

**Minutes of the UW System Board of Regents  
Education Committee Meeting  
Thursday, December 7, 2017**

Chairperson Regina Millner convened the meeting of the Education Committee on Thursday, December 7, 2017 at 8:00 a.m. in the University of Wisconsin-Madison, Gordon Dining and Event Center, Symphony Room. In attendance were Regents Evers, Farrow, Higgins, Jones, Klein, Ring, and Tyler.

**Committee Actions**

**Approval of the Minutes of the October 5, 2017 Meeting of the Education Committee**

Chairperson Millner requested a motion to approve the minutes of the October 5, 2017, Education Committee meeting. A motion to approve the minutes as presented was made by Regent Jones and seconded by Regent Farrow. The motion carried unanimously.

The Committee also approved the following seven resolutions:

- a. **Resolution I.1.c.**, Approval of the Master of Science in Nutrition and Integrated Health at UW-Green Bay. Motion for approval was made by Regent Jones, seconded by Regent Ring, and unanimously approved.
- b. **Resolution I.1.d.**, Approval of the Master of Science in Applied Statistics at UW-La Crosse. Motion for approval was made by Regent Jones, seconded by Regent Ring, and unanimously approved.
- c. **Resolution I.1.e.**, Approval of the Bachelor of Arts in Animation at UW-Milwaukee. Motion for approval was made by Regent Tyler, seconded by Regent Higgins, and unanimously approved.
- d. **Resolution I.1.f.**, Approval of the UW-River Falls Faculty Layoff or Termination Policy. Motion for approval was made by Regent Jones, seconded by Regent Ring, and unanimously approved.
- e. **Resolution I.1.g.**, Approval of the Outcomes-Based Funding Model for the UW System, as Required by Wis. Stats. §36.112. Motion for approval was made by Regent Jones, seconded by Regent Farrow, and opposed by Regent Evers. The motion carried by majority vote.
- f. **Resolution I.1.h.**, Approval of a Peer Group for Each UW System Institution, as Required by Wis. Stats. §36.112. Motion for approval was made by Regent Jones, seconded by Regent Evers, and unanimously approved.
- g. **Resolution I.1.i.**, Approval of the Plan for Monitoring and Rewarding Teaching Workloads for UW System Faculty and Instructional Academic Staff as Required by Wis. Stats. §36.115(8). Motion for approval was made by Regent Jones, seconded by Regent Farrow, and opposed by Regent Evers. The motion carried by majority vote.

## Report of the UW System Vice President for Academic and Student Affairs

Jim Henderson, Vice President for Academic and Student Affairs, reported on four topics, including:

- 1) **The UW System Math Initiative.** Through this ongoing initiative, UW System institutions will improve remedial math courses and the transferability of math course credits among UW campuses. Vice President Henderson stated that the UW System is a finalist for a grant from the Great Lakes Foundation, which would provide funding in support of the Initiative's goals.
- 2) **Grant from the National Association of System Heads (NASH).** The University of Wisconsin System is one of four higher education systems nationwide to be awarded a two-year grant from the National Association of System Heads, which is an organization of the chief executives of 46 public colleges and university systems in the United States. The \$150,000 grant will be used to advance the UW System's work on making high-impact educational practices (HIPs) available to underrepresented minority, low-income, and first-generation students across the organization. UW-Eau Claire, UW-Green Bay, UW-Milwaukee, UW-Parkside and UW-Whitewater will partner in an ongoing initiative to expand access to HIPs for underserved students, as well as design system-wide data collection processes for reporting student learning and student participation in HIPs.
- 3) **UW System Water Research Advisory Collaborative.** Vice President Henderson created the Water Research Advisory Collaborative to advance faculty research and undergraduate research opportunities related to water at UW System comprehensive institutions. The Collaborative is based upon the California State University Program for Education and Research in Biotechnology (CSUPERB), which is led by Executive Director, Dr. Susan Baxter who presented to the Board of Regents on March 6, 2017. During her presentation, Dr. Baxter described how the California System has utilized CSUPERB to advance faculty research, student research opportunities, as well as to achieve greater student learning outcomes, retention, and graduation rates.

Dr. Brian Sloss, UW-Stevens Point Professor and Associate Dean for Outreach and Extension leads the UW System Water Research Collaborative, which submitted a funding proposal to the UW System. This proposal was approved, and thus, the Collaborative will now work to increase faculty research and undergraduate research opportunities throughout the UW System.

- 4) **UW System Policy Requiring Disclosures for Participation in Certain Services and Programs.** Vice President Henderson reported that President Cross has approved the UW System Policy Requiring Disclosures for Participation in Certain Services and Programs. This policy requires UW System institutions to inquire as to whether a student has: (a) any felony pleas or convictions, or (b) nonacademic postsecondary disciplinary violations, prior to that student being able to live in university housing or to participate in study abroad or study away programs. This policy will be effective fall 2018.

**Resolution I.1.c., UW-Green Bay:** The Committee approved a Master of Science (M.S.) in Nutrition and Integrated Health. Presenting on behalf of the campus were Provost Greg Davis and Associate Professor, Debra Pearson.

Provost Davis reported that this program will meet new entry-level master's degree requirements, which were recently established by the national accrediting agency, the Commission on Dietetic Registration. The degree will prepare graduates with an interdisciplinary and functional medical knowledge in nutrition, which will enable them to understand complex nutrition-related health

problems, be effective members of healthcare teams in clinical settings, and address community, public health and food system challenges. This graduate program also will build upon the long-standing and accredited undergraduate program in nutrition offered through the B.S. in Human Biology with an emphasis in Dietetics. Students also may couple the existing nutrition undergraduate program and dietetic internship practicum experiences to create a five-year program, which would allow them to consecutively earn their B.S. and M.S. degrees, and become Registered Dietitian Nutritionists (RDNs).

Professor Pearson stated that UW-Green Bay successfully has offered a degree in dietetics for more than two decades. One measure of success is that the student internship rate exceeds 90%, whereas the national average is closer to 50%.

Regent Higgins commended the campus for responding to community request for the degree. He also stated that the increased accreditation requirements are expensive for students and cause increased student debt upon graduation.

**UW-La Crosse:** The Committee approved a Master of Science (M.S.) in Applied Statistics. Dr. Sandra Grunwald, Associate Vice Chancellor for Academic Affairs, presented on behalf of the campus.

Dr. Grunwald stated that UW-La Crosse currently offers a Bachelor of Science (B.S.) degree in Statistics, which is housed in the Department of Mathematics and Statistics. This graduate program builds upon the success of this undergraduate degree program, and responds to an increased demand for advanced degrees in statistics from both students and the workforce. The goal of the program is to better prepare students for professional careers as statisticians. Graduates will be better equipped to analyze data in a variety of contexts, use statistical software, and interpret and communicate statistical results both in written and oral format. The program consists of 36 total credits, with 24 credits in coursework and 12 credits in a Master's thesis. The thesis portion of the degree comprises direct work with community employers, which affords students direct access to community employers.

Dr. Grunwald reported that there is a very high projected growth rate for statisticians, which is projected to be between 35-40% in the next ten years. Increasingly, a master's degree is the preferred entry level degree credential for employment as a statistician, and this degree program is projected to increase the earning power of graduates upon entry into the workforce.

Regent Higgins stated that the UW System previously distributed a grant to UW-La Crosse in support of the Statistical Consulting Center (SCC). He also asked whether the SCC will support the proposed master's degree program. Dr. Grunwald reported that the SCC is integral to the proposed master's degree program, because graduate students will participate in internships, which allow them to directly interact with the SCC and the employers who utilize the SCC as a resource.

**UW-Milwaukee:** The Committee approved a Bachelor of Arts in Animation (B.A. in Animation). Appearing on behalf of the campus were: Provost Johannes Britz; Scott Emmons, Dean of the Peck School of the Arts; and Rob Yeo, Associate Professor and Film Department Chair.

Provost Britz reported that this degree program will provide students with undergraduate training to meet the demand for creative media professionals, such as multimedia artist and animators, in the moving image production industry. Further, the program builds upon the infrastructure, reputation and direction of the Department of Film, Video, Animation and New Genres and the Peck School of the Arts. Internationally recognized as a top 25 film program, the department seeks to educate the complete

artist, the individual who is skilled creatively and conceptually, as well as technically. This guiding principle, as applied to the B.A. in Animation, will contribute to the regional pool of talented artists who possess a full range of skills. Thus, program graduates will be prepared to secure positions such as stop-motion animators, flash animators, animation lighting artists, storyboard artists, and compositing artists.

Provost Britz also reported that this program aligns closely to a two year Associate's degree at the Milwaukee Area Technical College (MATC). Dean Emmons further explained that UW-Milwaukee has developed a memorandum of understanding with MATC, which provides a seamless transition for students, who can earn up to 60 credits at MATC, and then earn 60 additional credits at UW-Milwaukee.

Regent Tyler commented that he was delighted to find that UW-Milwaukee had worked closely with MATC to develop a seamless transfer for students to complete an undergraduate degree in this program. Regent Jones applauded the articulation agreement between MATC and UW-Milwaukee, stating that both institutions are critical to the success of the Milwaukee region. Thus, it is important for them to work collaboratively together in order to catalyze community success.

Regent Klein stated that this program is directly responsive to community needs and that it will enhance the international reputation of the Peck School of the Arts. Regent Klein also asked whether students had to be an MATC student or whether UW-Milwaukee students also could start within the program. Professor Yeo replied that UW-Milwaukee students could, indeed, begin in the program. Also, MATC and UWM students will be integrated into coursework together. Students will not be segregated based upon where they earned their initial 60 credit hours of coursework.

**Approval of the UW-River Falls Faculty Layoff or Termination Policy:** Provost Faye Perkins appeared on behalf of UW-River Falls.

Provost Perkins reported that on March 10, 2016, the UW System Board of Regents created Regent Policy Document (RPD) 20-24, Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination, which states that: "UW System institutions shall submit to the Board of Regents for approval any institutional policy developed in accordance with this Regent policy." Subsequently, on May 3, 2017, the UW-River Falls Faculty Senate voted to approve new Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination. Accordingly, Chancellor Dean Van Galen has submitted a formal request for approval from the Board of Regents for these new procedures.

General Counsel Tomas Stafford stated that the UW System Office of General Counsel and the Office of Academic and Student Affairs have reviewed and approved the proposed procedures. Thus, the proposed procedures from UW-River Falls are recommended for approval.

Vice President Henderson commended the UW-River Falls campus, and especially the Faculty Senate, for its collaboration, collegiality, and diligent work in bringing forward the policy in a timely manner. Regent Millner also expressed gratitude for the campus work and especially the work of the Faculty Senate.

Regent Klein asked whether there are any campuses that have not yet brought forward their revisions. General Counsel Stafford reported that many campuses have not yet brought forth their policy revisions, but that campuses are able to simply utilize the Board of Regent Policy if they desire to do so, instead of creating a campus-specific policy.

**Approval of the Outcomes-Based Funding Model for the UW System as Required by Wis. Stats.**

**§36.112:** Vice President Henderson reported that pursuant to the newly-created Wis. Stats. §36.112, the Board of Regents is required to submit to the Joint Finance Committee an outcomes-based funding model, no later than February 15, 2018. Moreover, the Board of Regents may use the outcomes-based funding model only after active review by the Joint Finance Committee. Once approved, the funding model must be utilized to distribute \$26,250,000.00 in new state appropriations during the 2018-2019 biennium. Vice President Henderson stated that he created a Task Force to assist in developing an outcomes-based funding model for the UW System. He also explained that consultants from HCM Strategists, LLC provided invaluable support, because they had experience in developing the performance-based funding model for the Wisconsin Technical College System, and because they had developed the outcomes-based funding model for the State of Tennessee, upon which the UW System funding model is based.

Vice President Henderson completed a presentation on the proposed UW System outcomes-based funding model. During this presentation, he stated that the statute: establishes four goals for the UW System, requires four performance metrics per goal, and requires each campus to report on each metric. Accordingly, the Task Force has recommended the following four metrics for each of the four statutory goals:

- (1) Grow and Ensure Student Access.** The four metrics recommended for this goal include:
  - Wisconsin high school graduates enrolled as degree-seeking undergraduates per annum
  - Pell-eligible students within overall enrollment
  - Under-represented students within overall enrollment
  - Transfer students enrolled as undergraduates
  
- (2) Improve and Excel at Student Progress and Completion.** The four metrics recommended for this goal include:
  - Undergraduate students who have achieved 30 credit hours
  - Undergraduate students who have achieved 60 credit hours
  - Undergraduate degrees
  - Post-baccalaureate degrees
  
- (3) Expand Contributions to the Workforce.** The four metrics recommended for this goal include:
  - Graduates in STEM disciplines
  - Graduates in health-related disciplines
  - Pell-eligible degree recipients
  - Research expenditures
  
- (4) Enhance Operational Effectiveness and Efficiency.** The four metrics recommended for this goal include:
  - Average number of credit hours required for a bachelor's degree
  - Average number of graduates per degree program
  - Average student debt on undergraduate graduation
  - Core expense ratio: # of FTE/100 enrolled students

Vice President Henderson explained that once the metrics are identified, the funding model requires four additional steps to be completed: (1) Obtain baseline data for each metric, comprised of a three year average for each campus for each of the 16 metrics; (2) Develop current year data, by adding the

three year average to current year data; (3) Compare baseline data to current year data; and (4) Allocate funds, based on how campuses performed on each of the 16 metrics. Vice President Henderson completed his presentation and submitted the UW System Outcomes-Based Funding Model for approval by the Education Committee.

Regent Tyler asked: Are we buffering our performance based upon how current year data is derived? He also stated that the model looks like a stability incentive, not a performance based incentive. It looks like equally spreading the wealth, as distinguished from incentivizing performance. Regent Tyler also asked whether the incentives are for new money, whereas GPR is stable, reliable, and consistent. He also asked whether there is enough potential volatility for these metrics to be an incentive.

Vice President Henderson explained that the funding model balances volatility and stability. He also stated that some legislative leaders wanted to provide stability to institutions for planning purposes. They did not want volatility. But some legislators wanted to incentivize performance. Accordingly, the funding model strives to balance stability and volatility. He also stated that under the funding model the chancellors are incentivized for every single dollar that is made available to them.

Regent Millner stated that students at UW-Stout encouraged the Regents to include as a metric, job placement. She also stated that their request was very persuasive, because job placement is one of our ultimate objectives for students. To that end, Regent Millner explained that she personally came to understand that the metric was not included at this time, because the data is not reliable.

Accordingly, Regent Millner recommended that the Education Committee address job placement as a metric by requesting that in the future each UW System institution provide annual data on job placement. This way, the UW System will be able to collect data from each institution for this metric, and we will have the data needed to report on job placement as one of our metrics in the future.

Regent Millner requested a motion from Regent Jones, who recommended the following revision to the resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the President to implement the UW System Outcomes-Based Funding Model, as required by Wis. Stats. §36.112.

The Board of Regents of the University of Wisconsin System directs the University of Wisconsin System Administration to develop means to appropriately measure the job placement rate for each University of Wisconsin institution, gather that data on job placement rates for each institution, and then evaluate the quality of the data. The University of Wisconsin System Administration will annually report on the progress of this project to the Board. Included in the report in 2020 will be an evaluation of the utility of such data in outcomes-based funding models.

Regent Ring expressed gratitude for discussion of job placement rates. As a student, he expressed that it is very important for students to gain employment upon graduation. He stated that ensuring each institution provides reliable data is very important. He stated that as we accumulate reliable data, we could include this as a metric in future models. He lauded the UW-Stout student association for raising the issue.

Regent Farrow expressed support for the revised resolution. She stated that, hopefully, by gathering data over years, we can assess whether we have reliable data in order to determine whether we can make this a performance metric. She also stated that we are doing this at a time of high labor need, and that her hope is that we bring legislators to take part in this, because we need to grow their knowledge of what we do.

The modification to the resolution was approved unanimously.

Regent Evers asked whether there is data to suggest that outcomes-based funding models actually work. He stated that based on academic research, it has been shown that outcomes-based funding does not positively incentivize university performance. Therefore, Regent Evers stated that he would oppose this resolution. He also stated that he believes that the transparency and outcomes of our campuses are extraordinary, and that this is an exercise in futility and a form of punishing universities, which already are transparent and achieving excellence.

**Approval of a Peer Group for Each UW System Institution as Required by Wis. Stats. §36.112:** Vice President Henderson reported that pursuant to the newly-created Wis. Stats. §36.112, the Board of Regents shall approve a peer group for each UW institution that includes institutions of higher education with comparable missions and service populations. Accordingly, each UW institution developed a list of peer groups, which have comparable missions and service populations. This list is submitted for approval by the Board of Regents.

Vice President Henderson stated that each UW institution typically has 3-4 different sets of peer groups for things such as faculty salaries, and student admission rates. For this statutory requirement, each campus was asked to develop a set of peers that would meet certain guidelines. One guideline was to identify at least two aspirational peers, as well as comparable peers, against whom comparisons could be made as to continued excellence. Campuses were instructed to identify peers that are outside of the UW System, so as not to have our own institutions compete against our own institutions. The Office of Academic and Student Affairs has reviewed these peer groups and has approved them. Thus, the peer groups are recommended to the Committee for its approval.

Regent Millner asked for some examples of peer groups and how they are utilized by our institutions. Vice President Henderson replied, stating that comparators are used based on the mission of each institution. For example, UW-Madison compares itself to other major research universities. On the other hand, some of our smaller comprehensive universities may compare themselves to other universities, in terms of Pell-eligible students who have been admitted. Hence, comparators are deeply based on the mission of each of our institutions.

Regent Klein expressed gratitude for the list, as well as for the inclusion of aspirational peers. She also asked what follow-up comes from this list, and expressed that she would like to know how our institutions do against peer groups, and that we are making strides in improving as compared to these peer groups. Regent Klein also asked whether these comparators are used for planning purposes for our campuses, and expressed that it would be helpful, in terms of the Board's oversight role, to know how peer groups are used for strategic planning. Finally, Regent Klein expressed that she seeks to make sure that we do our jobs as Regents, in terms of how we educate State of Wisconsin residents, how we recruit students, and how we succeed as institutions.

Vice President Henderson replied, stating that using peers to make comparisons on an annual basis would be beneficial as feedback for the Board of Regents. He also stated that if campuses are not already doing so, it would be useful for them to utilize peer groups as part of the strategic planning process. He also expressed that it would be beneficial for the Education Committee to receive information regarding the mission differentiation and strategic plans of each campus.

Regent Millner added that Regents have a touch point in terms of strategic planning. First, in terms of the President's evaluation, and second, when they visit campuses at which they let the Regents know of their strategic plans.

Regent Klein added that when the Education Committee approves an academic program or a peer group, they are approving aspects of a bigger vision. Thus, it would be helpful to provide training for Board members so that they may understand the bigger vision for each campus and how the pieces they are asked to approve fit into the bigger picture.

**Approval of the Plan for Monitoring and Rewarding Teaching Workloads for UW System Faculty and Instructional Academic Staff as Required by Wis. Stats. §36.115(8):** Vice President Henderson reported that pursuant to the newly-created Wis. Stats. §36.115(8), the Board of Regents is required to develop and implement a plan for monitoring, rewarding, and reporting the teaching workload of faculty and instructional academic staff for each University of Wisconsin System institution, no later than January 1, 2018. Accordingly, the Faculty and Instructional Academic Staff Teaching Workload Regent Policy for the University of Wisconsin System was developed to include a plan for monitoring, rewarding, and reporting on the teaching workload of faculty and instructional academic staff at each UW institution. The policy is presented for Board approval.

Vice President Henderson reported that the statute requires the UW System to report teaching hours in both aggregate and individual form, with a dedicated weblink for each faculty and instructional staff member. He stated that the UW System Accountability Dashboard, already reports aggregate teaching hours. Thus, the UW System already reports much of the data that is required by the statute. Vice President Henderson also stated that beginning on 1/1/2018, the UW System will report individual teaching hours from the 2016-2017 academic year, because data from a full academic year in order to ensure accuracy. In addition, the UW System will report on the time basis for each employee, in order to accurately reflect whether faculty and instructional academic staff are employed on a full-time, half-time, or quarter-time basis.

Finally, Vice President Henderson stated that the UW System will develop a method for more broadly reporting workload, in order to more accurately describe the work of our faculty and instructional academic staff. It is anticipated that four categories will be reported in the future, including: (1) teaching hours; (2) associated instructional activity; (3) faculty research, scholarship and creative activity; and (4) service to both the institution and public good.

Regent Jones asked whether there will be narrative language to explain that additional data will be forthcoming, as well as to explain that there is more that faculty do, in addition to teaching. Vice President Henderson responded affirmatively, stating that the UW System will provide context to robustly explain the work of faculty, beginning on January 1, 2018.



Regent Farrow expressed that it is about time that we give credit to our faculty for spending time with students outside of the classroom, helping them to develop and to grow their lives. And to overlook these activities as strengths of teaching is to do wrong by our students.

Regent Millner asked what are the aspects of service by faculty and instructional academic staff? Vice President Henderson reported that faculty governance and service to the institution are critical to institutional success. He also stated that community service within the cities in which our campuses are situated are critical to both the work of our faculty members and the viability and vibrancy of our communities.

Regent Evers stated that this is a professor punch-clock bill that will further degrade the heroic efforts of the people who work at our UW System institutions to raise the status of the profession. Therefore, Regent Evers explained that he would oppose the resolution. He also stated that he understands that the resolution is required by state law, but because it is a horrid idea to begin with, he cannot support its passage.

**UW-Madison Presentation:** Provost Sarah Mangelsdorf delivered a presentation entitled: “Update on New Wisconsin Freshman Enrollment.” This presentation is required by Regent Policy 7-3: University of Wisconsin System Freshman Admissions Policy. Within the presentation, Provost Mangelsdorf reported that in the Fall of 2016, UW-Madison enrolled 3,671 first year Wisconsin residents, and in the Fall of 2017, the campus enrolled 3,746 first year Wisconsin residents. She also stated that 72.3% of Wisconsin students who applied were admitted to UW-Madison in 2017, whereas in 2008, only 60.6% of Wisconsin applicants were admitted. Provost Mangelsdorf stated that in 2017, more than 18% of newly-admitted students, and 29% of transfer students were eligible for Pell grants.

Finally, Provost Mangelsdorf reported that UW-Madison created the “Wisconsin Prime Campaign,” which targets for enrollment prospective applicants who have earned a 30 or above on the ACT exam. Subsequently, the campus has experienced a six percent increase in applications from Wisconsin students with ACT scores of 30 or above, as well as a five percent increase in admits from this class of students.

Regent Klein asked whether we would expand the Wisconsin Prime Campaign to a broader number of potential applicants. For example, could we employ a high touch approach such as this with other potential applicants, who have expressed interest along the way?

Provost Mangelsdorf responded, stating that UW-Madison has analyzed expansion of the program, and it would require additional marketing expenditures. At present, the marketing budget is the lowest in the Big Ten, and thus, the existing dollars have to be expended very strategically and efficiently. Regent Klein expressed that if the marketing budget is the lowest in the Big Ten, then perhaps we ought to analyze this budget and consider increasing it. Especially as lower high school enrollment unfolds, we will need to be more aggressive in recruiting students to ameliorate demographic trends.

Regent Higgins expressed gratitude for the Wisconsin Prime Program, and for the research that was done in order to develop this program to the highest degree of quality. He expressed that as a result, more of Wisconsin’s best and brightest students will remain in Wisconsin, rather than being recruited away to other institutions, out of state.