

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in Velzy Commons, Ullsvik Hall
University of Wisconsin-Platteville
Platteville, Wisconsin

Friday, April 7, 2017
9:00 a.m.

APPROVAL OF THE MINUTES OF THE MARCH 9, 2017 MEETING 3

REPORT OF THE PRESIDENT OF THE BOARD 3

 WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD AND HIGHER EDUCATIONAL AID BOARD REPORTS..... 3

 FEDERAL PRIORITIES UPDATE 4

 NEW REGENT APPOINTMENTS..... 4

 SPRING COMMENCEMENT 5

 RESEARCH IN THE ROTUNDA 5

REPORT OF THE PRESIDENT OF THE SYSTEM 5

 LEGISLATIVE UPDATES..... 5

 UW SYSTEM BUSINESS COUNCIL 6

 NEWS FROM AROUND THE UW SYSTEM 6

UW-Platteville Students Collaborate on Cutting-Edge Cancer Research Project 6

UW-Superior’s Center for Community Engaged Learning Supports Student Opportunities 6

UW-Stout’s Graduate Employment Rate Rises to Over 97 Percent..... 7

UW-Stevens Point Professor to be Inducted into Wisconsin Conservation Hall of Fame 7

UW-River Falls Hosts Innovation Challenge 7

UW-Oshkosh Nursing Graduate Students Present Updates on Latest Clinical Practices 7

UW-Parkside Political Science Students Visit Standing Rock..... 7

UW-La Crosse Career Services Links Students to Internships and Jobs 7

UW-Milwaukee Civil Engineering Professor Creates High-Performance Concrete Composites 7

UW-Green Bay Engineering Students Use Advanced 3D Printer Technology..... 8

UW-Extension’s Center for Technology Commercialization Seeks to Boost Diversity in Entrepreneurship..... 8

UW-Eau Claire’s Support for Performing Arts Center Leads to Cultural Revitalization 8

UW Colleges Writing Program Earns National Recognition for Advancing College Literacy 8

UW-Madison’s Center for Healthy Minds Helps Sesame Street Emphasize Kindness 8

UW-Whitewater Hosts First Visiting Artist..... 8

 FACULTY SPOTLIGHT 8

 UPDATE ON BIENNIAL BUDGET PROCESS 11

Background 11

Accountability 12

Affordability 13

Compensation 13

Capital Infrastructure 14

Flexibilities..... 14

<i>Discussion</i>	14
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE	21
<i>Program Authorization (Implementation) Collaborative Online Bachelor of Science in Applied Computing, UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-River Falls, UW-Stevens Point, with support from UW-Extension</i>	22
<i>Program Authorization (Implementation) Master of Science in Atmospheric Science, UW-Milwaukee</i>	22
<i>Program Authorization (Implementation) Doctor of Philosophy in Atmospheric Science, UW-Milwaukee</i>	23
<i>Program Authorization (Implementation) Doctor of Philosophy in Epidemiology, UW-Milwaukee</i>	23
<i>Post-Tenure Review Policy, UW Colleges</i>	23
<i>Post-Tenure Review Policy, UW-Madison</i>	23
<i>Post-Tenure Review Policy, UW-Stevens Point</i>	23
<i>Post-Tenure Review Policy, UW-Whitewater</i>	23
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE CAPITAL PLANNING AND BUDGET COMMITTEE	24
<i>Approval of the Design Report and Authority to Increase the Budget and Construct the Southeast Recreational Facility Project, UW-Madison</i>	25
<i>Authority to Modify the Operating Lease for the Kenilworth Square Facility, UW-Milwaukee</i>	26
<i>Approval of the Design Report and Authority to Construct the Williams Fieldhouse Addition, Phase II Project, UW-Platteville</i>	26
<i>Approval of the Design Report and Authority to Construct the Rodli Hall Renovation Project, UW-River Falls</i>	26
<i>Approval of the Design Report and Authority to Construct the Bowman Hall Exterior Envelope Renovation Project, UW-Stout</i>	26
<i>Approval to Execute a 25-Year Ground Lease Between the Board of Regents and Portage County, UW-Stevens Point</i>	27
<i>Approval of the Design Report and Authority to Increase the Budget and Construct the New Residence Hall Project, UW-Whitewater</i>	27
<i>Authority to Construct Various Maintenance and Repair Projects, UW System</i>	27
REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE	27
REPORT AND APPROVAL OF ACTIONS TAKEN BY THE BUSINESS AND FINANCE COMMITTEE.....	28
<i>University of Wisconsin System Contractual Agreement Extension with Desire2Learn Ltd. for Learning Management Software</i>	30
<i>UW-Whitewater Dining Services Agreement with A’viands, LLC</i>	30
<i>UW-Madison Contractual Agreement with Target PharmaSolutions, Inc.</i>	30
<i>UW-Madison Contractual Agreement with Madison Vaccines, Inc.</i>	30
<i>UW-Madison Contractual Agreement with Amazon Pickup Points, LLC</i>	30
<i>UW-Madison Contractual Agreement With Johnson Controls, Inc.</i>	31
UW SYSTEM ANNUAL FINANCIAL REPORT.....	31
REPORT OF THE AUDIT COMMITTEE	32
UPDATE ON TASK FORCE ON CAMPUS CLIMATE	33
PRESENTATION OF BOARD OF REGENTS 2017 TEACHING EXCELLENCE AWARDS	35
DR. RICHARD HAUER, UW-STEVENS POINT – INDIVIDUAL AWARD	36
DR. CASSANDRA PHILLIPS, UW-WAUKESHA – INDIVIDUAL AWARD.....	38
DEPARTMENT OF ANIMAL AND FOOD SCIENCE, UW-RIVER FALLS – PROGRAM AWARD.....	40
RESOLUTION OF APPRECIATION TO UW-PLATTEVILLE AS HOST OF THE APRIL BOARD OF REGENTS MEETING	42
<i>Resolution of Appreciation: UW-Platteville</i>	43

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in Velzy Commons, Ullsvik Hall
University of Wisconsin-Platteville
Platteville, Wisconsin

Friday, April 7, 2017
9:00 a.m.

-President Millner presiding-

PRESENT: Regents José Delgado, Tony Evers, Margaret Farrow, Michael Grebe, Eve Hall, Tracey Klein, James Langnes, Edmund Manydeeds, Regina Millner, Janice Mueller, Drew Petersen, Bryan Steil, and Mark Tyler

UNABLE TO ATTEND: Regents John Behling, Mark Bradley, Lisa Erickson, Tim Higgins and Gerald Whitburn

- - -

APPROVAL OF THE MINUTES OF THE MARCH 9, 2017 MEETING

The minutes of the March 9, 2017 Board of Regents meeting had been provided. Upon the motion of Regent Petersen, with a second by Regent Delgado, the minutes were approved on a voice vote.

- - -

REPORT OF THE PRESIDENT OF THE BOARD

Wisconsin Technical College System Board and Higher Educational Aids Board Reports

The reports of the Wisconsin Technical College System Board and Higher Educational Aids Board had been provided. There were no questions or comments.

Federal Priorities Update

President Millner once again thanked Chancellor Shields for his generous hospitality throughout the Board's time on the UW-Platteville campus, which she said had been informative and enlightening. Looking ahead to the presentation of the Regents' Teaching Excellence Awards, she extended a warm welcome to any guests who had already arrived.

President Millner also congratulated Regent Tony Evers on his re-election on Tuesday as state Superintendent of Public Instruction. She noted that the UW System's strategic planning process includes working with the K-12 system, and suggested that this could be a good collaboration between all levels of public education in Wisconsin. Regent Evers expressed his agreement and thanked President Millner.

President Millner noted that the Board recently heard a presentation from Associate Vice President Kris Andrews on the UW System's federal priorities for the upcoming year. The week before the Board's April meeting, President Cross and all of the chancellors of the UW System co-signed a letter to all members of the Wisconsin delegation regarding the 2018 federal budget proposal. A copy of that letter was included in the Regents' folders.

Since the Board's last meeting, President Trump has released his initial budget proposal, with more details still to come. Incorporated into that budget were steps his administration is taking on regulatory reform.

President Millner indicated that the UW System is supportive of these reforms, which were featured prominently for the first time as a focus area in the System's 2017 federal priorities agenda. As expected, the proposed federal budget also makes significant cuts to education and research programs that are funded with the non-defense discretionary portion of the federal budget.

She said that the letter reflects the UW System's interest in seeking opportunities to deregulate and reduce mandates, as well as its serious concerns about the impacts of this proposed budget on the System's research and education mission.

New Regent Appointments

President Millner observed that this would be the final Board meeting for at least two colleagues: Regent Mark Bradley and Regent Ed Manydeeds. Regent James Langnes's term also would be ending soon, with his upcoming graduation from UW-Whitewater.

Stating that the Board would formally recognize their service at future meetings – with all the requisite “whereases” – President Millner expressed her gratitude and respect for their hard work, commitment, and camaraderie over the years. Stating that they have served the state and the university system well, she said the Regents were very proud to call them friends and colleagues.

The Governor's office had announced the previous week the appointments of Mike Jones and Bob Atwell to the Board of Regents, subject to confirmation by the state Senate. Mike Jones is an attorney with the Milwaukee law firm Michael Best & Friedrich. Bob Atwell is the chairman and CEO of Nicolet Bankshares, a regional bank holding company based in Green Bay. President Millner said both new Regents would be introduced more fully at the Board's next meeting in June.

Spring Commencement

Speaking of changes, President Millner remarked that the close of the school year is also a time of transition for students. In about a month, more than 20,000 students were expected to earn University of Wisconsin degrees at spring commencements around the System. Several of the Regents, including President Millner, were planning to take part in these events; she said it was always a privilege to welcome new graduates at their commencement ceremonies.

Research in the Rotunda

Finally, President Millner noted the UW System's Research in the Rotunda event would be coming up on Wednesday, April 12, in the State Capitol. Nearly 400 visitors – including about 125 students and more than 100 faculty advisors from all across the System – were expected to participate, taking the opportunity to celebrate undergraduate research, as well as discuss the value of their discoveries with legislators and staff.

Now in its fourteenth year, this event is a showcase of the many and varied research endeavors undertaken at the UW institutions. President Millner noted that it is a great opportunity to meet students and their professors, mark the impact the UW System has on the state, and demonstrate the vast support UW System institutions have from their communities, Regents, and alumni. She said she looked forward to seeing her colleagues there.

While on the subject of Regent involvement, President Millner also acknowledged and thanked her fellow Regents for all of their work in advocating on behalf of the University of Wisconsin and in actively listening and participating with the UW campuses and communities, which she said is valuable for the institutions and the students.

- - -

REPORT OF THE PRESIDENT OF THE SYSTEM

Legislative Updates

Beginning his report, President Cross noted that he and Regent Grebe testified before the Joint Legislative Audit Committee the previous week regarding the UW-Oshkosh Foundation and the comprehensive review the UW System is conducting related to the relationships between institutions and their affiliated foundations. He indicated that the committee appreciated the transparency and thoroughness of how the UW System and the Board of Regents have managed this process.

Thanking Regent Grebe for his leadership, President Cross said that his participation at the hearing sent a strong message about how seriously the Board and the UW System are taking this situation. He said the System looks forward to working with the Legislative Audit Bureau as it conducts its upcoming audit.

On the same day, President Cross testified before the Joint Finance Committee as part of the agency briefings on the Governor's budget proposal. He also recently appeared before the Assembly Committee on Education in support of a bill that would give the UW System's Office of Educational Opportunity the ability to create a substance abuse recovery high school in Wisconsin.

The bill, authored by Joint Finance co-chairs Sen. Darling and Rep. Nygren, has received unanimous bipartisan support from the Assembly education committee, as well as from the Joint Finance Committee. Earlier that week, the bill passed the State Assembly with a 95-2 vote.

Office of Educational Opportunity Director Gary Bennett worked vigorously on the bill with legislators from both sides of the aisle, as well as faculty, and in particular with Dr. Paul Moberg, a nationally recognized expert from UW-Madison's School of Public Health. Dr. Moberg's research on recovery schools helped craft a proposal that, if passed, will provide a new option to students who struggle with drug abuse and addiction.

UW System Business Council

At the inaugural meeting of the UW System's new Business Council, more than two dozen business leaders from across Wisconsin joined System leadership for a discussion about how UW institutions can play a better role in meeting the long-term, strategic needs of the state. President Cross indicated that the response was overwhelmingly positive, and said he believed this group will help make the UW System more responsive and effective in serving the state.

News from Around the UW System

President Cross next shared some news from around the UW System, by means of a video presentation.

UW-Platteville Students Collaborate on Cutting-Edge Cancer Research Project

UW-Platteville students are collaborating on a cutting-edge cancer research project. They are investigating a new way to target and kill cancer cells by inducing a pH change in the individual cell. The students would present their work at Research in the Rotunda on April 12.

UW-Superior's Center for Community Engaged Learning Supports Student Opportunities

The new Center for Community Engaged Learning at UW-Superior is a one-stop shop that supports student opportunities. Working with center staff, students participate in hands-on, practical learning experiences that align with community needs and help meet the region's most pressing priorities.

UW-Stout's Graduate Employment Rate Rises to Over 97 Percent

UW-Stout's employment rate for recent graduates has risen to more than 97 percent. For the third year in a row, an increased number of UW-Stout graduates are working within six months of graduation. In addition, the university's annual economic impact in its seven-county region is more than \$270 million.

UW-Stevens Point Professor to be Inducted into Wisconsin Conservation Hall of Fame

Dr. Christine Thomas of UW-Stevens Point will be inducted into the Wisconsin Conservation Hall of Fame this spring. Dr. Thomas is the Dean of the College of Natural Resources, and one of only three conservation leaders selected for induction in 2017.

UW-River Falls Hosts Innovation Challenge

UW-River Falls hosted its Innovation Challenge in March. Student teams created pitches for their business ideas, which they then presented to business and community leaders. Winning teams will now compete in the Wisconsin Big Idea Tournament.

UW-Oshkosh Nursing Graduate Students Present Updates on Latest Clinical Practices

Nursing graduate students at UW-Oshkosh presented updates on the latest clinical practices for lower respiratory tract diseases to fellow students. They are part of the Doctor of Nursing Practice program and are currently working in clinical rotations across the state.

UW-Parkside Political Science Students Visit Standing Rock

UW-Parkside's commitment to high-impact teaching and learning was evident during Winterim when 13 political science students visited Standing Rock. Students gained an understanding of the Standing Rock Sioux tribe and the complex issues surrounding the Dakota Access Pipeline as part of their political science research.

UW-La Crosse Career Services Links Students to Internships and Jobs

Career Services at UW-La Crosse links hundreds of students with internships and jobs each year. Senior Amanda Hytry has already lined up a job when she graduates in May. She credits hard work in class, an internship, and connections made through Career Services.

UW-Milwaukee Civil Engineering Professor Creates High-Performance Concrete Composites

UW-Milwaukee civil engineering Professor Konstantin Sobolev creates high-performance concrete composites that last up to 120 years – three times the lifespan of current roads. More than 100,000 people have viewed a Facebook video about his innovative work.

UW-Green Bay Engineering Students Use Advanced 3D Printer Technology

Engineering students at UW-Green Bay are using the advanced technology of 3D printers firsthand. The students fabricate intricate parts for their design projects, giving them a hands-on approach that rivals top research universities.

UW-Extension's Center for Technology Commercialization Seeks to Boost Diversity in Entrepreneurship

UW-Extension's Center for Technology Commercialization kicked off a new course in March to boost diversity in entrepreneurship. Seven teams are learning how to make a case for an innovative business idea through real-world exercises.

UW-Eau Claire's Support for Performing Arts Center Leads to Cultural Revitalization

UW-Eau Claire's support for a performing arts center in downtown Eau Claire has led to a cultural revitalization of the Chippewa Valley. This building project was the topic of a recent Wisconsin Technology Council event.

UW Colleges Writing Program Earns National Recognition for Advancing College Literacy

The UW Colleges Writing Program earned national recognition last month for advancing first-year college literacy. The National Council of Teachers of English awarded only four such recognitions this year.

UW-Madison's Center for Healthy Minds Helps *Sesame Street* Emphasize Kindness

Sesame Street will emphasize kindness in its upcoming season with the help of UW-Madison's Center for Healthy Minds. The research center studies the science of well-being and created a mindfulness-based Kindness Curriculum that will be available free of charge this spring.

UW-Whitewater Hosts First Visiting Artist

UW-Whitewater hosted Kiki Smith, the first Visiting Artist supported by a \$1-million endowment given by alumna Annette Schuh and her husband Dale. Ms. Smith presented a public lecture and spent a week producing original art prints, while students used the gallery as a printmaking lab.

Faculty Spotlight

Noting that engineering is a signature program at UW-Platteville, President Cross said he was delighted to introduce Dr. Thomas Zolper, an assistant professor of mechanical engineering.

Dr. Zolper has been interested in mechanical devices ever since he was a child, working on internal combustion engines, turbines, and geared systems like mechanical clocks. He spent

four years as a design engineer in the diesel industry before deciding his true calling was in academia, and has been a member of the UW-Platteville faculty since 2014.

President Cross asked the Regents to join him in welcoming Dr. Thomas Zolper.

Dr. Zolper explained that as a faculty member in the Department of Mechanical Engineering, he has the great opportunity to work on senior design projects, which are the capstone activities for graduating seniors. He teaches two classes of about 25 students each per semester, with roughly five to ten students assigned to individual capstone projects.

He provided an overview of some of the industries, nonprofit organizations, and government agencies with which his students have worked over the past several semesters. For example, they helped make ergonomic improvements to the production line at the Southwest Opportunity Center, a non-profit organization for people with disabilities located in Lancaster, Wisconsin.

In another example, students worked on a system to help VibeTech, Inc., a company in Sheboygan, send one of its muscle disuse therapeutic devices into outer space to treat astronauts, who are subject to muscular and bone weakening due to their low-gravity work environment.

The students worked with Platteville's Family Pet Hospital to create a prosthetic limb for an injured dog, and with UW-Platteville cancer researchers to reverse-engineer a Raman spectroscope. They have also assisted Wisconsin companies in the dairy and livestock industries, such as GEA Farm Technologies and Free Choice Enterprises, and the outdoor recreation industry, such as Bending Branches and 3DC.

Dr. Zolper described a unique opportunity that presented itself in the spring of 2016, when the U.S. Geological Survey's Upper Midwest Environmental Sciences Center in La Crosse, Wisconsin, requested assistance with an effort to prevent the spread of Asian carp through several different waterways across the United States. The main goal of the project was to prevent the invasive species from getting into the Great Lakes and altering that habitat.

Dr. Zolper's students were tasked with working on a system to infuse river water with carbon dioxide, in an effort to create a barrier that would supplement the existing electric barrier installed in the Chicago Sanitary and Ship Canal. He indicated that his group has done preliminary research on eight different prototypes. Based on the success of that project, Dr. Zolper explained that his department received additional funds for field study activities in the summer of 2017.

He has hired three interns to design devices that can be installed in the test pond of the Upper Midwest Environmental Sciences Center. If those devices prove successful, they will write a grant to secure additional funds for larger scale installations, such as Lock and Dam 14 in Des Moines, Iowa. The ultimate goal is to install carbon dioxide fences in the Brandon Road Lock and Dam in Joliet, Illinois, in the summer of 2019.

A similar project aims to treat waters that have already been invaded by zebra mussels. Dr. Zolper explained that his group has developed several systems to more or less inject a very smooth, paper-thin layer of molluscicide on the base of ponds and lakes throughout the Midwest. Prototype development and testing was done during the previous semester, and students have now moved on to full-scale field installations in La Crosse, Wisconsin.

Dr. Zolper concluded that his position is enjoyable in that he gets to work with graduating seniors who are all as enthusiastic as he is about building novel mechanical devices. Their activities are representative of a consulting engineering firm with a vast array of product lines, where most of the product development starts from scratch, as opposed to a more typical industry with a few narrow existing product lines that have already seen a lot of development and improvement.

Dr. Zolper then offered to respond to questions.

President Millner observed that the students seemed to be doing their capstone projects with regional and local clients. She asked Dr. Zolper to explain how he reaches out to organizations to find projects for his students.

Dr. Zolper referred to “word of mouth” referrals, saying that many of the industries employ graduates from the program and are familiar with the senior design curriculum and its capabilities related to designing software and manufacturing equipment; they recognize that product development can be done in a quick and cost-effective manner by making use of UW-Platteville’s senior design class. He indicated that this was true for his students’ work with Unison Solutions and John Deere, both located in Dubuque, Iowa.

In other cases, such as with the Family Pet Hospital or Free Choice Enterprises, there are personal connections between a faculty member and the client. Dr. Zolper said that they also develop contacts through career fairs.

President Millner complimented Dr. Zolper on cultivating real projects and producing real results. Dr. Zolper acknowledged that other universities often leave it to the students or faculty to come up with senior design projects, which then are not representative of the needs of the industry. UW-Platteville has great industrial contacts, and its students are graduating with knowledge of these opportunities.

Regent Tyler asked Dr. Zolper to characterize the financial relationships of these projects, and whether there is any follow-up on future outcomes.

Dr. Zolper explained that projects for nonprofit organizations are supported with the internal source of student fees, specifically the PACCE (Pioneer Academic Center for Community Engagement) funds designated for these types of activities.

For-profit organizations are instead asked to provide some support for the education experience, to ensure that student fees are not used for projects that a company may stand to benefit from financially. These education-support funds are used to purchase the materials,

undertake manufacturing activities, and cover overhead costs, which in turn support the machine shops and the machinists who teach and assist the students.

Regent Klein focused on Dr. Zolper's collaboration with the business community, noting that a *Wall Street Journal* study of higher education outcomes indicated that active engagement with research projects is very important for student growth and satisfaction

Responding to questions from Regent Klein about his background and inter-disciplinary experience, Dr. Zolper stated that all of his education had been in mechanical engineering. He indicated that collaborations with outside organizations have been great interdisciplinary opportunities for both himself and his students to work with non-engineers. These projects give students exposure to the types of colleagues they are likely to have beyond their mechanical engineering peers, such as electrical engineers, lawyers, business people, and biologists.

Dr. Zolper indicated that while there is not a multi-disciplinary component to the mechanical engineering degree, the department's faculty all have their own specialties: fluid mechanics, material science, automatic controls and control modules, mechanisms and machines, etc. While each professor gains proficiency in all of these areas, they tend to have expertise in one area or another.

Dr. Zolper added that he has had the good fortune of working with people outside of his discipline, including material scientists, chemists, legal representatives, and others. He said he tries to give his students a sense of what it is like to work on interdisciplinary teams.

President Cross stated that he was pleased to honor faculty on a regular basis, and that Dr. Zolper represents so many of the wonderful faculty throughout the UW System. He added that it is always a privilege to hear about what the faculty are doing.

Update on Biennial Budget Process

President Cross reiterated that the UW System is very pleased that the Governor has proposed the first investment of new state dollars for the System in more than a decade. He expressed appreciation for this recognition of the critical role the UW System plays in strengthening Wisconsin's economy and its workforce. Research continues to show that every dollar invested in the UW System yields at least a ten-fold return.

He said the System also was pleased the Governor's proposed budget reflected the priorities and direction expressed in its 2020FWD strategic framework; there are many parallel themes between this budget and the System's request.

Background

Taking a closer look at the biennial budget process, President Cross explained that he testified the previous week before the Joint Finance Committee as part of the agency briefings on the Governor's budget proposal. He said it was clear from the committee's questions that the outreach by members of the Board, chancellors, and internal and external stakeholders was

having a positive impact. He indicated that legislators on both sides of the aisle also raised many of the same questions that the System has, and seemed eager to work with the System in the budget process.

He pointed out that the Joint Finance Committee had issued a list of non-fiscal items to be removed from the budget; almost all of these were items that the UW System wanted removed, with a few exceptions. President Cross expressed appreciation for legislators' listening to the UW System and making those changes; he also expressed appreciation for Legislative Fiscal Bureau Director Bob Lang and his team.

The next step had already begun – the Joint Finance Committee held the first of six public hearings on the budget at UW-Platteville on Monday, and two other hearings were scheduled at State Fair Park on Wednesday and at Berlin High School on Friday. President Cross said the Joint Finance Committee would take the next week off and then hold three more public hearings, in Spooner, Ellsworth, and Marinette. The UW System had been – and would continue to be – represented by chancellors, provosts, faculty, staff, students, and other UW supporters at each hearing.

The Joint Finance Committee was expected to begin voting on components of the budget in early May; this process would continue through the end of the month. Typically, the UW System is one of the last agencies on which the committee would vote; President Cross suggested that this probably would not happen until the end of May. Both houses are expected to act in June and place the budget on the Governor's desk later that month.

Focusing next on the substance of the proposed budget, President Cross indicated that handouts included in the Regents' folders showed how the Board's biennial budget request compares to the Governor's proposal. This spreadsheet was shared with members of the Joint Finance Committee, with President Cross providing an overview that focused on the five areas discussed during the Board's last meeting: accountability, affordability, compensation, capital infrastructure and flexibility.

Providing detail on each area, President Cross reiterated that the Governor's budget and the UW System's biennial budget request share many of the same goals:

Accountability

President Cross stated that outcomes-based funding – or as the Governor calls it, performance-based funding – is an issue where the legislature, the Governor and the UW System all agree in concept.

The Governor's budget proposal ties all new GPR funding for the UW System to a model that essentially distributes new state dollars directly from the legislature to UW System institutions, bypassing the Board of Regents' authority. In addition, specific metrics could be codified in state statutes.

President Cross said the UW System prefers a model to allocate new GPR funding based upon broader systemwide metrics that align with the four key focus areas of its 2020*FWD* strategic plan. Institutional outcomes would be aggregated into systemwide metrics, and the Board of Regents would be responsible for allocating state funds to the institutions. He noted that Wisconsin statutes have already established the Board's responsibility for distributing state funds; as the System considers outcomes-based funding, the Board's role must be preserved.

He reported that conversations with legislators were going well. During the next week, the Assembly Committee on Colleges and Universities would hold an informational hearing on the topic of outcomes-based funding, with President Cross due to present and UW-Madison faculty member Dr. Nick Hillman, who is a leading expert in the field, also on hand to share his research and thoughts.

Affordability

The second area of broad agreement is affordability. The Board approved a resolution to freeze tuition for the first year of the biennium and recommended up to a cost-of-living increase in year two. The Board also approved a request for an additional \$19 million in financial aid for UW students.

President Cross said that the UW System has had a number of discussions with legislators about the importance of financial aid, as well as another significant factor in college affordability: time to degree. When students graduate faster, their overall costs are lower and they get into the workforce more quickly.

To help students earn more college credits in high school, the UW System included early college credit – or dual enrollment – as part of its 2020*FWD* plan. President Cross indicated that this is another aspect of the Governor's budget which has prompted a healthy discussion between legislators, the administration, and the UW System about how best to achieve common goals.

The Governor proposed to limit the amount of tuition institutions could receive for delivering early college credit courses to high school students. This would require the university to deliver these services below cost, which President Cross said is not a viable option. The UW System believes more flexibility is needed, particularly as it focuses on expanding the number of students it serves in both rural and urban school districts.

Legislators and the administration have indicated they are open to alternative approaches, and the UW System is working closely with its partners in K-12, the technical college system, and the independent colleges to craft acceptable language. President Cross noted that this non-fiscal item had been removed from the Governor's budget.

Compensation

The Governor's budget includes a plan to increase compensation for UW System faculty and staff. President Cross indicated that it is very similar to the compensation plan put forth by

the Board of Regents last fall. Legislators have offered support for increasing compensation as well, and the UW System is asking that they continue to support the Board's request.

However, President Cross emphasized the importance of remaining in the state's compensation reserve to ensure the UW System and its employees are not put at future financial risk. The UW System's faculty and staff are among the best in the world, and the System must continue to strongly advocate on their behalf.

Capital Infrastructure

While the UW System is pleased with the Governor's investment in capital infrastructure, President Cross said the System is advocating to secure its proportional share of the overall funding to support necessary remodeling, renovations, and repairs.

When the Joint Finance Committee held its first listening session at UW-Platteville on Monday, Chancellor Shields gave them a tour of Boebel Hall and briefed them personally about the lab space and capital needs for the engineering program. President Cross encouraged all chancellors to take every opportunity to strongly advocate, host, and provide tours for legislators and others, so that the UW System's capital budget will be more effectively supported within the Capitol.

Flexibilities

The Governor has provided some expanded flexibility in the area of procurement. President Cross expressed appreciation for these new flexibilities, calling them "a step in the right direction."

According to a 2011 NCHEMS study, the UW System is one of the four most-regulated university systems in the country. At a time when leaders in Washington and Madison are working to reduce regulatory burdens on all levels of government, the UW System is asking legislators and the Governor to work with the System to reduce costly regulations and move the system lower on the list of most-regulated universities.

President Cross suggested that one of the ways legislators may help is to let the Board of Regents govern as they would be empowered to do in other states. He said that in his experience, the Board is in the best position to oversee and help the UW System manage curricula, processes, and operations.

In closing, President Cross stated that affordability, accountability, compensation, capital infrastructure, and flexibilities are important to the UW System. He added that this is the best budget the UW System has seen in a decade, and indicated that the System will continue to work with the Governor and legislators to ensure this budget reflects their shared goals and delivers the best possible return on the state's investment.

Discussion

President Millner opened the floor to questions from the Regents.

Regent Petersen thanked President Cross for the update and expressed agreement with the view that the budget is a positive, forward-looking one for the UW System. He then asked President Cross to provide a sense of how the System is leveraging faculty, staff and campus communities to amplify and mobilize advocacy on the budget. He also asked about whether there were any plans to use the UW System Business Council to assist with that advocacy.

President Cross explained that the UW System's strategy has involved engaging the chancellors and faculty and staff on campuses, as well as the business leaders in local communities. Although the members of the new Business Council have not been asked to engage in advocacy at the system-level, some of them are engaged in their local efforts.

President Cross then invited chancellors to share some of the actions they have taken to advocate for the budget.

Chancellor Mone reported that he and Chancellor Ford had testified in front of the Joint Finance Committee on Wednesday afternoon. They also hosted the co-chairs of the Joint Finance Committee at events on their campuses, along with business community leaders from a number of organizations, including Johnson Controls, A. O. Smith, Badger Meter, and other leading southeastern Wisconsin firms.

Chancellor Mone said he has met with every member of Joint Finance Committee either on campus or at their offices. In addition, UW-Milwaukee's Panthers Promise Group has been mobilizing large numbers of business community members to talk with the committee members, as well as other members of the legislature.

Chancellor Sandeen indicated that, as chancellor of UW-Extension, she has a legitimate interest in forming relationships with any elected official in the state of Wisconsin. The regional leadership of the UW Colleges has done the same.

She pointed out the effectiveness of the UW-Extension impacts initiative which has been developing over the past nine months. "Tap Into It!" is a digital platform for the institution to collect stories from real people in Wisconsin who have benefited in some way from the UW Colleges or UW-Extension programs. To date, it has received almost 1,200 individual stories in people's own words.

Chancellor Sandeen noted that these stories can be sorted by legislative district, allowing them to show elected officials the actual benefits of the UW Colleges and UW-Extension to their own constituents. This is part of the strategy for communicating a consistent, persistent, pervasive, and positive message about how the UW Colleges and UW-Extension are positively effecting the state of Wisconsin.

Chancellor Gow noted that UW-La Crosse has done its share to develop relationships, but also underscored the effective work of the UW System state relations staff, Jeff Buhrandt and Jeff Schoenfeldt, who together with President Cross have led the way. He added that the UW System's student leaders also have done fantastic work on the allocable fee issue by visiting legislators and trying to educate them about this complex subject.

Chancellor Blank indicated that a number of the chancellors are working together, as opposed to each person advocating for individual campuses. For example, she and Chancellor Mone would be visiting the Milwaukee and Madison chapters of the Rotary Club in early May, talking together about the two campuses and their role in the urban corridor stretching between the two cities.

Chancellor Blank said she would also be doing a joint event with Chancellor Kopper for the five-county regional economic development organization that encompasses both of their campuses. They would be reaching out to business communities to ask them explicitly to join the UW institutions in contacting and lobbying relevant legislators.

In addition to all of the collaborative and individual efforts that the institutions have been doing to engage local business and community leaders and legislators, Chancellor Kopper also recognized the wonderful work of the students, deans, advisory boards, internal constituents, and alumni organizations in talking about budget issues and advocating for the university.

Chancellor Meyer stated that UW-Stout would be involved with the Joint Finance Committee hearings in Ellsworth and Spooner, and said he was expecting other chancellors from the region to be involved as well. He also mentioned that Chancellor Van Galen, Chancellor Schmidt, and he had hosted eight area legislators at UW-Stout, engaging in a very good dialogue regarding the budget.

UW Stout also has been working closely with its advisory committee members to encourage them to speak up; Chancellor Meyer noted that they have a different voice in this process.

Chancellor Schmidt expressed agreement with the previous comments. He added that he had started having intensive discussions with area businesses two years ago, accepting every invitation within 100 miles of UW-Eau Claire. He challenged the local chamber of commerce and the business community to advocate for the UW System, not for him or for the students, but because of the university's impact on their own organizations.

He reported that the chambers of commerce at Eau Claire, Menomonie, and Chippewa Falls listed full funding of the UW System and Wisconsin Technical College System requests as their number one advocacy point. He indicated that it is important to work together and ask people to think about why supporting higher education is good for the state and for themselves. Chancellor Schmidt said the next step is to have a similar conversation about facilities, which was a disappointment in the budget.

Chancellor Van Galen followed up on Chancellor Meyer's comments about the legislative lunch hosted at UW-Stout. He explained that every year UW-Stout, UW-River Falls, and UW-Eau Claire bring together the legislative delegation from that part of the state. He thanked Regents Delgado, Tyler and Erickson for joining them at this year's event.

Other efforts have included letters and advocacy from the business community. Chancellor Van Galen said that business leaders were encouraged to send letters to the Governor

and other legislators a few months ago, and suggested that the messages from local entrepreneurs in the community had made a difference. He concluded that the relationships built long before the budget process are critical.

Chancellor Patterson said that, for the last couple of years, UW-Stevens Point has been inviting teams of four to visit – two legislators and two Regents. Legislators and Regents walking across campus and visiting with students together had been powerful experiences.

Chancellor Patterson added that he was particularly proud of UW-Stevens Point's students, who had been phenomenal in advocating for the UW System and higher education in Wisconsin. He noted that this is also a great educational experience for them, which they can take into their careers and that will benefit them for many years to come.

Chancellor Shields indicated that UW-Platteville's efforts started last summer with sitting down with the area's senator to inform him of the campus's priorities and to get his advice. He, Dean Molly Gribb, and Dean Wayne Weber also met either collectively or individually with each member of the Joint Finance Committee.

In late January, before the Governor's budget was released, UW-Platteville gave a State of the University presentation to the UW-Platteville campus community. Other efforts included soliciting letters of support from the City of Platteville, all of the region's economic development entities, and the advisory boards for the colleges and departments. Chancellor Shields emphasized that UW-Platteville has maintained consistent messaging throughout the process: investing in students, investing in faculty and staff, and investing in infrastructure.

Chancellor Shields added that, over the last six or seven weeks, UW-Platteville had been promoting the upcoming Research in the Rotunda event as an opportunity for all of UW-Platteville's constituents to have input and influence on the budget. He thanked Deans Gribb and Weber, as well as Vice Chancellor for University Relations Rose Smyrski, for their hard work as legislative liaisons.

President Cross expressed appreciation to the chancellors for all the work they had done in advocacy and to align the UW System's goals to what businesses want. He also thanked Interim Vice President for University Relations Jess Tormey and her team for planning an organized approach to this collaboration.

President Millner stated that the first meeting of the UW System's Business Council demonstrated a remarkable alignment of interests. President Cross began by asking the business leaders in the room about their concerns; she noted that the concerns the council discussed actually tracked with those in the System's strategic plan with respect to workforce development, returning students, retraining an existing workforce, and the need for collaboration between the K-12 system and the UW System. She complimented President Cross on putting the Business Council together.

President Millner asked if Regents had additional questions about the budget, and Regent Mueller said she was struck by the comments from the chancellors on their advocacy efforts.

Noting that the Board members are often asked whether they will be watchdogs or advocates of the UW System, she said the answer is very easy: Regents must be both. Pointing to the work of the Business and Finance Committee and the Audit Committee in terms of financial oversight, she indicated that the committees are proactive in looking at financial management and other issues faced by the university.

Saying that she was pleased with the overall efforts made and the commitment she hoped the System would receive from the legislature, Regent Mueller cautioned that there seemed to be a significant disconnect in a couple of areas: veterans' tuition and compensation.

Regent Mueller said the UW System asked for \$78 million in compensation, but according to the current budget proposal would receive much less due to an extreme delay in providing two 2-percent salary increases. In fact, UW employees would not receive any increase in FY17-18; it would be pushed into FY18-19. She asked President Cross to address this disconnect between the System's ask and what is actually included in the budget.

President Cross indicated that the Board's request for two 2-percent increases was a little unusual, as normally the request for the second increase would be submitted later. He explained that the Governor had only \$42 million to give (\$11.5 million plus \$30 million from anticipated savings from the move to self-insurance), but made an effort to fulfill both of the System's requests by pushing the first increase to September of the second fiscal year, and the second increase to May of the second fiscal year.

President Cross expressed appreciation for the Governor's efforts, but acknowledged that the lack of an increase in the first year results in the disconnect Regent Mueller had identified. He said he was advocating that the UW System be put back in the state's compensation reserve; while it may not provide the \$78 million the System requested, it would at least lead to an earlier timeframe.

Regent Mueller said that she did not want to tell the chancellors that their staff must wait several more months before they will see even a modest increase.

President Cross indicated that the System has spoken to legislators who agree, and suggested that they will deal with compensation a little differently than what is expressed in the current budget proposal.

Turning to her second concern, Regent Mueller explained that as the proud daughter of a WWII veteran, she believes very much in the veterans' tuition and fee remission program. However, its expansion does not seem to be funded, another apparent disconnect between the policy and the true cost of the program.

President Cross explained that Wisconsin already provides an unbelievable benefit for resident veterans and their families. The Governor is attempting to extend that benefit to out-of-state veterans who come and live in Wisconsin for five years.

Considering the demographic challenges Wisconsin faces, President Cross said that this is an attractive way to pull people into the state. However, the proposed budget offers no funds for the extension of this benefit. He pointed out that the current benefit to veterans is not subsidized by the state to the extent it should be; rather, other students' tuition is covering that of resident veterans.

In answer to the question of what the fiscal effect would be if the UW System absorbed the costs of the expanded benefit, President Cross said he did not know how to estimate the effects. However, he has indicated to legislators that the System would embark on a marketing campaign to pull veterans into the state if they were to fully fund the program.

Regent Langnes suggested looking to southern states such as Mississippi and Florida for guidance on how similar non-resident veterans' tuition remission programs work, if that funding were to come to fruition.

Regent Langnes also expressed his appreciation for President Cross's leadership in the budget process. He indicated that the relationships built in the legislature during his two years on the Board had benefited the UW System, and encouraged President Cross to continue focusing on the four themes of student success, affordability, accountability, and transparency.

President Cross thanked Regent Langnes for his kind words, and joked that he was anxious to see Regent Langnes (who would be graduating soon) in the workplace, paying taxes and helping the System out.

Regent Klein recognized President Cross as being very well respected on all sides of the aisle, and said his role in personally rebuilding the confidence of the legislature and the Governor's office has been really important to getting the UW System where it is today.

She also thanked the chancellors for their efforts over the last couple of years. Acknowledging that it can be hard to look forward in a budget-cutting environment, Regent Klein said they had done a fantastic job of trying to rebuild trust, help advocate for this budget, and also bring transparency.

Travelling the state and talking to students and colleagues, Regent Klein said she was struck with how important the University of Wisconsin is to so many people. The UW System is a \$6-billion asset to the state of Wisconsin, and must be preserved and enhanced.

Indicating that this was a good budget, Regent Klein stated that the pay plan is critically important to restoring employee morale and moving forward. She added that enhancing and maintaining facilities are also hugely important, because the faculty and facilities are how the UW System attracts students and continues its mission.

If the Board is able to make a determination with respect to the performance funding, Regent Klein indicated that she would hope to see it based on excellence in education. It is important that education be affordable and cost-effective, but it is also important that the University of Wisconsin maintains its rankings.

President Cross thanked Regent Klein and agreed that the chancellors have done tremendous work.

Regent Hall echoed the previous comments and also asked for additional details about the proposed performance funding. President Cross explained that the UW System is hoping that the language in the budget bill regarding performance-based funding will be rather broadly stated, so that the System receives and allocates funding to the institutions based on a combination of types of performance ideas or proposals. The UW System is working with Senator Harsdorf and Representative Murphy to craft language that eliminates some of the ideas listed in the current budget proposal. For example, President Cross said that almost everyone is opposed to the model of distributing money on a percentage-point basis based on a ranking of the campuses.

President Cross emphasized the importance of the report card, and said the System would suggest that the legislature craft some rather broadly stated language about the need for the Board to develop and approve an outcomes-based funding model by a certain date. The System then would present that model to the Joint Finance Committee or the Department of Administration at a later date.

He indicated that the System would work with the chancellors, the faculty, and the Board to craft an actual outcomes-based funding model that is a mixture both of performance-based budgeting – “What are you going to do if we give you this money?” – and post-performance-based funding.

President Cross explained that the System would “miss the boat” by awarding money after an institution has moved its metrics; at the same time, only awarding money in order to move metrics means that institutions that are already doing well will not receive any money. There has to be a mix of those processes, he said. Regent Hall observed that it is a sensitive issue and said President Cross’s plan to move forward made sense.

Referring to concerns about having performance-based funding in the statutes, President Millner noted that the statutes tend to have two characteristics that performance or outcomes-based funding should not have. First, it is typically easier when statutes are applied uniformly. However, performance requirements should not be uniform from campus to campus, because the UW institutions have a broad variety of access and research missions.

Second, items put into the statutes tend to be static, whereas the outcomes or performance of certain metrics may be entirely different when evaluated after one year or five years. President Millner said that outcomes-based funding should be left to the determination of the Board of Regents, along with System Administration, so that adjustments can be made based on time, needs, and the different campuses.

Regent Farrow said she had never seen this much united and unique effort by everyone in the UW System with regard to outreach on a budget. Drawing on her experience as a former member of the Joint Finance Committee, she suggested that this would become a different budget by the end of the legislative process. Regent Farrow said she was encouraged by the

comprehensive effort being made to inform and educate the legislature as it moves forward with this process.

Responding to a question from Regent Farrow about a recent article about the Governor's proposed tuition freeze, President Cross explained that a technical correction had been issued to include a requirement that tuition be frozen in FY17-18 and cut by 5 percent in FY18-19, which had been missing from the original budget proposal.

Regent Tyler commented that it was frustrating to have the entire UW System put energy into working around micromanagement by the state in an attempt to get something it can use to improve outcomes for the students. He said he would like to see a continued effort to gain the freedoms that could be used to really leverage and release the energy and capability of the UW System and its faculty and staff.

President Cross reiterated that the UW System was identified by NCHEMS as one of the four most-regulated university systems in the country. He said he was troubled by how much involvement the legislature and state have in the Board of Regents' job, particularly in the areas of property infrastructure.

In other places, physical property donated to the university would be put in the foundation, which could then sell that property if needed. In Wisconsin, property not explicitly targeted to the foundation goes into the state coffers; if the decision is made to sell the property, that money also goes into the state coffers and there is no benefit to the university.

In another example, President Cross pointed out that the UW System is the only public system in the United States that does not have a bond rating, because the state does the bonding for the university. He argued that the System should be doing its own bonding for projects that are revenue-funded, such as residence halls. If the UW System's bonds did not count against the State of Wisconsin's debt cap, it would help the state as well as the university.

President Millner expressed her agreement with President Cross's statement. She indicated that discussion on the budget would be continued at the Board's next meeting.

- - -

REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE

Moving up the Education Committee's report due to timing concerns, President Millner called upon Regent Petersen, vice chair of the committee, to present a report of the actions taken by the Education Committee.

Regent Petersen reported that the Education Committee approved four new academic programs and four post-tenure review policies, welcoming discussion from campus leaders for each resolution.

As the Board closes out its efforts on the post-tenure review process, Regent Petersen reiterated that this was a laborious effort for UW System faculty and administrators. He pointed out that this was extracurricular work, above and beyond all of the things that these individuals do on a day-to-day basis. It was also necessary due to changes that had taken place in the legislature. He invited a round of applause for the staff and faculty's extra effort.

Regent Petersen said that the Education Committee also heard an excellent presentation from Provost Elizabeth Throop entitled, "Pioneers in the Field: UW-Platteville as a Leader in Experiential Learning."

Regent Petersen then outlined the eight resolutions approved by the Education Committee, beginning with Resolution 10842, approval for a collaborative online Bachelor of Science in applied computing. Degrees would be conferred at UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Stevens Point, with support from UW-Extension. He praised these institutions for working collectively and being responsible stewards of public resources.

The Education Committee also approved a Master of Science in Atmospheric Science, a Doctor in Philosophy in Atmospheric Science, and a Doctor in Philosophy in Epidemiology, all at UW-Milwaukee.

Finally, the Education Committee approved post-tenure review policies for the UW Colleges, UW-Madison, UW-Stevens Point, and UW-Whitewater.

Regent Petersen then moved adoption of Resolutions 10842, 10843, 10844, 10845, 10846, 10847, 10848, and 10849; the motion was seconded by Regent Klein and adopted on a voice vote.

Program Authorization (Implementation) Collaborative Online Bachelor of Science in Applied Computing, UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-River Falls, UW-Stevens Point, with support from UW-Extension

Resolution 10842 That, upon the recommendation of the Chancellors of UW-Extension, UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-River Falls, UW-Stevens Point and the President of the University of Wisconsin System, the Chancellors are authorized to implement the Collaborative Online Bachelor of Science in Applied Computing degree-completion program.

Program Authorization (Implementation) Master of Science in Atmospheric Science, UW-Milwaukee

Resolution 10843 That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Atmospheric Science.

Program Authorization (Implementation) Doctor of Philosophy in Atmospheric Science, UW-Milwaukee

Resolution 10844 That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Doctor of Philosophy in Atmospheric Science.

Program Authorization (Implementation) Doctor of Philosophy in Epidemiology, UW-Milwaukee

Resolution 10845 That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Doctor of Philosophy in Epidemiology.

Post-Tenure Review Policy, UW Colleges

Resolution 10846 That, upon the recommendation of the Chancellor of the University of Wisconsin Colleges and the President of the University of Wisconsin System, the Chancellor is authorized to implement the UW Colleges' Post-Tenure Review Policy.

Post-Tenure Review Policy, UW-Madison

Resolution 10847 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

Post-Tenure Review Policy, UW-Stevens Point

Resolution 10848 That, upon the recommendation of the Chancellor of the University of Wisconsin-Stevens Point and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

Post-Tenure Review Policy, UW-Whitewater

Resolution 10849 That, upon the recommendation of the Chancellor of the University of Wisconsin-Whitewater and the President of the University of Wisconsin System, the Chancellor is authorized to implement the University's Post-Tenure Review Policy.

- - -

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

President Millner called upon Regent Manydeeds to present the report of the Capital Planning and Budget Committee.

Regent Manydeeds reported that the Capital Planning and Budget Committee unanimously approved eight resolutions:

Resolution 10850, brought by UW-Madison, requested authority to increase the budget of the Southeast Recreational Facility project by \$9 million and construct the \$96.5 million project. This project demolishes the existing SERF building and constructs a new four-story recreational facility that includes features such as: expanded spaces for strength, cardio, and fitness; eight basketball courts; an indoor walking and jogging track; racquetball courts; and a 50-meter competition pool and a separate diving well in a new natatorium, which will become the site of the UW-Madison Swimming and Diving program.

Regent Manydeeds indicated that the project had become more expensive than originally estimated due to a market-driven price increase for the long-span trusses required for the aquatic portion of the project and the additional costs of more extensive utility and site work required to properly site the new building.

Resolution 10851, brought by UW-Milwaukee, requested authority to modify the operating lease of space for student housing and the Peck School of Arts in the Kenilworth Square Facility to reduce the annual rent escalator and extend the term of the lease from 26 to 30 years. This modification would reduce annual rent payments for the university.

Resolution 10852, brought by UW-Platteville, requested authority to construct the \$15.3 million Williams Fieldhouse Addition, Phase II project, which also included creation of an outdoor, multi-sport, artificial turf field and an outdoor storage building. The addition to the fieldhouse would address an overall campus space deficit for wellness, fitness, and recreation by providing a three-court gymnasium with a suspended walking and jogging track; an exercise studio; a training suite; a locker room; and expanded areas for cardio, free weights, and functional training.

Resolution 10853, brought by UW-River Falls, requested authority to construct the \$15.1 million Rodli Hall Renovation project to repurpose the facility by replacing all infrastructure systems, windows, roof, and utility services and revitalizing interior spaces. Regent Manydeeds said this project would transform Rodli Hall from an old, underutilized former food service building to a modern support center for students.

Resolution 10854, brought by UW-Stout, requested authority to construct the \$8.9-million Bowman Hall Exterior Envelope Renovation project to repair and restore a 1897 vintage masonry envelope and replace failing windows and doorways with historic replicas. The project

also would provide structural repairs, a copper roof replacement, and other modifications for the signature clock tower.

Resolution 10855, brought by UW-Stevens Point, requested approval for the execution of a 25-year ground lease between the Board of Regents and Portage County to allow construction of a trailhead-improvements project that includes a shelter, restroom facility, and parking lot in the Schmeeckle Reserve. Portage County will manage the design, bidding, and construction of the project and maintain ownership of the trailhead improvements for the term of the ground lease.

Resolution 10856, brought by UW-Whitewater, requested authority to increase the budget of the New Residence Hall project by \$6 million and construct the \$34 million project to build a six-story, 410-bed residence hall that provides suite-style living units with double occupancy bedrooms and shared bathrooms. Noting that the university has experienced a housing shortage during the last ten years, Regent Manydeeds said this project would help alleviate that deficit and provide supportive services and programs for students with accessibility challenges. Also, a chiller would be added to the Central Utility Plant as part of this project to support the new facility.

Finally, Resolution 10857, brought by UW System, requested authority to construct four all-agency maintenance and repair projects at UW-Madison, for an estimated total cost of \$5.8 million. Two of these projects address facility maintenance and repairs, and the two others focus on programmatic remodeling and renovation.

Regent Manydeeds then moved adoption of Resolutions 10850, 10851, 10852, 10853, 10854, 10855, 10856, and 10857; the motion was seconded by Regent Farrow.

Responding to a question from Regent Steil, Vice Chancellor for Finance and Administration Laurent Heller indicated that there would not be any increase to segregated fees as a result of the budget overrun on the Southeast Recreational Facility Project at UW-Madison. The Division of Recreational Sports has identified alternative revenue sources.

In response to follow-up questions from Regent Langnes, Vice Chancellor Heller clarified that student segregated fees would increase by \$89 in 2020 as part of the overall Recreational Sports Master Plan. This increase would cover SERF and other facilities that were set to come online later in the plan. SERF's portion of the increase would be about \$42; the remaining part is for a natatorium project envisioned in the following biennium.

With no further questions, the motion was adopted on a voice vote.

Approval of the Design Report and Authority to Increase the Budget and Construct the Southeast Recreational Facility Project, UW-Madison

Resolution 10850 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report of the Southeast Recreational Facility Replacement project be approved and

authority be granted to: (a) increase the project budget by \$9,000,000 (\$8,411,600 Existing Program Revenue Supported Borrowing and \$588,400 Cash); and (b) construct the project for an estimated total cost of \$96,541,000 (\$45,461,000 Program Revenue Supported Borrowing, \$8,411,600 Existing Program Revenue Supported Borrowing, \$42,080,000 Gift Funds, and \$588,400 Cash).

Authority to Modify the Operating Lease for the Kenilworth Square Facility, UW-Milwaukee

Resolution 10851 That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, approval be granted to modify the existing 26-year Operating Lease for the Kenilworth Square Facility for the benefit of UW-Milwaukee to reduce the annual rent escalator and, in exchange, exercise the four-year renewal option to extend the term of the lease from 26 to 30 years.

Approval of the Design Report and Authority to Construct the Williams Fieldhouse Addition, Phase II Project, UW-Platteville

Resolution 10852 That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, the Design Report of the Williams Fieldhouse Addition, Phase II project be approved and authority be granted to construct the project for an estimated total cost of \$15,272,000 Program Revenue Supported Borrowing.

Approval of the Design Report and Authority to Construct the Rodli Hall Renovation Project, UW-River Falls

Resolution 10853 That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, the Design Report for the Rodli Hall Renovation project be approved and authority be granted to construct the project for an estimated total cost of \$15,100,000 (\$11,100,000 General Fund Supported Borrowing, \$2,417,000 Program Revenue Supported Borrowing, and \$1,583,000 Cash).

Approval of the Design Report and Authority to Construct the Bowman Hall Exterior Envelope Renovation Project, UW-Stout

Resolution 10854 That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, the Design Report for the Bowman Hall Exterior Envelope Maintenance and Repair project be approved and authority be granted to construct the project for an estimated total cost of \$8,946,000 General Fund Supported Borrowing.

Approval to Execute a 25-Year Ground Lease Between the Board of Regents and Portage County, UW-Stevens Point

Resolution 10855 That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, approval be granted to execute a 25-year ground lease between the Board of Regents and Portage County to allow the construction of a trailhead shelter, restrooms, and parking lot addition in the Schmeckle Reserve in Stevens Point, Wisconsin. Portage County will maintain ownership of the project for the term of the ground lease.

Approval of the Design Report and Authority to Increase the Budget and Construct the New Residence Hall Project, UW-Whitewater

Resolution 10856 That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, the Design Report for the New Residence Hall project be approved and authority be granted to: (a) increase the project budget by \$6,000,000 Cash; and (b) construct the project for an estimated total cost of \$34,000,000 (\$28,000,000 Program Revenue Supported Borrowing and \$6,000,000 Cash).

Authority to Construct Various Maintenance and Repair Projects, UW System

Resolution 10857 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$5,813,000 (\$2,700,000 Gifts and Grants and \$3,113,000 Agency Cash).

Regent Manydeeds reported that the Capital Planning and Budget Committee also heard a presentation from UW-Platteville entitled, "Building for the Future: Strategic Planning and Anticipating the Changing Needs of Students and Industry." He indicated that the presentation was informative and touched on the need for an engineering building at UW-Platteville.

- - -

REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE

President Millner called on Regent Hall to present the report of the Research, Economic Development, and Innovation Committee.

Regent Hall reported that the Research, Economic Development, and Innovation Committee heard a presentation from Dr. Wayne Weber, Dean of the College of Business, Industry, Life Science and Agriculture at UW-Platteville.

Dr. Weber provided an update on UW-Platteville's economic and business development initiatives and the collaborations that link students and faculty with outside partners, noting the extensive reach of UW-Platteville alumni across industries throughout Wisconsin. Dr. Weber's co-presenters included alumni from Delta 3 Engineering and Kimberly-Clark, two Wisconsin firms that consistently hire UW-Platteville interns and graduates.

Regent Hall said the REDI Committee then heard from Tricia Braun, WEDC's Chief Operating Officer, who provided an update on the state's new "Think-Make-Happen" initiative. This shared-messaging program was developed with research generated through the Future Wisconsin collaborative of business, government, and educational partners. Its unified message is designed to support the 70 percent of Wisconsin businesses that struggle to find qualified workers and report delaying expansions because they do not have the labor to grow their businesses.

Finally, the REDI Committee heard from Mark Lange, Executive Director of UW-Extension's Business and Entrepreneurship Division, who highlighted his organization's commitment to community and business development and to the Wisconsin Idea.

Regent Hall said Mr. Lange provided an update on business activity research initiatives that deliver broader and deeper competitive trend analysis to support the sustainable growth and success of start-ups and existing businesses across the state. He notably highlighted the Business Dynamics Research Consortium, which has developed one of only two private databases that are following change across the entire U.S. economy, providing a better view inside the economy by employing innovative and focused "microdata" analysis.

Regent Hall concluded that the theme of REDI's meeting was how the UW System is expanding Wisconsin's workforce and utilizing its business partners.

President Millner said it was a pleasure to sit in on this meeting because the REDI Committee has an opportunity to see the economic development that the UW institutions are providing to the surrounding communities. She added that the REDI Committee also has an opportunity to hear about some of the interesting and innovative work being done, making reference to Mr. Lange's presentation about the work UW-Extension is doing for businesses across and beyond Wisconsin.

- - -

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

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

Regent Mueller said that the Business and Finance Committee first heard a presentation by Linda Mulroy-Bowden, Director of Residence Life at UW-Platteville. She discussed the institution's newest residence halls, cited the use of creative public/private partnerships to build

these facilities, and explained how the new buildings have helped to ultimately enhance the student experience.

The Business and Finance Committee then considered a series of six contractual agreements, beginning with an option to extend an existing contract with Desire2Learn, Ltd. A Systemwide committee has been studying this system and determined that it was time to go to the market with a request for proposals, in order to take a closer look at all available learning environment systems.

Regent Mueller indicated that this option to extend the contract is being sought to allow a smooth transition in the event that Desire2Learn is not the successful bidder. If this option is exercised, the cost of the two-year extension would be \$2.6 million.

The Business and Finance Committee approved an agreement with A'Viands, LLC, to provide dining services at UW-Whitewater. The five-year contract will be effective June 1, 2017. The estimated revenue to the vendor is approximately \$4.6 million, but estimated commissions to UW-Whitewater over the life of the contract are approximately \$3.63 million. In addition, the vendor has agreed to invest \$1 million in updating campus facilities.

The Business and Finance Committee approved a Master Clinical Study Agreement between UW-Madison and Target PharmaSolutions, Inc. While total revenues to the institution are not fixed, Regent Mueller indicated that the university could potentially receive in excess of \$1,000,000 over the life of this contract for longitudinal and non-interventional studies of FDA-approved medications.

The Business and Finance Committee also approved another contract for UW-Madison with Madison Vaccines, Inc., involving a clinical study of a potential prostate cancer vaccine. Regent Mueller said the institution is expected to receive about \$1.2 million over the course of the agreement. The study will be conducted by the UW Carbone Cancer Center.

Next, the Business and Finance Committee approved a series of subcontracts between UW-Madison and Johnson Controls, under which the institution completed portions of work that Johnson Controls had contracted to perform under agreements with the Department of Administration. Regent Mueller explained that the Board of Regents had not specifically approved the individual subcontracts, under which the institution is expected to receive more than \$16 million in revenues. To rectify the situation, the Board is now being asked to approve these mostly completed subcontracts.

Finally, the Business and Finance Committee approved a new agreement with Amazon Pickup Points, LLC, which was previously approved by the Board in August of 2016. Regent Mueller indicated that after additional consultation with faculty, staff and students at UW-Madison, the parties involved decided that a location at Sellery Hall would better serve the campus community. Under this new contract, the institution will receive a fixed annual amount of \$190,000, minus certain remodeling expenses. The facility is expected to reduce the volume of delivery vehicles on campus and provide a convenient and safe pickup point for Amazon orders.

Regent Mueller first moved adoption of Resolutions 10858, 10859, 10860, 10861, and 10862. The motion was seconded by Regent Grebe and adopted on a voice vote.

University of Wisconsin System Contractual Agreement Extension with Desire2Learn Ltd. for Learning Management Software

Resolution 10858 That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the option of a contract extension between the UW System and Desire2Learn Ltd., for the products, licenses, and services related the Learning Management System.

UW-Whitewater Dining Services Agreement with A’viands, LLC

Resolution 10859 That, upon the recommendation of the Chancellor of the University of Wisconsin-Whitewater and the President of the University of Wisconsin System, the Board of Regents approves the Dining Services contractual agreement between the University of Wisconsin System Board of Regents, doing business as the University of Wisconsin-Whitewater, and A’viands, LLC to provide Dining Services for a period of five years, effective June 1, 2017 with two one-year renewal options.

UW-Madison Contractual Agreement with Target PharmaSolutions, Inc.

Resolution 10860 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Target PharmaSolutions, Inc.

UW-Madison Contractual Agreement with Madison Vaccines, Inc.

Resolution 10861 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Madison Vaccines, Inc.

UW-Madison Contractual Agreement with Amazon Pickup Points, LLC

Resolution 10862 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Amazon Pickup Points, LLC. This agreement replaces the Amazon Pickup Points contract the Board of Regents approved in August 2016, which will not be executed.

Regent Mueller then moved adoption of Resolution 10863, indicating that Regent Steil was abstaining from voting on this resolution. The motion was seconded by Regent Hall and adopted on a voice vote.

UW-Madison Contractual Agreement With Johnson Controls, Inc.

Resolution 10863 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves one new and four existing contractual agreements between the Board of Regents, doing business as University of Wisconsin-Madison, and Johnson Controls, Inc.

Regent Mueller also reported that the Business and Finance Committee heard from Regent Steil, chairman of the newly formed Subcommittee on Investments, who provided a brief report on the subcommittee's first meeting. Regent Mueller indicated that the subcommittee's continuing work would be to improve the structure, management, and oversight of UW System trust funds.

The Business and Finance Committee also heard a presentation from Robert Cramer, UW System Vice President for Administration, about a recent Legislative Audit Bureau audit that identified continuing concerns with the UW System's IT security policies, procedures, and controls. Regent Mueller stated that the committee was looking carefully at all aspects of this issue.

UW System Annual Financial Report

Finally, Regent Mueller indicated that the Business and Finance Committee spent the bulk of its time hearing from Interim Vice President for Finance Julie Gordon on the UW System's 2016 Annual Financial Report, for the fiscal year ending June 30, 2016.

Regent Mueller said that this report is prepared using Generally Accepted Accounting Principles (GAAP) and received an unmodified or "clean" audit opinion from the Legislative Audit Bureau, indicating that the financial statements represent an accurate picture of the university's finances.

She then called attention to two items that Interim Vice President Gordon highlighted for the Business and Finance Committee. First, state appropriations show a reduction of \$95 million; second, capital appropriations show a reduction of \$69 million.

Referring to Regent Klein's earlier comments about the UW System being Wisconsin's \$6-billion asset, Regent Mueller noted that it is difficult to preserve and enhance this asset with these reductions. The UW System's net position has decreased for the first time since 2002, when the System began issuing financial reports using GAAP.

Concluding her report, Regent Mueller encouraged her Regent colleagues to look at the UW System's annual financial report for these and other important indicators.

President Millner stated that the UW System had been working to improve the clarity and transparency of its annual financial reports for several years. She invited President Cross to comment on the UW System's annual financial report.

President Cross said that Regent Mueller and Interim Vice President Gordon had pulled out some important points from the report. However, he expressed his concern that this balance sheet did not present an accurate picture of the UW System's financial condition.

As Regent Mueller had indicated, the UW System's total net position declined by roughly \$110 million between FY 2015 and FY 2016. President Cross observed that this is the first time the total net position has declined since at least 2002, and possibly for the first time in the System's existence. He explained that this was due in part to the reductions in state funding and capital investments, but added that the long term debts reported for pensions were misleading.

The UW System was required to report a \$330 million pension asset in FY 2015, and then had to report a \$220 million liability in FY 2016. President Cross explained that this \$550 million reduction was due to the Department of Employee Trust Funds changing its actuarial assumptions, and less-than-expected investment earnings.

He added that the drop in total net position also distorts the UW System's position in unrestricted funds. Unrestricted funds actually decreased by \$57 million in FY 2016, but appear to have increased because deferred payments to the ETF system are showing up in the unrestricted category.

President Millner observed that the UW System's financial reporting is still complex, but has improved over the last four years.

REPORT OF THE AUDIT COMMITTEE

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

Regent Grebe said that Chief Audit Executive Lori Stortz briefly reviewed progress to date on the FY 2017 Audit Plan, and confirmed that the Office of Internal Audit is on target to complete all audits that were approved as part of that plan in a timely fashion.

The Audit Committee then heard reports from Internal Audit staff regarding audits completed since the Audit Committee's last meeting.

Audit Director Paul Rediske briefly reviewed the Emergency Preparedness report for UW-Stout, which was rated as excellent. Regent Grebe said there was some discussion regarding why UW-Stout's performance was so highly regarded, and whether there were lessons that other campuses could learn from UW-Stout's exceptional performance. It was noted that UW-Stout's success was largely due to its leadership's devoting time, resources, and attention to this matter.

Audit Director Steve Mentel reviewed the first Payroll Continuous Auditing report for UW System Administration, which contained six comments related to payroll transactions but found no serious shortcomings.

Audit Director Amanda Nehmer reviewed the International Education audit for UW-Milwaukee, which was rated satisfactory. Regent Grebe said that this audit resulted in some discussion among the Audit Committee members and staff regarding the rationale behind the rating system of audit priority matters.

Regent Grebe recalled that the Audit Committee had previously requested that the Office of Internal Audit find opportunities to share best practices among campuses. Mr. Mentel reviewed two best-practice letters related to international education programs and grading data security. Regent Grebe explained that these best-practice letters were being sent as suggestions, not imperatives. This effort is being directed by the Audit Committee and is intended to be a positive focus of the System's Internal Audit function.

Next, the Audit Committee heard an update on the UW System's efforts related to IT security. Rob Cramer, Vice President of Administration, together with David Stack, Interim Associate Vice President and CIO, and Mohamed Elhindi, Assistant Vice Chancellor/CIO for UW-La Crosse, discussed the five information security policies issued last fall and the progress to date on their implementation.

Regent Grebe noted that original projections indicated that it would take at least three years to implement the IT security policies. He said the Audit Committee expressed its appreciation for the progress that had been made.

Finally, the Audit Committee asked staff to arrange a joint meeting of the Business and Finance Committee and the Audit Committee in June to further discuss IT security. Regent Grebe reported that the Audit Committee expressed its appreciation for the diligence and professionalism exhibited by audit staff, and noted the many benefits to the System of their hard work.

- - -

UPDATE ON TASK FORCE ON CAMPUS CLIMATE

President Millner said the Regents would next hear a report on the Task Force on Campus Climate.

She reminded the Board of why it is necessary to address campus climate issues within the UW System: teaching and learning are at the heart of the UW System experience, and the System must provide a climate where these can flourish. We live in an increasingly global economy and multicultural society, she said, and it is essential to provide a healthy campus climate to ensure that students are well equipped to thrive, both on campus and beyond.

President Millner then called on the task force co-chairs, Regents Eve Hall and Ed Manydeeds, to present the Board with a brief update.

Regent Manydeeds began by describing the members of the Task Force on Campus Climate, which was appointed by President Millner and President Cross to examine the climate for students on the UW campuses. The task force includes members from every UW institution and from a wide variety of professional positions. There are several faculty members, staff from counseling centers and outreach services, a chancellor, a provost, and several other administrators. Most importantly, the task force has a number of students whose presence and engaged participation are constant reminders of why the UW System has to continue to work to improve the climate at the UW institutions.

Regent Manydeeds said that in some respects, co-chairing the task force had been an enlightening experience, as task force members had been forthcoming about the disheartening experiences they have had on campus. However, he and Regent Hall also were encouraged by the passion and commitment of task force members. The co-chairs recognized that the task force members are not alone; their commitment is shared by many within the UW System.

The task force has met several times and has had productive discussions regarding the importance of diversity, inclusion, and a climate that is supportive of all students and employees.

Regent Manydeeds said that the task force met with a diversity and inclusion expert from UCLA, Dr. Mitchell Chang, for a discussion about why it is important for universities to invest their resources in advancing diversity efforts, the challenges of campus diversity work, and opportunities to do better.

The task force also discussed Wisconsin's aging workforce and the need for more college graduates to bolster the state's economy – and employers' expectation that UW System graduates are prepared to work and compete in a global and diverse economy.

Regent Hall continued the co-chairs' report, noting that at the task force's most recent meeting, the group discussed several strategies for addressing the climate challenges on UW campuses. Regent Hall explained that these strategies generally fell into several different areas: compositional diversity, cross-racial interactions, professional development, and leadership.

She said that the task force spent a significant amount of time discussing the current composition of the UW System's student and faculty and staff populations. Compositional diversity of students and employees affects opportunities to engage with others from different cultures and backgrounds and to explore a broader set of experiences and ideas.

With respect to cross-racial interaction, Regent Hall indicated that the task force has come to understand that there needs to be more intentional efforts to help students engage one another across their differences in identity. Without these deliberate efforts, the research shows that students tend to stay in their own groups and do not naturally push themselves to engage and learn about someone from a different racial background. These types of activities could take place in a variety of settings: in classrooms as part of facilitated discussion groups, in residence

halls as dialogue programs, or as extra-curricular activities, such as facilitated dialogue workshops specifically designed for first-time students.

The task force also discussed the role of professional development related to teaching methods and curricula that encourage student engagement, and that are culturally inclusive and responsive. Regent Hall said that members also talked about cultural competency training.

One topic that ties all of the strategies together, and that is essential to the success of the task force's recommendations, is leadership – in the classroom, in schools and colleges, in academic and student services, in administrative operations, and at every level of the UW institutions and the UW System. Regent Hall indicated that addressing and resolving the System's climate issues will require that everyone make it a priority to educate and help all students succeed.

Regent Hall said the group would meet again at the end of the month to continue developing its recommendations, and anticipated having a completed report in June. Regent Manydeeds, whose term ends on May 1st, has agreed to return to the Board in July to discuss those recommendations.

Regent Hall indicated that everyone on the task force had been very forthright, passionate and firm about what needs to happen from all levels. Given the climate of both the country and the UW System's campuses, she emphasized the importance of being open to different possibilities for improving the campuses. She stressed the importance of making sure that every student is successful and feels embraced throughout their educational experience in the UW System.

President Millner thanked the co-chairs for their report and their leadership. She said the Board looked forward to the task force's recommendations.

- - -

PRESENTATION OF BOARD OF REGENTS 2017 TEACHING EXCELLENCE AWARDS

President Millner said the Board would next have the great honor of presenting its 25th annual Regents Teaching Excellence Awards, the UW System's highest recognition for members of its faculty and academic staff – those who most closely touch the students and represent the heart of the System's mission. She called on Regent Margaret Farrow, chair of the awards selection committee, to lead those presentations.

On behalf of the Board of Regents, Regent Farrow said it was her pleasure to welcome the distinguished recipients of the 2017 Regents Teaching Excellence Awards. She also welcomed their families, friends, and colleagues who were present in the gallery.

The Regents Teaching Excellence Awards – which marked their 25th anniversary this year – recognize and honor some of the UW System’s most outstanding teachers, departments, and programs. Regent Farrow said these awards are a welcome reminder of what a treasure the UW System has in its faculty and academic staff – those who bring that special dedication, creativity, and passion to their craft, and to whom the state entrusts the education and enlightenment of its citizens, helping students to achieve their fullest potential.

The Regents often hear that exceptional teachers have a certain “something extra” in their teaching – that they creatively inspire students not only to learn, but also to want to learn. In different ways, Regent Farrow suggested that all of the current honorees could be said to have that “something extra.”

The Board would be honoring three award recipients: two professors and one academic program. Regent Farrow indicated that more information about each of the award recipients could be found in the profiles placed in each Regent’s folder.

Regent Farrow thanked her fellow Regent committee members, who would be helping to present the awards: Regent Mueller, Regent Evers, and Regent Langnes. Although deciding on the recipients was not an easy task, she said it was also inspiring to see up close the kind of outstanding talent that is found around the UW System; the 2017 winners are impressive examples of the powerful impact that such excellent teachers can have on students’ lives.

Dr. Richard Hauer, UW-Stevens Point – Individual Award

Regent Mueller said she was honored to present the first Regents Teaching Excellence Award to Dr. Richard Hauer, a professor in the College of Natural Resources at UW-Stevens Point.

Dr. Hauer was an award-winning student at UW-Stevens Point in the 1990s. He returned to his alma mater to teach urban forestry in 2003, and is now a highly regarded colleague, teacher, and mentor.

He makes his courses interactive learning environments. One course, for example – in which he teaches students how to identify plants – is taught completely outdoors. Considering Wisconsin’s unpredictable weather, Regent Mueller observed that this must require a strong commitment!

Dr. Hauer also incorporates technology in his courses. He pioneered a tool that calculates the economics behind emerald ash borer management. Regent Mueller noted that those who live in an area where ash trees have been cut down in great numbers know how important and timely this topic is. Under his guidance, what started as a research question by one of his undergraduate students developed into interactive training opportunities for students in urban forest management.

Dr. Hauer incorporates the high-impact practice of service learning into his capstone urban forest course. Students have developed management plans for 12 local communities that are too small to have their own municipal forester.

He serves students as the faculty mentor for one of two campus learning communities, and has advised the college's Student Research Symposium since 2003. Regent Mueller reported that student participation in the research symposium has nearly tripled in that time.

Provost Greg Summers had this to say about Dr. Hauer: "Simply put, UW-Stevens Point's forestry program is among the strongest in the nation thanks in no small part to the teaching excellence of Dr. Richard Hauer."

Sharing that she was born and raised in the woods of the Upper Peninsula, with several family members who worked in the woods, Regent Mueller said it was a particular privilege and honor for her to introduce the first 2017 Regents Teaching Excellence Award winner, Dr. Richard Hauer.

Dr. Hauer was greeted with a standing ovation. Taking the podium, he said it was an honor to be selected as a recipient of the Regents Teaching Excellence Awards; having served on awards committees himself, he understood how difficult that selection can be. He also said it was very humbling, as he could think of many wonderful people at UW-Stevens Point and in the College of Natural Resources who were equally deserving of this opportunity.

Like many of his colleagues, Dr. Hauer said he had an extensive background outside of academia before he started teaching. He suggested that this is one of the interesting things that faculty in the College of Natural Resources bring to the classroom.

He explained how he asked his undergraduate students to develop economic research questions to help craft the emerald ash borer simulator, which helps communities across Wisconsin make decisions on how best to manage this pest. The students knew that their work was being used for decision-making purposes.

Dr. Hauer indicated that his students have sent him birth announcements; wedding invitations; and for those who went on to earn their Ph.D.'s, offers to join their research teams. He said that being invited to be part of students' lives is an honor and shows the impact that he has had.

He expressed appreciation for the great faculty and staff at UW-Stevens Point, including support staff Sharon Reichert in the College of Natural Resources, Dean Christine Thomas, and the buildings and grounds staff who facilitate his outdoor classroom by allowing students to get out and gain experience before they hit the workforce. Finally, Dr. Hauer thanked his wife and children for their support.

Dr. Cassandra Phillips, UW-Waukesha – Individual Award

Regent Evers thanked Regent Farrow for her leadership on the awards selection committee and said it was his privilege to present the second Regents Teaching Excellence Award to Dr. Cassandra Phillips, a professor in the Department of English at UW-Waukesha. Dr. Phillips has been a faculty member at UW-Waukesha since 2000 and teaches a variety of writing skills to students ranging from developmental writers to sophomore English majors.

Regent Evers indicated that Dr. Phillips served for many years as the English Department Assessment Coordinator and, more recently, as the Writing Program Administrator, where she works to serve not only her own writing students but also all first-year writing students enrolled at the UW Colleges.

Dr. Phillips has played a crucial role in creating a cohesive two-year writing program designed around strategies to support underprepared students who are transitioning to college-level reading, writing, and research. The resulting learning outcomes and competencies were used as the starting point for developing UW System definitions for college readiness in reading, writing, and research. Speaking from his experience in the K-12 system, Regent Evers confirmed that this is very important work.

Thanks in part to the work of Dr. Phillips, the UW Colleges Writing Program earned a 2017 Writing Program Certificate of Excellence from the College Conference on Composition and Communication. Regent Evers explained that this is the primary national award for postsecondary writing programs, and that few two-year colleges have received this award.

Dr. Phillips values continuous reflection and revision in the context of evidence-based practices. Her pedagogy is guided by the concept of “convergence,” which describes how multiple and varying environments, people, and work experiences come together to inform the way an individual teaches.

As the chair of the UW Colleges English department observed, “Dr. Phillips’ teaching career in the UW Colleges has positively impacted more students than perhaps any other instructor in our history due to the influence she has had on the first-year writing curriculum and on the pedagogy of so many of her colleagues.”

Regent Evers asked his colleagues to join him in welcoming the second award winner, Dr. Cassandra Phillips of UW-Waukesha.

Dr. Phillips was greeted with a standing ovation. Approaching the podium, she thanked the Regents and the awards selection committee, saying that she was very excited to represent the UW Colleges in particular.

She explained that when she first moved to Wisconsin 18 years earlier, she had never heard of the UW Colleges. After accepting a job with the institution, she very quickly became proud of its very unique mission and role in providing access to quality liberal arts education for

students across the state. For many UW Colleges students, this access provides a pathway for economic mobility and self-sufficiency that is very empowering to them.

Dr. Phillips suggested that her time at the UW Colleges had also provided her with a pathway to become a better educator. She recalled starting as a very naïve graduate student with a limited idea of what it was to be a college professor, and said she was basically thrown into a classroom with students who did not resemble those she had trained with: many had significant learning needs or nonacademic issues that she was ill-prepared to deal with.

Saying that she knew that she had to get better, Dr. Phillips explained that she and her colleagues started voraciously reading to figure out how to create a solid writing program that takes into consideration the skills that students come in with and what they would be expected to do once they left.

While their research into national organizations' position statements, journals and landmark studies, and evidence-based best practices was helpful, Dr. Phillips noted that more often than not, much of this research was about approaches or methods of teaching that were deemed successful for a group of students from Harvard or other selective institutions, or for graduate students.

She and her colleagues started to do their own research, securing grants and opening up their classrooms to learn about their students' different learning needs and what can be done to better serve them.

Dr. Phillips said that this work had helped her understand what she can do better in the classroom. It also taught her that good teaching is "a dog fight," and that her colleagues are in the trenches fighting that battle with her. She learned that she needed to be an advocate for students, fighting for resources for them both inside the classroom and outside the classroom. She also needs to fight for her fellow instructors, who need resources for professional development and consistent mentoring.

Dr. Phillips emphasized the importance of a curriculum and a pedagogy about empowerment. She indicated that her favorite part of teaching is when a student realizes that literacy is empowering, since many of the UW Colleges' students have severe anxieties and insecurities about their writing.

She stated that her job as an instructor is not to pick out what is wrong and point out bad things, but to help these students self-assess and learn to develop a piece of writing for a particular audience and a particular purpose. This gives students a set of transferable skills that will help empower them not just in her classroom, but also in their lives outside of college.

Dr. Phillips thanked the Regents again, adding that she was particularly grateful to her supportive institution and the wonderful colleagues who had inspired her.

Department of Animal and Food Science, UW-River Falls – Program Award

Regent Langnes said he was honored to present the third award, which recognizes the outstanding teaching of a department or program, to the Department of Animal and Food Science at UW-River Falls, represented by department chair Dr. Gary Onan.

Animal science is the largest undergraduate program at UW-River Falls. It covers all aspects of farm animal production, including feeding, breeding, health and management, as well as the processing of food and fiber products derived from animals. Dairy science has one of the highest freshmen retention rates of any individual program at the university.

Regent Langnes explained that the department recently undertook an intense curriculum review to meet the changing demographics of its students, in particular the increasing percentage of students from non-farm backgrounds. As part of this review process, the department held face-to-face listening sessions in which faculty engaged with business owners, state and agricultural officials, graduates, and others. Using the results, the department is exposing students to meaningful laboratory experiences with animals earlier in their academic careers and increasing student exposure to career opportunities within animal industries.

Regent Langnes said the department is committed to recruiting new students, such as at county fairs and facilities tours, to inform students about the many rewarding opportunities in animal science agriculture.

The department mentors new faculty members as they refine their teaching philosophies and practices. Faculty and staff have received numerous teaching awards and recognitions, and nine faculty members in the department have earned the UW-River Falls Distinguished Teacher Award.

Regent Langnes quoted a graduate of the program, now a veterinarian in the town of Lodi, Wisconsin, as saying, “When I meet young men and women interested in agriculture, I make sure to give them a friendly nudge towards an education at UW-River Falls. The Animal and Food Science Department is diverse across many areas of agriculture, the quality of instruction is exceptional, yet the college and program is intimate enough to give each student individual attention.”

Saying that he had the pleasure of visiting UW-River Falls the previous week, Regent Langnes indicated that his favorite part of the entire visit was the passion expressed by members of the Department of Animal and Food Science.

Regent Langnes then presented the Regents Teaching Excellence Program Award to department chair Dr. Gary Onan, on behalf of UW-River Falls’ Department of Animal and Food Science.

Dr. Onan was greeted with a standing ovation. He thanked Regent Langnes, the Board, and the Regents Teaching Excellence Awards Committee for choosing the Department of Animal and Food Science.

He stated that the program is 100 percent dedicated to teaching and tries to strike a balance between offering hands-on, skills-based, and management practice learning with the basic and applied sciences that underpin those skills. He suggested that this approach serves students well in their future industries.

As a result, the department has developed course work focused on some of those practical skills. For example, in Dr. Steven Kelm's dairy management class the students act as actual consultants for dairy herds in the area. Other examples include Dr. Justin Luther's bovine reproductive techniques class and Dr. Casey Bass's comparable course for horses.

Dr. Onan indicated that the most notable and most recognized class is likely the Colts in Training class taught by Mr. Nathan O'Connor. In three weeks, the class will be auctioning off 50 two-year-old horses that will go into the sale arena and do complicated reigning maneuvers; three months ago, these horses were barely halter-broke. The students are accomplishing this in one semester of working with the animals.

He indicated that the department's approach goes beyond the classroom to provide students with important out-of-classroom experiences such as student competitive teams in dairy judging, meat animal evaluation, and the intercollegiate horse show association, among others.

Students also gain leadership experience in some of the very large agriculture student organizations, including one of the largest dairy clubs in the nation, and one of the largest and most active block and bridle clubs in the nation.

Other opportunities include work experiences at UW-River Falls' laboratory farms, which employ dozens of students to work with livestock every day; internship experiences, where students can make connections with people in the industry; and undergraduate research, with faculty members who devote countless hours to these activities.

Dr. Onan added that the department has recently developed a half dozen or so international experiences that focus particularly on agriculture. Doug Wilson, CEO of Cooperative Resources International (CRI) in Shawano, Wisconsin, recently spoke on the UW-River Falls campus, where he emphasized the increasing importance of international trade to agriculture, the high percentage of CRI's sales which are international, and how his organization looks for employees who are able to do this work.

Dr. Onan indicated that the department's faculty members and other support staff make this happen through their absolute dedication to the calling of being teachers and mentors of young people. They spend time in the classroom, prepare for lessons, and read and grade papers. They also spend their evenings, weekends, winter and spring breaks, and most of the summer advising student organizations, working on research projects, leading international study abroad groups, and coaching student competitive teams.

These activities take a tremendous amount of time and dedication. Dr. Onan indicated that people in his department do not really have work-life balance because of all of their activities, but added that everyone is dedicated and knows the importance of what they do.

He noted that this is not limited to the faculty and academic support staff, but also extends to the dairy, beef, and horse herd managers who work with and mentor students. The herd managers show students how to manage animals, but also let them make some mistakes and create the indelible experiences that teach students the ability to make good decisions and solve problems as they will need to do in their jobs.

Dr. Onan expressed appreciation for the strong dedication, vision and insight that his faculty members have shown, particularly as they worked on the curriculum restructuring process.

Having been involved in a significant role in hiring dozens of faculty members during the past 16 years, Dr. Onan said he was struck by the ever-decreasing size of the applicant pool. Whereas before the department received up to two dozen applicants for a position, the department was now down to six applicants in many cases. He expressed concern about being able to find really good people, although he added that the department had so far been lucky.

Stating that the trend worries him, Dr. Onan indicated that in the agriculture industries there are between 1.5 and 2 open positions for every qualified applicant to fill those positions. He noted that the agriculture industries have the resources and the motivation to compensate their people very handsomely, but must deal with competition from other industries.

In conclusion, Dr. Onan thanked the Regents for the award, and for their recognition of all the hours his department spends working with and helping students.

President Millner congratulated the Teaching Excellence award-winners, saying that they inspired the Board with their innovative approaches, passion, and dedication to serving students.

RESOLUTION OF APPRECIATION TO UW-PLATTEVILLE AS HOST OF THE APRIL BOARD OF REGENTS MEETING

President Millner called upon Regent Delgado, one of the Regent-liaisons with UW-Platteville, to read the resolution of appreciation to UW-Platteville as host of the April meeting.

Regent Delgado said it was a pleasure to present this resolution of appreciation during his second visit to the UW-Platteville campus in the last year. After meeting with students, professors and staff, he stated that it fills one's heart to see the amount of achievement and purpose on the UW-Platteville campus. (He added that meeting the kitchen staff also fills one's stomach!) As a consequence, the Regents will leave UW-Platteville better (and bigger).

The resolution was adopted by acclamation.

Resolution of Appreciation: UW-Platteville

Resolution 10864

WHEREAS, the members of the Board of Regents are pleased to recognize the University of Wisconsin–Platteville as the official host campus for the board’s April 2017 meeting; and

WHEREAS, the Board thanks Chancellor Dennis J. Shields and the entire Pioneer community for their gracious hospitality; and

WHEREAS, the Board appreciated hearing Chancellor Shields’ presentation about how comprehensive universities – including UW-Platteville – are stewards of place in their communities and beyond; and

WHEREAS, the Education Committee thanks Provost Liz Throop for the presentation “Pioneers in the Field: UW-Platteville as a Leader in Experiential Learning;” and

WHEREAS, the members of the Research, Economic Development, and Innovation – or REDI – Committee heard an informative presentation led by Dr. Wayne Weber, Dean of the College of Business, Industry, Life Science, and Agriculture, about how UW-Platteville is partnering with industry to shape the 21st-century workforce; and

WHEREAS, Business and Finance Committee members heard from Director of Residence Life Linda Mulroy-Bowden, learning about UW-Platteville’s two newest residence halls, the financing model that built them, and the benefits they bring to students; and

WHEREAS, the members of the Capital Planning and Budget Committee learned how UW-Platteville is building for the future, including strategic planning and anticipating the changing needs of students and industry; and

WHEREAS, the Board was delighted to hear from Dr. Thomas Zolper, an assistant professor of mechanical engineering, featured in this month’s Faculty Spotlight;

BE IT THEREFORE RESOLVED that the Board of Regents hereby commends UW-Platteville for its informative presentations, forward-thinking spirit, and many continued contributions to the UW System and to the state of Wisconsin.

President Millner stated that the Board had a wonderful time at UW-Platteville, and expressed appreciation for the lovely gifts that were presented to the Regents: carved wooden name plates made from trees that were damaged by the EF-2 tornado which struck the campus in 2014.

- - -

The meeting was adjourned at 11:47 a.m.

- - -

Submitted by:

/s/ Jane S. Radue

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