Daniels explained that these are entities created by the federal government to administer employment and training programs and to align workforce development efforts in their regions. There are 11 workforce development boards in Wisconsin. In recent years the federal government has shifted the emphasis of the employment and training dollars it distributes, leading workforce development boards to change its customer from the job seeker to the employer. This requires that boards do a better job of understanding employers' needs.

Ms. Daniels said that industry alliances are forming related to the issue of how to build and retain talent, which is especially difficult in North Central Wisconsin, where the demographics are even worse than elsewhere in the state. One of these alliances is the Central Wisconsin Information Technology Alliance (CWITA), which was formed in June 2015 after about two years of planning. There are currently 37 employer members in the alliance. She explained that, though they are competitors for talent, these businesses share a struggle in getting the workers they need.

Rather than trying to attract business into Wisconsin, the North Central Wisconsin Workforce Development Board's strategy is to retain and grow the businesses already in the state, and to connect them with the talent they need to do that. For CWITA, the first step was to understand current and future labor needs in the industry sector. Ms. Daniels noted that this was complicated by the fact that information technology extends across other sectors. CWITA has been working with workforce development partners, including the K-12 system, the technical colleges, and the UW System.

The group also solicited feedback from IT students graduating from UW-Stevens Point, to find out how they chose that occupation and to learn their plans for after graduation. CWITA held focus groups in collaboration with UW-Stevens Point and learned that these students either were tinkerers who enjoyed taking things apart and putting them back together, or were creative types, interested in music or art, for example. From there, the issue became how to create inspirational pathways in the K-12 system for these types of people that will lead them into IT occupations.

CWITA also learned that many of the UW-Stevens Point students wanted to stay in central Wisconsin, but had received job offers from employers in other parts of the state and from the Twin Cities who were much more aggressive about pursuing and engaging them. Ms. Daniels reported that this was a valuable lesson to employers in Wisconsin's central region that they needed to do a better job of engaging UW students and showing them career opportunities.

After conducting its planning, CWITA launched in June 2015. The group's first decision was to pool some of its members' resources. UW-Stevens Point, the only four-year institution in the region, was not graduating enough IT students to meet current demand, much less future labor needs. By pooling resources, CWITA was able to commit \$90,000 a year for three years to enable UW-Stevens Point to hire another IT professor.

Ms. Daniels noted that UW-Stevens Point has had a few problems recruiting for that position. However, because the institution committed to marketing and recruiting students in

anticipation of that new professor, enrollments for IT students went up at UW-Stevens Point at a time when other enrollments have been flat.

CWITA has committed to expanding the number of paid six-month internships, and has started a mentorship program through which individual employees of CWITA member businesses are matched with students at UW-Stevens Point to provide career guidance, arrange job shadowing, and help demonstrate the career opportunities available in central Wisconsin. CWITA has also joined a group facilitated by the Department of Workforce Development to create a new IT apprenticeship program.

Looking to the future, CWITA members were planning to meet with U.S. Department of Labor officials and national industry leaders to talk about the potential development of training and education programs in cyber security. The federal government has some interest in investing in this area, and Ms. Daniels said that CWITA hopes Wisconsin can be one of the places developing cyber security training.

In closing, Ms. Daniels shared some thoughts about how businesses can interface with the UW System in developing talent. First, given the extraordinary demand for talent, businesses are ready to engage with their time and financial resources, but because the UW System is so big they do not know how to start. As partners with businesses, the university and the workforce development boards need to help direct those energies and develop avenues for engagement.

In addition, Ms. Daniels highlighted two champions on both sides of the issue: Cliff King, the CEO of Skyward, and Dr. Tim Krause, chair of the Computing and New Media Technologies Department at UW-Stevens Point. She credited Mr. King with understanding the importance of CWITA's work and for his commitment to helping his competitors develop strategies to address the labor shortage, and she praised Dr. Krause's vision, flexibility, and creativity.

Zach Halmstad, JAMF Software

Next to speak was Mr. Zach Halmstad, founder and product manager at JAMF Software. Mr. Halmstad spoke about the successes of liberal education. While there were things that could be done better, he said the UW institutions are continuously trying to improve, breaking down barriers to become more tightly intertwined in their communities and working with businesses to create the type of talent that employers actually need.

He pointed to some of the successes that Chancellor Schmidt had discussed in his earlier presentation as an example of how the culture of UW-Eau Claire had changed in the 12 years since he was a student. He specifically mentioned the high percentage of UW-Eau Claire students involved in undergraduate research, as well as the institution's involvement in the Confluence project, which would make the university more accessible to both citizens and businesses.

Noting his surprise that an organization of UW-Eau Claire's size could show that sort of change over the course of a decade, Mr. Halmstad concluded that the UW institutions must be

working very hard to keep up and stay relevant. He suggested that how the institutions are behaving and responding – continuously learning and adapting to the world around them – is reflective of the liberal arts education that he and his employees had received.

There are many different economies and industries in Wisconsin. For example, 100 years earlier Eau Claire was primarily a logging industry location; 40 years ago its primary industry was still manufacturing; and today the area's two primary industries are health care and education. Mr. Halmstad said that he considers his company, JAMF Software, to be part of the creative economy, which is reliant on people with a liberal arts education.

JAMF Software employs more than 600 people around the world, including more than 200 people in Eau Claire, with 217 unique job titles. Mr. Halmstad suggested that with so many different positions in a single company, people are needed who know how to think freely to solve both immediate and unforeseeable problems and who continue to learn and adapt. That is what a liberal arts education can do for employers.

Speaking of the diversity of educational backgrounds within JAMF Software's workforce, Mr. Halmstad said he can identify at least 65 individual liberal arts degree holders, which include majors in economics, geography, Spanish, French, German, journalism, psychology, youth development, foreign policy, geological engineering, biology, and sociology. These majors have nothing to do with what his employees do at the software company, but the other skills they learned through their liberal arts educations are absolutely needed.

Mr. Halmstad added that one of the core values at JAMF Software is relentless self-improvement, and that people with a liberal arts education are ready for a life-long pursuit of improving themselves on a daily basis.

Recalling that brain drain was a key concern in Eau Claire six years prior, Mr. Halmstad said that he worked with the university and other organizations around the state on a multi-faceted approach to create jobs with career paths that would allow people to see a future for themselves at local businesses. He noted that this focus complicates the idea of students' being job-ready or job-prepared, because the job someone has today is hopefully not the same job they will have three or five years in the future. Communities also need to improve quality of life, because people want to live in exciting areas with great opportunities for their families.

Over the past year the state has begun to see brain drain at the faculty and staff level, Mr. Halmstad said. He cautioned that if this continues, there would be major problems creating the type of talent that Wisconsin needs. To be competitive, Wisconsin will have to invest in education. He suggested that the damage that has been done over the previous few decades would be reversible over time, but that any further damage might push the state over a breaking point.

Recognizing that the Regents were all great supporters of education, Mr. Halmstad encouraged them to help Wisconsin continue to reinvest in the UW System. He predicted a high return on that investment for the entire state, or else devastating consequences to the state if it continues to underinvest in higher education.

Dr. José Ortiz, Jr., Mayo Clinic Health System

Next, Dr. José Ortiz spoke from the perspective of the health care sector. He noted that one of the founding principles of the Mayo Clinic has been the concept of collaboration. Today, his team in the orthopedics department consists of himself, a hand-surgical partner, physician assistants, nursing staff, trauma surgeons, adult reconstruction surgeons, and sports medicine surgeons. The individuals in this group work collaboratively, as do all of the departments with the organization. He suggested that the same kind of collaboration is needed between the university and its business and community partners.

Looking at the future of health care, Dr. Ortiz indicated that the Wisconsin Hospital Association projected a 2,000-physician deficit by 2030 for the State of Wisconsin alone. To prevent that gap, the state will have to bring in 100 new physicians every year for the next 20 years. Noting that people talk a lot about creating or educating more physicians, Dr. Ortiz said the other side of the problem is retention – how to keep physicians practicing for 10 to 15 years and prevent them from abandoning the medical system, because each one possesses a great deal of knowledge and a skill set.

The Wisconsin Hospital Association also found that 56 percent of students who attend medical schools in Wisconsin, and 86 percent who attend medical school and complete their residency in Wisconsin, will stay in the state after completing their education. To that end, the Mayo Clinic is developing a residency program to encourage students to stay in Wisconsin.

Dr. Ortiz said that work started at the ground level. He was part of the group that developed the Medical Experience (MedEx) program, which is essentially a job shadowing program for high school students. He noted that job shadowing is different in the health care industry, as students cannot simply walk into the hospital and follow surgeons around for a day. Students interested in the MedEx program must have HIPAA training, background checks, and culture safety training. In the high school program, each student participates in eight different rotations in an effort to demonstrate the diverse opportunities available in the medical field.

Working collaboratively with Dr. Julie Anderson, Director of the Health Careers Center at UW-Eau Claire, the program has been expanded to include college students in what is called the MedEx College Edition program. Students from UW-Eau Claire and other area universities are eligible to participate. Dr. Anderson has been very helpful in identifying the best and the brightest students from the university who are going to put in the effort to gain the experience.

Dr. Ortiz concluded that the keys to future success were to increase collaboration and cross-collaboration and to maintain and grow Wisconsin's workforce.

Discussion

President Millner thanked the three panelists and opened the floor to questions. Vice President Behling thanked the panelists and expressed agreement with Mr. Halmstad that downtown Eau Claire had changed a great deal; he credited Mr. Halmstad's leadership and investment for inspiring the economic development in that part of the city. Noting that Mr.

Halmstad has hired hundreds of people, including UW graduates, Vice President Behling asked him for one thing that the UW System can do better to ready students for entering the workforce.

Mr. Halmstad answered that JAMF Software hires many diverse people, and what makes them successful is the ability to collaborate. He said that exercises in collaboration were borderline nonexistent when he was a computer science major, but that people coming out of the UW's computer science departments now already know how to collaborate in a team. His recommendation was for the UW System to continue producing those same kinds of graduates, because businesses like JAMF Software continuously need more of them.

Regent Higgins commented that Wisconsin health systems and the UW System have a history of collaboration on workforce opportunities. For example, \$3.4 million was recently invested in a nurse educator program in order to expand the number of teachers for nursing students and so avoid a bottleneck in nursing programs. He said that people less frequently think of opportunities for universities to work with health care systems on emerging medical technologies, instead focusing on developing a workforce capable of operating technology that already exists. He asked Dr. Ortiz for suggestions on how the UW System might improve the former aspect.

Dr. Ortiz indicated that the issue was one of exposure; people enter an industry with a certain set level of knowledge, which must be grown and developed over time. He referred to a recent article in the *Harvard Business Review* that suggested the best way to motivate people is not punishment, praise, or rewards, but instead to make their jobs interesting. When students are at a level where they are ready to develop new skills, they need to get into hospitals and be exposed to those emerging technologies.

Dr. Ortiz added that one of the concepts behind the MedEx program was to keep projects small and therefore obtainable. Starting with ten students who all wanted to be physicians, they were able to later expand the program to 20 students, to 30 students, and now to students who were interested in being physicians or physician assistants. That concept could also be applied to pharmacists, physical therapists, occupational therapists, and so on.

As Ms. Daniels had pointed out, initiatives like the MedEx program require "champions" to help make them work. Dr. Ortiz noted that his work with the MedEx program is something he does on the side, in addition to his actual job. He has connections with other people from the hospital's legal, HR, and public relations departments who help to make these projects work.

He suggested that the university can try to find individuals in the health care sector that could be the champions needed for developing these programs, and then try to make their jobs somewhat easier. Noting that there is a certain amount of administrative infrastructure that needs to be present for programs like MedEx to run, Dr. Ortiz said that he was very excited that the Mayo Clinic had appointed a 0.1 FTE position to help him run the program after he had spent a great deal time and effort seeking assistance.

Regent Erickson recalled that when she owned her own business, she had some difficulty contacting universities about hiring students or setting up internships. She asked Mr. Halmstad if

he had any advice for smaller business owners about how to approach the university to make those connections and bring in students.

Mr. Halmstad said that JAMF Software's internship program plays a major part in how the company recruits. At any given time the program will have between 15 and 25 interns, most of whom are from UW-Eau Claire, with some from UW-Stout, the local technical college, or other institutions. Teachers help the company find the best students from their programs.

JAMF Software's internship program has been hugely successful, with about 50 percent of interns hired into full-time employees after graduation. Mr. Halmstad said he was proud to have helped keep some of the company's best and brightest former interns in Eau Claire, rather than see them move to California.

Mr. Halmstad acknowledged that it has been easier for JAMF Software now that the company is known throughout the area. People know that the company pays interns fairly well, that its employees have fun, and that its interns actually get to do real work. He said that last factor is one of the biggest things that differentiates its internship program – students are not just given busy work putting numbers into spreadsheets, but instead have the opportunity to do real work and interface with customers.

To answer Regent Erickson's question, he said that the university has to be ready and willing to interact with businesses, even if a business is looking to bring in only one student to help out. Employers should come to the table with real world work and actual paid opportunities that can be presented to the university, which will in turn direct its best students toward an experience that leads to a better education and frees them from working a nighttime job.

Mr. Halmstad also advised that employers should be patient and try to interface with a number of area universities. Just as JAMF Software's internship program draws in a diversity of majors, there are a large number of departments within the university that can provide prospective interns.

Following up on Ms. Daniels' comment about the difficulty of finding a way through bureaucracy in the UW System, Regent Tyler noted that she was no stranger to bureaucracy. Ms. Daniels and her peers in the workforce development system must navigate complex laws in their efforts to help individuals one-on-one with their unique job needs. He thanked Ms. Daniels for the tremendous effort her work requires.

Regent Manydeeds observed that in the legal profession there have been problems with young lawyers working in small town practices moving on after a short time. He asked Dr. Ortiz if he had noticed a similar trend in the medical field, and how local health care systems were addressing the issue.

Dr. Ortiz stated that there is about 50 percent turnover of new physicians within the first few years of their medical practice. He attributed much of this turnover to misaligned expectations, and said the university can help better prepare students for the reality of entering the workforce.

President Millner once again thanked the panelists, and invited President Cross to make closing remarks.

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CLOSING REMARKS ON BUSINESS AND COMMUNITY MOBILIZATION

President Cross observed that the panelists had described the challenges posed to businesses by a constantly changing environment that requires the development of more creative, adaptable graduates. In responding to businesses' needs, the university faces its own challenges in trying to create a more dynamic, engaged, and interactive learning environment for students.

Wisconsin's demographics had been a foundational backdrop for both of the day's discussions, with the state facing a talent gap composed not only of a lack of necessary skills but also the lack of enough people. He reiterated projections that by 2030 there will be more retired people in Wisconsin than people working.

Both Mr. Still's study and Ms. Daniels' comments referenced the difficulties employers face in connecting with the university. President Cross said the UW System must consider how to make those connections easier and more effective.

The discussions had highlighted the fundamental importance of a liberal arts education, and reinforced the necessity of building relationships, partnerships, and collaboration between the university, businesses, and community organizations. Finally, the discussions had emphasized the need to invest more in higher education.

President Cross thanked Mr. Still, Ms. Daniels, Mr. Halmstad, and Dr. Ortiz for their comments. Stating that the UW System would work to address the issues they had raised, he announced that a Business Council would soon be formed to help build the partnerships and relationships needed to better align the university with the business sector.

President Millner observed that the afternoon's sessions had been not only about cultivating partnerships between the university and businesses, but also about the university's partnerships with Wisconsin families, with K-12 public education, and with local chambers of commerce and community organizations. She thanked Mr. Still and the panelists for their contributions.

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In the interest of time, President Millner announced that the closed session items planned for that afternoon would be postponed until Friday.

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The meeting was adjourned at 4:20 p.m.

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Submitted by:

/s/ Jane S. Radue
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