

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the Symphony Room  
Gordon Dining and Event Center  
770 W. Dayton Street  
Madison, Wisconsin

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

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

-President Behling presiding-

PRESENT: Regents Robert Atwell, John Behling, José Delgado, Lisa Erickson, Tony Evers, Margaret Farrow, Michael Grebe, Eve Hall, Tim Higgins, Mike Jones, Tracey Klein, Regina Millner, Janice Mueller, Drew Petersen, Ryan Ring, Bryan Steil, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: None

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**APPROVAL OF THE MINUTES OF THE JUNE 2017 MEETING**

The minutes of the June 2017 Board of Regents meeting had been provided. Regent Whitburn moved approval of the minutes. The motion was seconded by Regent Petersen and adopted on a voice vote.

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**REPORT OF THE PRESIDENT OF THE BOARD**

***Wisconsin Technical College System Board Report***

The report of the Wisconsin Technical College System Board had been provided. There were no comments or questions.

## ***Remarks by Incoming President of the Board***

President Behling stated that since he had only been on the job for about four weeks, his first report as President of the Board would be fairly short; however, he did want to take the time and the opportunity to talk briefly about moving forward.

First, President Behling recognized President Emeritus Regina Millner. Under her leadership over the past two years, the UW System improved relationships with the legislature that had been severed; opened doors to private-sector companies; created new collaborations and partnerships; and adopted important reforms, such as those related to tenure. Stating that it was an honor to serve with her as vice president, President Behling thanked Regent Millner for her leadership and her friendship. His remarks were met with applause.

Looking to the future, President Behling first discussed tenure. He recalled his remarks to the Education Committee the previous year, when he stated that unless the UW System addressed the phantom of accountability, real or perceived, its budget situation never would improve.

To the Board's credit, he said, the Regents adopted a revised tenure policy; this was not easy to do, and the Board was criticized by some. However, because the Board addressed tenure, it is now seeing its best budget in ten years – one that includes the System's largest salary increase in a decade. President Behling concluded that this was proof that adopting the tenure modifications was the right move.

He indicated that he would like to continue to advocate for increased salaries in order to recruit and retain top-notch employees. President Behling expressed his commitment that every issue going forward would be designed to help keep the UW institutions competitive, world class, and accessible to all.

Another area of reform is the recruitment and hiring of leadership at the campuses. President Behling recalled that when he first joined the Board, Regent Gary Roberts said it should not take months upon months for the UW System to recruit chancellors. Expressing his agreement with Regent Roberts, President Behling suggested that an extended recruitment does not always result in being able to recruit the best and the brightest.

Although the Board has no formal policy requiring chancellors, vice chancellors and presidents to come from academic backgrounds, President Behling observed that many times searches result in finding candidates with only that experience. Therefore, he said that he had asked Vice President Petersen to lead a working group to streamline the UW System's hiring process, and to expand recruitment to include leaders from outside academia.

Across the country, hiring private-sector individuals to lead universities is the latest trend, President Behling said. The University of Wisconsin needs to make sure that its hiring process allows for a pool of candidates that are both diverse and dynamic. In the weeks ahead he would be finalizing the composition of the work group, and would request a report and a

recommendation in time for the Board to adopt any necessary policies and procedures regarding hiring yet in 2017.

Additionally, President Behling stated that the Board must continue to build strong relationships with legislators. Recognizing that the Board has come a long way and that the current budget is a tremendous investment in the UW System, he suggested that by working hard together the next budget can be even better.

President Behling said that, with this goal in mind, he had spent the last four weeks working with legislative leaders and the Governor's Office to make that happen. In those meetings, it was clear the legislature wants the UW System to be bold and forward-leaning. Therefore, he had asked President Cross and his team to review the System's current policies and develop potential changes that will actively ensure all students have the freedom to express their views on campuses. President Behling said he had asked for these proposals to be ready for the Board's review at its next meeting in October.

To emphasize the Board's commitment to acting on this issue, President Behling said he would ask Vice President Petersen to introduce a resolution regarding freedom of expression immediately after the conclusion of his remarks.

Noting that the Regents all agreed to serve on the Board because the UW System is so important to them, President Behling expressed his agreement with President Cross's frequent observation that the University of Wisconsin is the economic engine that drives the state's economy.

President Behling concluded that he looked forward to working with each of the Regents to build on the UW System's success and to continue to make sure that every Wisconsin student – whether a rural farm kid from Polk County, like himself, or someone from inner city Milwaukee – has a chance to get a UW education that is both affordable and world-class.

### ***Affirming Board of Regents' Commitment to Freedom of Expression***

President Behling invited Vice President Petersen to present the resolution reaffirming the Board's commitment to freedom of expression.

Vice President Petersen stated that in 2015 the Board of Regents approved Resolution 10600, which addressed the Regents' strong support for freedom of speech and expression concepts and practices. At the time, UW students and faculty from varied backgrounds, ethnicities and beliefs expressed concerns about viewpoints being stifled on campuses, and shared that they felt as though their First Amendment rights were being jeopardized. These concerns were not limited to the UW-Madison campus but were rather more widespread, affecting many of the System's two-year and four-year campuses.

Vice President Petersen recalled that when the Board passed Resolution 10600, he spoke in favor of the effort and said the University of Wisconsin System at its core is founded on the virtues of freedom of speech and expression. At the time, he reminded his colleagues of the

historical quote about the sifting and winnowing by which the truth can be found, taken from a Board of Regents report in 1894. That quote served as the UW System's beacon to students and faculty, and laid down a marker of support for them.

Vice President Behling said that protecting and enhancing the discourse and civil dialog on UW campuses should be, and is, of paramount importance to Regents, parents, citizens and taxpayers. Whether it be provocative thought or potentially breakthrough research, the lecture halls and laboratories of the System's universities must remain open, inquisitive and unfettered.

Saying that there is never a bad time to reaffirm the Board's commitment to freedom of speech and expression, Vice President Petersen described the proposed resolution as concise and direct, but not prescriptive or punitive in scope. Rather, it is a guidepost for the UW campuses to be alert, to honor opposing views, and to promote a civil discourse environment.

With that, Vice President Petersen said he was pleased to forward the resolution, which he read aloud:

**Affirming the Board of Regents' Commitment to Freedom of Expression**

Resolution 10906

WHEREAS it is critical to the mission of the University of Wisconsin System and the Wisconsin Idea that different and varied viewpoints are shared and examined; and

WHEREAS the Board of Regents and the UW System are committed to freedom of expression and ensuring every voice on every campus is heard and respected; and

WHEREAS the Board of Regents has demonstrated its strong support of the freedom of expression, with the adoption of Resolution 10600 in December 2015, which addressed and emphasized the Board's commitment to freedom of expression and to providing all members of the university community the broadest possible latitude to explore ideas and to speak, write, listen, challenge, and learn; and

WHEREAS in December 2015, the Board of Regents also affirmed each institution in the University of Wisconsin System "has a solemn responsibility not only to promote lively and fearless exploration, deliberation, and debate of ideas, but also to protect those freedoms when others attempt to restrict them;"

NOW, THEREFORE, BE IT RESOLVED that the Board of Regents and the University of Wisconsin System are committed to honoring freedom of speech and expression as the System reviews existing policies to ensure each of our campuses supports and maintains an environment where civil discussions can occur as students learn, study, and prepare for their futures.

Regent Steil seconded the motion to adopt Resolution 10906. President Behling then opened the floor to discussion.

Regent Higgins expressed his support for the resolution. Noting that some new Regents and others may not be familiar with the Board's statement from December 2015, he then read aloud some passages from Resolution 10600:

...Freedom of expression includes the right to discuss and present scholarly opinions and conclusions on all matters both in and outside the classroom. These freedoms include the right to speak and write as a member of the university community or as private citizen without institutional discipline or restraint, on scholarly matters or on matters of public concern...

...Of course, different ideas in the university community will often and quite naturally conflict. But it is not the proper role of the university to attempt to shield individuals from ideas and opinions they, or others, find unwelcome, disagreeable, or even deeply offensive. Although the university greatly values civility, concerns about civility and mutual respect can never be used as justification for closing off discussion of ideas, however offensive or disagreeable those ideas may be to some members within the university community...

...These principles carry responsibilities...Although members of the university community at each institution are free to criticize and contest the views expressed on campus, they may not obstruct or otherwise interfere with the freedom of others, including speakers who are invited to campus, to express views they reject or even loath...

...Each institution in the University of Wisconsin System has a solemn responsibility not only to promote lively and fearless exploration, deliberation, and debate of ideas, but also to protect those freedoms when others attempt to restrict them...It is for the members of the university community, not for the institution itself, to make those judgements for themselves, and to act on those judgements not by seeking to suppress exploration of ideas or expression of speech, but by openly and vigorously contesting the ideas that they oppose. Indeed, fostering the ability of members of the university community to engage in such debate and deliberation in an effective and responsible manner is an essential part of each institution's educational mission.

Regent Higgins thanked President Behling for the opportunity to reaffirm those principles.



Regent Klein recalled her days on the UW-Madison campus as a political science major, batting around ideas, talking freely, and arguing in the spirit of discourse. Speaking in support of the resolution, she stated that universities have to be the marketplace of ideas, and that a fundamental part of growing up is learning and understanding different viewpoints.

Expressing her support for the resolution, Regent Klein said it is all right to have different political viewpoints, Regent Klein said. Whether or not the Constitution and Bill of Rights guarantees freedom of expression should not be debated, because it unites us all. Consistent with the Wisconsin Idea, the University of Wisconsin must follow the truth, wherever it leads.

Regent Delgado suggested that this was a timely occasion for restating the Board's commitment to freedom of speech, given recent discussions in the legislature. Noting that the Board's 2015 statement was meant to have a long-lasting and deep application, he acknowledged that many people were not aware of it, including some legislators.

Regent Delgado suggested that, in general, the UW System has survived quite well the attacks on free speech. He concluded that the Board of Regents had spoken about this issue before, and it is good to go on record about it again.

Regent Atwell said he was grateful for Resolution 10906 and that he appreciated the direct effort to address this issue. Like Regent Klein, this matter had caused him to reflect on his youth, when he attended a small private liberal arts college in Wisconsin. Looking back, he said it was somewhat embarrassing to realize some of the things he thought and said in those years. However, Regent Atwell said he was grateful to have been in a school and an atmosphere where ideas could flow; he found this to be constructive.

One aspect of freedom of expression is the realization that human beings do not always say and think great things, so there needs to be a process by which people can speak and interact and learn and grow. Reiterating that he was grateful for the experience he had, Regent Atwell said he hoped that would be the case on all of the UW System's campuses.

Regent Hall expressed her support for Resolution 10906, with the understanding that the UW System is committed to making sure that the campus environment will still be safe, so that no matter their opinions, people feel safe and secure on the campuses.

Regent Millner said she appreciated the opportunity to support this resolution. She added that a culture that supports the Wisconsin Idea must be an example from the top, and this issue was never more important, both in Wisconsin and across the nation.

With no further discussion, the motion to adopt Resolution 10906 was adopted on a voice vote.

President Behling recognized President Cross, who noted that without civility, it is virtually impossible for the university to pursue its mission, the pursuit of truth.

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## REPORT OF THE PRESIDENT OF THE SYSTEM

President Behling turned to President Cross for his report.

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

President Cross reported that the UW System's first-ever Wisconsin Idea Summit took place on June 19 in Madison. The intent of these summits is for the UW System to convene leaders from business, government, the community, and the university to address the biggest challenges facing the state.

This inaugural summit – the Wisconsin Idea Dairy Summit – brought together dairy producers, processors, industry leaders, federal and state legislative leaders and staff, and academic researchers and leaders to discuss the current state of the dairy industry and the potential opportunities for Wisconsin's future.

Nearly 200 people attended the summit, reflecting a “who's who of the dairy industry” in Wisconsin. Participants heard from industry experts from academia, including Mark Stephenson from the Center for Dairy Profitability at UW-Madison and UW-Extension, and John Lucey of UW-Madison's Center for Dairy Research. There were also representatives from the Dairy Business Association; the Professional Dairy Producers of Wisconsin; the Wisconsin Farm Bureau; the Wisconsin Milk Marketing Board; and UW-River Falls, UW-Platteville, and UW-Extension.

Following up on the summit, participants were being surveyed to help prioritize the action steps identified at the summit. To move forward on these next steps, President Cross said the UW System looks forward to working with Secretary Ben Brancel of the Department of Agriculture, Trade and Consumer Protection. Planning was already underway for future Wisconsin Idea Summits, and President Cross said ideas for future topics were welcome.

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

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

#### **Police Chief Honored by UW-Superior Black Student Union**

Students in the UW-Superior Black Student Union honored Superior Police Chief Nicholas Alexander. They presented him with a traditional African sash to show their appreciation for the police department's support of the African American community.

#### **UW-Stout Receives Grant for New Center for the Study of Institutions and Innovation**

UW-Stout received a \$425,000 grant from the Charles Koch Foundation to establish the Center for the Study of Institutions and Innovation. The center will sponsor speakers, panels,

and workshops to facilitate discussions about constitutional civil liberties and their impact on institutions.

### **UW-Stevens Point Student Receives Fellowship to Study Human-Computer Interaction**

A UW-Stevens Point student was selected for a National Science Foundation Graduate Research Fellowship. Brian Hall majored in computer information systems and psychology as an undergraduate, and received this fellowship to support his doctoral studies in human-computer interaction.

### **UW-River Falls Music Education Students Connect With Local Schools**

The Harmony Bridge community music program is providing music education students at UW-River Falls with hands-on learning opportunities. As early as their freshman year, students can connect with local schools to sharpen their teaching and mentoring skills in a real-world setting.

### **UW-Platteville Faculty Receive Three WiSys Technology Foundation Grants**

UW-Platteville faculty were awarded three grants from the WiSys Technology Foundation totaling nearly \$130,000. These applied research grants encourage faculty and staff to use their expertise to support economic development in Wisconsin.

### **UW-Parkside Pre-Med Students Accepted into RUSCH Program**

Another groups of UW-Parkside pre-med students has been accepted to the Rural and Urban Scholars in Community Health (RUSCH) program at the UW School of Medicine and Public Health. This program prepares students to work in Wisconsin's underserved rural and urban areas after medical school.

### **UW-Oshkosh ArtsCore Program Shows How to Integrate Art into Public Schools**

The UW-Oshkosh ArtsCore program partners with public schools and the Paine Art Center to show teachers how they can integrate art into other school subjects. This helps students retain information and engages students who have learning disabilities, autism spectrum disorders, and behavior issues.

### **UW-La Crosse Sports "On a Roll"**

The men's track and field team ran to a third consecutive, and record 15<sup>th</sup>, NCAA Division III national outdoor championship. To top it off, the campus was honored for having the best women's sports program in their conference, taking home the All-Sports award for the first time in 24 years.

### **UW-Milwaukee Joins National Partnership to Improve U.S. Electrical Grid**

UW-Milwaukee joined a national partnership of universities and companies working to make the U.S. electrical grid more reliable, greener, and less expensive. UWM shared its

expertise in microgrids, which integrate renewable energy from multiple smaller sources. This partnership is funded by the National Science Foundation.

### **UW-Madison Research Teams Creates Addiction Recovery App**

A UW-Madison research team was selected as a finalist in Harvard's "Innovation in American Government" competition. The team created an app to help people recover from alcohol and other addictions. It features a forum to talk to other recovering addicts, as well as a GPS locator to help the person stay away from high-risk areas.

### **UW-Green Bay Engineering Technology Program Celebrates First Graduating Class**

UW-Green Bay celebrated the first graduating class of the Engineering Technology program this year. The university is proud to help meet the need for engineers in the region. The degree offers mechanical, electrical, and environmental tracks and has quickly become the fastest growing major on campus.

### **UW-Eau Claire Geography Professor Receives Distinguished Teaching Award**

Geography professor Dr. Ezra Zeitler from UW-Eau Claire received the 2017 Higher Education Distinguished Teaching Award from the National Council for Geographic Education. His students and colleagues praised his talent for creating compelling learning experiences in the classroom and around the world.

### **UW-Extension Helps Working Adults Get Degrees**

UW-Extension is helping working adults get their degrees. It created an innovative system to help online learners through the degree process. This continuous engagement helps increase student success and decrease time to graduation.

### **UW Colleges and UW-Extension Host Series of Neighborhood Conversations**

UW Colleges and UW-Extension partnered with northern Wisconsin communities and government agencies to host "Preserving Pathways: A Neighborhood Conversation Series." County and government leaders heard directly from audience members about critical issues facing rural communities, such as education, healthcare, and the economy.

### **First UW-Whitewater Doctor of Business Administration Dissertation**

UW-Whitewater's Stephen Gray became the first member of the inaugural Doctor of Business Administration cohort to defend his dissertation in the College of Business and Economics. The first graduates of this program are expected to graduate in December.

### ***Update on Biennial Budget Process***

Next President Cross reviewed legislative and budget matters. At the Board of Regents' June meeting, with the UW System's biennial budget having been adopted by the Joint Finance

Committee, he had indicated that the focus was shifting to several outstanding UW System-related budget items: compensation and the capital budget.

President Cross said he was pleased to report that the Joint Finance Committee had since adopted a compensation plan that would provide the largest salary increase in a decade for all state employees, including employees of the UW System. While funding was not allocated to cover the System's share of the increase – typically about 30 percent – President Cross indicated that he was grateful for the legislature's recognition of the need to invest in the UW System's talented workforce.

The capital budget remained unresolved, he reported, but the System was continuing to advocate for additional investments in infrastructure to renovate, remodel and maintain existing buildings on a number of campuses.

On a related note, the State Building Commission gave final approval the previous week to move forward on a number of UW System projects, including the construction of a new residence hall at UW-Eau Claire, major renovations of several facilities at UW-Stout, and construction of the new Lubar Center for Entrepreneurship, which the Board celebrated at its June meeting at UW-Milwaukee.

Overall, however, the state budget process had come to a standstill for the time being, with legislators and the administration working to find common ground on both transportation and K-12 education funding, which affects the UW System's bonding. While the System continues its work on the capital budget request, President Cross said he was cautiously optimistic the gains made in both compensation and the operational budget were secure.

Saying that it is critically important that the UW System continue to advocate for a reasonable budget and stay on task until this budget is signed, President Cross thanked Board members and Chancellors for their efforts thus far.

### ***Faculty Spotlight***

For the benefit of the new Regents, President Cross explained that the Faculty Spotlight is a semi-regular feature at Board meetings, along with the Student Spotlight, to help Regents and the public better understand what educators do and what their workload includes. He expressed pride in the work done by the UW System's faculty and staff, both inside and outside the classroom. They have diverse responsibilities for teaching, advising, administrative responsibilities, research, outreach, and many other areas.

President Cross said he was pleased to present a colleague from UW-Extension, Tera Johnson. Ms. Johnson is an entrepreneur and founder of teraswhey, a national brand of organic and grass-fed whey protein.

Ms. Johnson is also the founder of the Food Finance Institute in the UW-Extension's Division of Business and Entrepreneurship. Her mission is to provide farm and food entrepreneurs with sophisticated financial technical assistance through training, educational

resources, tools and mentorship. Her newest educational initiative within the Food Finance Institute is Edible-Alpha, which works with food businesses.

Ms. Johnson said it was an honor to share both her experience in the private sector as an entrepreneur and as somebody who came to the university, which had allowed her to expand her reach. She said that when she started teraswhey, she had to raise \$14 million to build a factory and start her business. She explained that she learned a lot about money in the process of building a plant in a rural Wisconsin community, launching a successful national brand, and then selling that brand to a public company.

Ms. Johnson said she had learned that raising money and running a business are complicated; people with young businesses need help but do not have the money to pay for sophisticated technical assistance. She started the Food Finance Institute (FFI) to help these young businesses get started and build a business model. FFI also cultivates sources of money for entrepreneurial food and agriculture. Together these goals produce successful new food businesses.

Saying that she sometimes speaks to chambers of commerce in rural communities about her story, Ms. Johnson recalled one dairy farmer who asked how FFI could help her dying town. Ms. Johnson answered that teraswhey was successful in bringing new entrepreneurship to a rural community through its plant in Reedsburg. There have been similar success stories for other companies with which FFI works, including Landmark Creamery; Lonesome Stone Milling; and the Wisconsin Food Hub Cooperative, which works with forty area farms.

Ms. Johnson also described how a private equity firm was created to bring Yumbutter (now a national brand), RP Pasta, and Ona into a family of brands. The firm bought a facility in Madison, which will be co-packing and manufacturing all of those products. She added that Ona was poached from Colorado, which is the epicenter for many food startups.

Upon reaching the point where she could not take any more clients, Ms. Johnson said she searched around UW-Extension's Division of Business and Entrepreneurship and found that there are a lot of people around the state who could provide this type of technical assistance with some training. She has trained people in the Small Business Development centers located all over the state, as well as the UW's Cooperative Extension program, which is located in all Wisconsin counties. A few of the FFI consultant trainees' successes include Century Sun Oil, Chocolaterian, McFee on Main, and Gorilly Goods.

Highlighting Gorilly Goods, which uses a proprietary process to dehydrate produce that does not meet standards for retail sale in order to make chips and snack foods, Ms. Johnson noted that this is very significant for food recovery on the farm level. FFI worked with Gorilly Goods in conjunction with the Food and Beverage Association of Wisconsin. Nature's Path, a Canadian company and major national brand, has built a manufacturing facility in Wisconsin and has made a strategic investment in Gorilly Goods. Ms. Johnson indicated that this will significantly expand that business in the state.

Ms. Johnson said she also created Edible-Alpha, a digital platform designed to support consultants, entrepreneurs, lenders and investors. She indicated that people who may be active investors in technology and biotechnology do not understand how to make money in food or value-added agriculture. By helping them understand this sector, Edible-Alpha can “get more money moving.”

Ms. Johnson started an Edible-Alpha podcast, which is available on all major podcast platforms around the country. With more than 4,000 listeners, she said her podcast is among the top 5 percent in the country for podcast listenership. On this show, she interviews entrepreneurs, bankers and other stakeholders related to the food industry. Edible-Alpha also produces a digital newspaper that serves as a business development resource for food entrepreneurs, investors and bankers.

This summer, FFI will be beta-testing a digital platform with curated learning materials about making money in food and value-added agriculture. This year Ms. Johnson also will be doing a “capital source cultivation road show,” educating angel investor networks across the state on food and value-added agriculture so they feel comfortable enough to invest.

Ms. Johnson said that Wisconsin has a deep history of agriculture and food, an industry which represents almost 30 percent of the state’s gross domestic product. Building on these assets and bringing entrepreneurship to them could have an enormous impact on the state; Ms. Johnson concluded that the Food Finance Institute, UW-Extension, and the Small Business Development Centers will all help this happen.

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

President Behling called upon Regent Steil to present the report of the Capital Planning and Budget Committee.

Regent Steil reported that the Capital Planning and Budget Committee unanimously approved five resolutions:

Resolution 10907, brought by UW Colleges, requested authority to permanently release approximately one acre of land from the UW-Marshfield/Wood County lease back to the University Commission: UW-Marshfield/Wood County to allow for construction of a cell tower by a private telecom firm. Regent Steil noted that there would be no loss of revenue to the System and no significant negative impact on campus operations.

Resolution 10908, brought by UW-Green Bay, requested authority to relocate an existing replica of an 11th-century Viking longhouse to the campus, where it will serve as the location for dynamic learning classes designed to promote professor-student interactions in a small-size seminar environment. University areas that plan to use this structure for their curricula include

education, biology, food science, history, and ancient and medieval studies. Regent Steil observed that the building would have no electricity or running water, “in true Viking fashion.”

Resolution 10909, brought by UW-Stevens Point, requested authority to construct the \$16.8 million DeBot Dining Center Renovation project to address building infrastructure, life safety and programmatic issues. The mechanical systems would be renovated, a new fire sprinkler system installed, entrances reconfigured, and improvements made to optimize the delivery of dining services. When complete, the dining center would serve 3,100 students from 12 different residence halls on campus.

Regent Steil also reported that Resolution 10910, brought by the UW System, requested authority to revise the funding source for a previously approved project and construct two new remodeling projects, one for UW-Extension’s Radio Hall and the other for the Scott Hall refuse enclosure at UW-Oshkosh.

Resolution 10911, also brought by the UW System, requested authority to construct the \$1.6 million gift-funded UW-Madison Wisconsin Institutes for Medical Research (WIMR) Equipment and Lab Improvements project to accommodate new equipment in laboratories and improve associated offices.

Regent Steil indicated it had been decided to withdraw a sixth resolution related to revisions to Regent Policy Document 13-5, “Capital Projects Solely Managed by the UW System: Approval and Signature Authority.”

Regent Steil then moved adoption of Resolutions 10907, 10908, 10909, 10910 and 10911. The motion was seconded by Regent Whitburn and adopted on a voice vote.

**Authority to Permanently Release Approximately One Acre of Land from the UW-Marshfield/Wood County Lease Back to the University of Wisconsin/Wood County Commission, UW Colleges**

Resolution 10907      That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to permanently release approximately one acre from the UW-Marshfield/Wood County lease back to the University of Wisconsin/Wood County Commission.

**Authority to Accept a Gift-In-Kind of a Viking Longhouse Replica, UW-Green Bay**

Resolution 10908      That, upon the recommendation of the UW-Green Bay Chancellor and the President of the University of Wisconsin System, authority be granted to (a) accept a gift-in-kind of a Viking longhouse replica and (b) reconstruct the longhouse on Board of Regents land for an estimated total cost of \$44,800 (\$22,000 Agency Funds and \$22,800 Gift Funds).



**Authority to Construct the DeBot Dining Center Renovation Project, UW-Stevens Point**

Resolution 10909 That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, authority be granted to construct the DeBot Dining Center Renovation project for an estimated total cost of \$16,848,000 Program Revenue Supported Borrowing.

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

Resolution 10910 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to (a) decrease the previously approved Gifts and Grants funding by \$165,400 and increase the Agency Cash by a corresponding \$165,400 for the UW-Milwaukee Klotsche Center Fieldhouse Flooring and Track Replacement project; and (b) construct various maintenance and repair projects at an estimated total cost of \$775,300 Agency Cash.

**Authority to Construct the UW-Madison Wisconsin Institutes for Medical Research Equipment and Lab Improvements Project, UW System**

Resolution 10911 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to (a) execute the remainder of the design contract and (b) construct the UW-Madison Wisconsin Institutes for Medical Research Equipment and Lab Improvements project for an estimated total cost of \$1,614,100 Gift Funds.

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

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

Regent Hall said the committee heard three informative presentations which highlighted the excellent work of faculty, staff, and students working collaboratively with business and community partners in support of the important research and outreach missions of the university, in the spirit of the Wisconsin Idea.

Aaron Hagar, Wisconsin Economic Development Corporation (WEDC) Vice President of Entrepreneurship and Innovation, highlighted WEDC's efforts to collaborate with university and state businesses to compress the timeframe from idea to product commercialization. Mr. Hagar continued the discussions which began at the committee's previous meeting related to varying perceptions of the state's ability to support start-ups.

Regent Hall reported that Mr. Hagar had noted that Wisconsin continues to set new records for total certified qualified new business ventures and emphasized that WEDC continues to seek new campus partners across the System to build on innovative successes, such as Idea Advance.

UW-Stout Discovery Center Executive Director Randy Hulke provided the committee with an update on strategic initiatives and business partnerships led by his team. His presentation summarized recent accomplishments and provided a status update on federal and state partnerships, including the recently expanded Wisconsin Fab Lab Initiative.

Regent Hall indicated that the Discovery Center supported 99 industry- and client-funded research and technical assistance projects in 2017, producing \$35.9 million in cost savings and supporting the addition of 248 jobs to the state's economy, as reported by clients.

WiSys Technology Foundation Executive Director Arjun Sanga provided the committee with an update on the record results WiSys delivered during FY 2016-17. Regent Hall noted that WiSys has been successful in significantly reducing technology development costs and in improving process efficiency at UW System campuses. Over the past three years, WiSys has averaged 60 disclosures annually, more than double the amount reported five years earlier.

Mr. Sanga was joined in his presentation by Dr. Robert McGaff of UW-La Crosse, who was named the 2016 WiSys Carl E. Gulbrandsen Innovator of the Year.

Regent Hall said the Research, Economic Development, and Innovation Committee then unanimously approved Resolution 10912, recognizing the UW System's financial and programmatic support for the continued growth and success of the dynamic work of WiSys. She moved adoption of Resolution 10912. The motion was seconded by Regent Higgins and adopted on a voice vote.

### **UW System Board of Regents Reaffirmation of Support of WiSys**

Resolution 10912      That, upon recommendation of the President of the University of Wisconsin System, the UW System Board of Regents reaffirms its support of WiSys as the sole technology transfer mechanism for research, innovation, and technology transfer at UW System two-year colleges and four-year comprehensive universities and of the further development of policies and practices that support and encourage faculty and undergraduate research, technology transfer, entrepreneurship, and innovation.

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## **REPORT OF THE BUSINESS AND FINANCE COMMITTEE**

President Behling called upon Regent Whitburn to present the report of the Business and Finance Committee.

Regent Whitburn first noted that twice a year the Board of Regents is required to approve and provide to the legislature's Joint Committee on Information Policy and Technology a report on the UW System's large high-risk IT projects. The most recent report includes nine different projects, including five projects for the System, one for UW Colleges and UW-Extension, one for UW-Stevens Point, and two for UW-Madison. In all, the cost of these projects is estimated at more than \$52 million.

Regent Whitburn reported that the Business and Finance Committee moved to extend for one year the UW System's contract with Fox World Travel. As the System works to implement its travel management program, consistent with Regent policy put in place several years ago, Regent Whitburn observed that some of the campuses are ahead of others in getting this done. The Business and Finance Committee will receive a campus-by-campus report at its next meeting in October.

The committee voted to approve UW-Madison's request for a master vendor services agreement with INC Research, which involves the Fundus Photograph Reading Center and sophisticated interpretations of tomography scans taken of the eyes. Regent Whitburn commented that this was interesting research.

The committee also approved a five-year contract with Foremost Farms for UW-Madison College of Agricultural and Life Sciences (CALS). Under this contract, excess milk and milk-related products coming through the Babcock Dairy Plant and other CALS agricultural facilities around the state would be purchased by Foremost Foods. Conversely, should the Babcock Dairy Plant come up short of milk product at any given point in time, Foremost Foods is authorized to provide the necessary product.

Regent Whitburn indicated that UW System staff have continued to work to update, consolidate, modify, and/or propose deletion of dated Regent policies that require attention. Related to this effort, the Business and Finance Committee approved the removal of Regent Policy Document 3-1 concerning matters related to the UW merger in 1972; the policy is obsolete.

Finally, the committee approved a 100-day extension of a contract between UW-Milwaukee and CalciGenix, LLC, a subsidiary of the Quincy Bioscience Holding Company, for work related to brain studies on aging and cognitive decline. Regent Whitburn explained that some legal questions have arisen, and System legal staff are reviewing the prudence of a more lengthy duration to this renewal.

Regent Whitburn also said that Vice President for Administration Rob Cramer briefed the committee on important cybersecurity work to be initiated by Stroz Friedberg, a subsidiary of Aon Risk Solutions, which will include conducting penetration tests on campus networks and looking for attempts to breach the UW System's security controls.

Regent Whitburn then moved adoption of Resolutions 10913, 10914, 10915, 10916, 10917 and 10918. The motion was seconded by Regent Steil and adopted on a voice vote.

**UW System Information Technology Status Report on Large/Vital Information Technology Projects**

Resolution 10913 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves: (1) the UW System Information Technology Status Report on Large/Vital Information Technology Projects dated July 7, 2017, which describes the implementation status of information technology projects at UW-Madison, UW-Stevens Point, UW Colleges and UW-Extension, and the UW System; and (2) UW System Administration's submittal of the report on the Board's behalf to the legislative Joint Committee on Information Policy and Technology, as required by s. 36.59(7), Wis. Stats.

**UW System Contractual Agreement Extension with Fox World Travel**

Resolution 10914 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the contract extension with Fox World Travel for travel-related services, until June 30, 2019.

**UW-Madison Contractual Agreement with INC Research, LLC**

Resolution 10915 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 five-year contractual agreement, expected to run from July 2017 through July 2022, between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and INC Research, LLC.

**UW-Madison Reciprocal Milk Supply Agreement with Foremost Farms USA**

Resolution 10916 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 five-year contractual agreement, to run from August 1, 2017 through July 21, 2022, between the University of Wisconsin-Madison and Foremost Farms USA.

**Removal of Regent Policy Document 3-1, "Changes to Former University of Wisconsin Laws and Regulations"**

Resolution 10917 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Board of Regents to remove Regent Policy Document 3-1, "Changes to Former University of Wisconsin Laws and Regulations," from the Regent Policy Documents because it is obsolete.

## UW-Milwaukee Contractual Agreement with CalciGenix, LLC

Resolution 10918 That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Milwaukee and CalciGenix, LLC to run from July 1, 2017 through October 15, 2017.

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

President Behling called upon Regent Millner to present the report of actions taken by the Education Committee.

Regent Millner indicated that the Education Committee received a report from Vice President for Academic and Student Affairs James Henderson on five initiatives that he will lead during the coming year:

- development of an outcomes-based funding formula for UW System institutions, as directed by the Joint Finance Committee of the legislature;
- continuing efforts to revise math courses for incoming students, particularly related to student assessment, student placement, and course delivery;
- developing predictive analytics to positively affect student success, particularly in advising, enrollment management, and academic programs;
- reviewing the UW System's policy on monitoring low-degree-producing academic degree programs; and
- increasing the efficiency of the transfer process.

In addition, Regent Millner said she initiated a discussion with committee members regarding the development of a topic for strategic analysis for the Education Committee. Accordingly, committee members will collaboratively develop a work plan and set a course of objectives that will continue for a number of years. These will be related to initiatives such as a review of teacher education.

Regent Millner reported that the Education Committee approved four new degree programs: a Bachelor of Science in Exercise Science and a Bachelor in Science in Rehabilitation Science, both at UW-Eau Claire; a Master of Science in Athletic Training at UW-Oshkosh; and a Bachelor of Science in Environmental Science at UW-Superior. She described each program.

Also, the committee approved an institutional policy related to Regent Policy Document 20-24, "Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination." This policy states that UW System institutions will submit to the Board of Regents for approval any institutional policy developed in accordance with the

Regent Policy. On April 26, 2017, UW-Green Bay Faculty Senate voted to wholly replace the former campus procedures related to financial emergency or program discontinuance requiring faculty layoffs and termination. The committee approved the new procedures for UW-Green Bay. Regent Millner said the committee looked forward to receiving procedures from other campuses in the near future.

Finally, the Education Committee approved a proffer from the trustees of the William F. Vilas Trust Fund for \$6,876,878 for fiscal year 2017-18. Regent Millner explained that these funds will support student scholarships, student fellowships, academic programs, Vilas Research Professorships, and Vilas Distinguished Achievement Professorships at both UW-Madison and UW-Milwaukee in the biological sciences, physical sciences, social sciences, music, arts and humanities.

Regent Millner then moved adoption of Resolutions 10919, 10920, 10921, 10922, 10923 and 10924. The motion was seconded by Regent Petersen, and President Behling opened the floor to discussion.

Regent Farrow asked about how the Vilas Trust funds are represented in faculty salaries for those receiving the funds. She expressed concern that legislators and the public may see some faculty members making large salaries and assume they are entirely state-funded, particularly when the average salary on some campuses is \$57,000.

Chancellor Blank answered, explaining that the primary funding that faculty receive from the Vilas Trust are research funds, not salary funds. Some individuals do receive some summer funds, but this money is for summer research and it is predicated on one-ninth to two-ninths of their annual salary – meaning that their salary is not substantially higher as a result of these gifts.

With no further discussion, the motion to adopt Resolutions 10919 through 10924 was approved on a voice vote.

**Program Authorization (Implementation) Bachelor of Science in Exercise Science, UW-Eau Claire**

Resolution 10919      That, upon the recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Exercise Science.

**Program Authorization (Implementation) Bachelor of Science in Rehabilitation Science, UW-Eau Claire**

Resolution 10920      That, upon the recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Rehabilitation Science.

**Program Authorization (Implementation) Master of Science in Athletic Training, UW-Oshkosh**

Resolution 10921 That, upon the recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Athletic Training.

**Program Authorization (Implementation) Bachelor of Science in Environmental Science, UW-Superior**

Resolution 10922 That, upon the recommendation of the Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Environmental Science.

**Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination, UW-Green Bay**

Resolution 10923 That, upon the recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor is authorized to implement UWGB Chapter 5: Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination.

**UW-Madison and UW-Milwaukee Acceptance of the Proffer from the Trustees of the Vilas Estate**

Resolution 10924 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the Chancellor of the University of Wisconsin-Milwaukee, and the President of the University of Wisconsin System, the Board of Regents approves the proffer of \$6,876,878.00 made by the Trustees of the William F. Vilas Trust Estate for fiscal year July 1, 2017 to June 30, 2018, as provided by the terms of the Vilas Trust for the same fiscal year, for Support of Scholarships, Fellowships, Professorships, and Special Programs in Arts and Humanities, Social Sciences, Biological Sciences, Physical Sciences, and Music.

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**REPORT OF THE AUDIT COMMITTEE**

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

Regent Grebe reported that the Audit Committee's meeting began with the introduction of the audit team to the committee's new members, Regent Millner and Regent Atwell. He added that he was personally grateful that Regent Mueller had agreed to participate as vice chair of the committee.

During the committee meeting, Chief Audit Executive Lori Stortz briefly reviewed progress to date on the fiscal year 2017 Audit Plan. She confirmed that the Office of Internal Audit is on target to complete all audits that are part of that plan and have not otherwise been deferred. Noting that additional reports are due to come before the Audit Committee in October, Regent Grebe expressed the committee's appreciation for the continued diligence of the audit team.

Regent Grebe reported that the Audit Committee heard reports from internal audit staff regarding audits completed since the last committee meeting. First, Audit Director Paul Rediske reviewed the Cash Handling Reports for UW-Green Bay and UW-Milwaukee, which were rated satisfactory.

Mr. Rediske also discussed the Cash Handling Report for UW-Stevens Point, which was rated unsatisfactory. UW-Stevens Point Chancellor Bernie Patterson and Chief Business Officer Kristin Hendrickson responded to the report and committee members' questions, noting that significant progress was being made to address the concerns.

Audit Director Amanda Nehmer reviewed the UW-Madison Cash Handling Audit, which was rated unsatisfactory. UW-Madison's Chief Business Officer Laurent Heller described the efforts that have been made to address the audit concerns and responded to committee members' questions.

Regent Grebe indicated that committee members also had a robust and useful discussion regarding the roles of internal audit and its relation to the various institutions, and Ms. Stortz had stated that education is one of the roles of the office. In the past, the Office of Internal Audit has provided the Audit Committee and institutions with best practice letters. For example, the office plans to issue a cash handling best practices letter for the October meeting. Regent Grebe said the committee members agreed this is a useful and important function of the audit team.

Audit Director Steve Mentel reviewed the Payroll Continuous Audit for the UW System, as well as the report regarding the Office of International Education at UW-Stout, which was rated as excellent.

Mr. Mentel also reported to the committee on progress to date regarding management's corrective actions related to audit comments, past reports, and letters, and confirmed that management at each campus is responding effectively.

Regent Grebe said that the Audit Committee requested that the Office of Internal Audit evaluate the grading of report opinions based on best practices and professional standards, with results to be brought back to the committee later in the year for consideration. He noted that this



request was not made as a criticism of what the internal audit team is currently doing, but was a request for confirmation of what the System's practices ought to be in that regard.

Finally, Regent Grebe reported that some of the chancellors discussed the System-level audit function compared to the previous institution-based approach, including the benefits and potential risks of the new arrangement, as well as how the audit function can be most effective on either level.

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President Behling called for a brief recess at 10:14 a.m. The Board reconvened at 10:29 a.m.

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## **RESOLUTION OF APPRECIATION FOR REGENT EMERITUS MARK BRADLEY'S SERVICE ON THE UW SYSTEM BOARD OF REGENTS**

President Behling announced that the Board would next recognize two Regent colleagues, Regent Emeritus Mark Bradley and Regent Emeritus Ed Manydeeds, for their service, contributions and commitment to the UW System.

President Behling called upon Regent Mueller to lead the Board in recognizing the service of Regent Emeritus Bradley.

Regent Mueller said that those Regents who were navigating seven- or two-year terms were in awe of what Regent Emeritus Bradley had accomplished and the dedication he demonstrated during his 14 years on the Board of Regents.

However, she said, longevity is only one measure, and probably the least important one, of the impact that Regent Emeritus Bradley had on the Board and on the University of Wisconsin System. Instead, his legacy would be what he accomplished with his skill and hard work.

Regent Mueller cited his ability to understand and articulate the essential contributors to the quality and success of the UW institutions, for which he had advocated, in a thoughtful and careful manner, throughout his tenure.

She shared that she and Regent Emeritus Bradley had crossed paths a few years before she joined the Board. At the time Regent Mueller served in a very different role, and they were both navigating the difficult resolution of a program audit. She recalled how Regent Bradley handled those negotiations with respect for the process and with his customary skill.

Shortly afterwards, Regent Mueller asked Regent Bradley to be a keynote speaker at a gathering of a large group of state auditors from around the country that her office, the Legislative Audit Bureau, was hosting. Not surprisingly, she said, he charmed the audience with

his measured comments on how to best handle disputes and his statements on the importance of oversight, accountability, and so much more.

She quoted former Regent and Ambassador Tom Loftus as saying, “Mark Bradley has a passionate calmness that always moved opinion on the Regents to better decisions. He is one of the best Regents I have known.”

Regent Mueller congratulated Regent Emeritus Bradley on his outstanding service to the Board of Regents and the University of Wisconsin System. She then read the resolution of appreciation, which was adopted by acclamation:

**Resolution of Appreciation for Regent Emeritus Mark Bradley’s Service on the UW System Board of Regents**

Resolution 10925      WHEREAS, Mark J. Bradley has served the citizens of Wisconsin with distinguished leadership during his 14 years on the University of Wisconsin System Board of Regents, including two years as Board president (2007 to 2009) and two years as vice president (2005 to 2007), and is the second-longest serving Regent appointed by any Wisconsin governor; and

WHEREAS, during his tenure as Board president, Mark worked with UW System President Kevin Reilly, chancellors, and others to develop the Growth Agenda for Wisconsin, which Mark described as “the North Star for the path to prosperity for a state like Wisconsin in the 21st-century economy,” and he was also a committed advocate for federal relations, meeting with Wisconsin Senators and House members on both sides of the aisle to ensure the needs of UW institutions and students were top-of-mind; and

WHEREAS, Mark has served on numerous committees, including Business and Finance for nearly seven years (two years as chair and one year as vice chair); Education for three years (two years as chair); Personnel Matters Review for nearly five years; and, most recently, Capital Planning and Budget, and served as a Regent member of the Research Park Board for three years; and

WHEREAS, Mark was instrumental in the formation of the Research, Economic Development, and Innovation (REDI) Committee – a standing committee unanimously approved by the Board in 2012 at the recommendation of the Ad Hoc Committee on Board Roles and Responsibilities chaired by Mark – and he proceeded to serve as the REDI Committee’s first chair, articulating its goal “to elevate the knowledge economy as a priority topic for the Board” and highlighting for state and local leaders the UW System’s role in moving the state forward, in partnership with the Wisconsin Economic Development Corporation; and

WHEREAS, Mark took an active role in selecting strong leadership for UW System institutions, chairing the chancellor selection committee for UW-Superior and serving on five more (for UW Colleges and Extension, UW-Green Bay, UW-Madison, and UW-Stevens Point, twice), as well as serving on the Special Regent Committee for the UW System President Search in 2004; and

WHEREAS, Mark chaired the Achieving Operating Efficiencies Work Group, one of five work groups part of the Board's 2003 strategic planning initiative, "Charting a New Course for the UW System," and he also chaired the Committee on Retreat Follow-Up in 2005, which recommended four broad themes of focus, including improving access to UW System institutions, increasing baccalaureate degree holders in Wisconsin, improving the student experience, and strengthening stakeholder relationships; and

WHEREAS, Mark cultivated his genuine love of the university while earning his undergraduate and law degrees from UW Madison and starting his career as a UW System budget analyst and assistant to the senior vice president; and his appreciation for the university's vital mission, combined with his calm deliberate manner, good cheer, persistence, and public spiritedness, have made him an effective UW System advocate, as well as Board member and leader; and

WHEREAS, in 1974, Mark and a fellow graduate student, Don Steele, conceived the idea of the "Higher Education Location Program" – aptly named UW HELP – to create systemwide access for the people of Wisconsin to navigate the new UW System formed through the merger of the University of Wisconsin and the Wisconsin State Universities, and UW HELP was honored this year with a Regents Academic Staff Excellence Award in the program category for decades of outstanding service – a fitting and timely accolade to Mark's foresight, vision, and dedication to improving access to public higher education in Wisconsin;

BE IT THEREFORE RESOLVED, that on behalf of the citizens of the state and a grateful university community, the University of Wisconsin System Board of Regents highly commends Mark J. Bradley for his leadership and achievements as president, as vice president, and as a member of the UW System Board of Regents, and as a lifelong friend of the UW System.

Regent Emeritus Bradley was greeted with a standing ovation as he approached the podium.

Thanking Regent Mueller for her comments, Regent Emeritus Bradley also thanked the members of the Board and said he was grateful to many individuals who have assisted him over

the years, including fellow Regents, chancellors and members of the chancellors' staffs, System staff, and faculty leaders.

Stating that there were three people he wanted to thank publicly, Regent Emeritus Bradley began by thanking Governor Jim Doyle for having confidence in him and for appointing him to the Board.

He also thanked former Secretary of the Board Jude Temby, who served when he was Regent President, and Jane Radue, who succeeded Jude as Board Secretary and then Executive Director and Corporate Secretary. He also extended his thanks to the very capable people who assisted both Ms. Temby and Ms. Radue in the Office of the Board of Regents.

Having had the honor of serving on the Board for many years, Regent Emeritus Bradley said that although he did not have any meaningful insights that were original to him to share, he would like to share some of the meaningful things that have been said by other Regents.

First, Regent Emeritus Bradley indicated that former Regent, Governor, professor, and UW-Stevens Point chancellor Lee Sherman Dreyfus once observed that Wisconsin is not and has never been a rich state. It does not have oil underground; it is not on the east or west coast. However, where Wisconsin can compete with anyone is in education.

As a lifelong resident of Wisconsin, Regent Emeritus Bradley said he has been very proud of the legacy of public education that Governor Dreyfus talked about. It has been handed down to successive generations by governors and legislators who approved sound public education policies; by capable and very dedicated administrators of Wisconsin's educational institutions; and by taxpayers who supported public higher education, not just because it benefitted their children and their grandchildren, but because they realized that a more broadly educated society is a stronger and better society.

Regent Emeritus Bradley said that his guiding star over the past 15 years had been to try to safeguard that legacy, and he urged the other Regents to try to do the same. He posed the question of how to do this, "amidst the swirl of issues and competing interests that sometimes make it difficult for a Regent to see the forest for the trees." He indicated that the answer was given to him by Milt McPike, another former Regent and a former high school principal at Madison East High School.

One day he and Regent McPike were sitting next to each other at a Board of Regents meeting, trying to grapple with a budget cut of over \$200 million from Governor Doyle. After looking at a variety of alternatives, none of which was very good and all of which had some unintended consequences, he recalled saying to Regent McPike, "This is really complicated." Regent McPike answered, "Nah, it's not complicated. It's all about the kids, man. It's all about the kids."

Saying that Regent McPike's words were "so simple and yet so meaningful," Regent Emeritus Bradley said that although Regents come from many different perspectives and backgrounds, when functioning together as a Board their job is not to placate governors or

legislators, or to assuage the concerns of alumni, parents, or community leaders. These are all important stakeholders in a public education system; but the job of the Board of Regents, statutorily and ethically, is to assure that eligible students who seek the opportunity will receive a quality education at an affordable cost. He urged that the words of former Regent Milt McPike inform Regents' work as members of the Board: "It isn't complicated. It's all about the students, man. It's all about the students."

Regent Emeritus Bradley said that the wisdom of one former Regent gave him an overarching view, the wisdom of another Regent gave him his focus, and a third Regent summed it all up for him on what happened to be his first day on the job. His orientation was conducted by former Regent Roger Axtell, who might have been called "Regent most sought after to serve with." He was a worldwide sales representative for the Parker Pen Company in Janesville, the author of eight books on business etiquette practices throughout the world, and "a very dedicated Regent."

Regent Emeritus Bradley recalled that at the end of that long orientation session, when one of his fellow new Regents commented on Regent Axtell's passion for this kind of work, Regent Axtell responded, "Other than my marriage, and other than raising a family, this is the most important work I've ever done."

Upon leaving his last Board of Regents meeting, Regent Emeritus Bradley said he was happy to say that Roger Axtell's words were also his words. He again thanked Regent Mueller, Executive Director Radue, President Cross, and the members of the Board.

President Behling thanked Regent Bradley for his "wonderful comments."

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## **RESOLUTION OF APPRECIATION FOR REGENT EMERITUS EDMUND MANYDEEDS III'S SERVICE ON THE UW SYSTEM BOARD OF REGENTS**

President Behling next invited Regent Millner to introduce a friend and fellow Eau Claire resident, Regent Emeritus Manydeeds.

Regent Millner stated that she was privileged to lead the Regents in acknowledging the service and dedication of one of their esteemed colleagues, Regent Emeritus Edmund Manydeeds III.

She indicated that the Regents come to serve on the Board aware that there is much they need to learn, and with seven years of hard work ahead. They may not know much about their new colleagues. However, that changes over time through countless meetings, discussions, debates, travels around the state, and social gatherings. Gradually the Regents become colleagues, partners, and friends. Regent Millner said that this was certainly the case with Regent Emeritus Manydeeds, whom she considers a dear friend, as well as a valued colleague. She indicated that she was not alone in that consideration.

In becoming acquainted, all of the Regents have found that they share things in common. For example, Regent Millner said that she and Regent Emeritus Manydeeds share family experiences in common. He was raised with a family of brothers and is the father of daughters, while she was raised with only sisters and has only sons, which often led to discussions and laughter about facing a gender learning curve in the challenges of parenting.

Another example of a common interest with, and a little-known fact about, Regent Emeritus Manydeeds is that his mother insisted that he and his brothers all listen and learn to appreciate opera.

Regent Millner stated that those who have worked with him have come to appreciate that although Regent Emeritus Manydeeds does not seek the spotlight, when he does speak others listen. This is because his commentary is thoughtful, balanced and straightforward. She said that the Regents have learned from Regent Emeritus Manydeeds, and appreciate his wise counsel, as well as his dry wit.

Regent Emeritus Manydeeds, who is a member of the Standing Rock Sioux Tribe, is the first Native American to serve on the Board of Regents. Regent Millner indicated that he had educated all of the Regents on the struggles Native American children often have leaving their families to pursue higher education, and the struggles their families have in letting them go.

Regent Millner noted that Regent Emeritus Manydeeds has advocated passionately for the UW System to expand its connections with and its commitment to the state's Native American population. She said his leadership has been invaluable in opening doors of understanding between the Board of Regents and tribal leadership.

Observing that significant strides have been made during Regent Emeritus Manydeeds' tenure on the Board, Regent Millner expressed a commitment to ensuring that his good work continues. She concluded that the Regents were all honored to have him as a colleague and a friend.

Regent Millner then read the resolution of appreciation, which was adopted by acclamation:

**Resolution of Appreciation for Regent Emeritus Edmund Manydeeds III's Service on the UW System Board of Regents**

Resolution 10926      WHEREAS, Edmund (Ed) Manydeeds III dedicated seven years of exemplary service as a Regent of the University of Wisconsin System, from May 2010 to May 2017; and

WHEREAS, through five years of service on the Education Committee, Ed helped maintain the high-quality academic programs for which UW institutions are known worldwide; and

WHEREAS, through seven years on the Capital Planning and Budget Committee, including four years as chair (2013 to 2017) and two years as vice chair (2011 to 2013), Ed worked to increase the UW System's efficient stewardship of fiscal and capital resources and its responsiveness to the educational needs of all Wisconsin citizens; and Ed additionally chaired the Personnel Matters Review Committee for almost six years; and

WHEREAS, Ed helped secure outstanding campus leadership as chair of the UW-Eau Claire chancellor search committee and as a member of special Regent committees to select chancellors for UW-Stout and UW-Superior, the latter his undergraduate alma mater; and

WHEREAS, Ed understands and appreciates the important influence of public higher education in Wisconsin and has helped the UW System honor those who work to improve education at all UW institutions through his service on the Teaching Excellence Awards Committee and Academic Staff Excellence Award Committee; and

WHEREAS, Ed has helped recognize and promote diversity and inclusivity efforts within the UW System, serving as a member of the Diversity Awards Committee for six years and, most recently, co-chairing the Task Force on Campus Climate, in which role he has credited concerned UW students for showing Regents that students can face challenges in feeling welcome on campus and highlighted the need to improve campus climate; and

WHEREAS, Ed was introduced to the UW System as a youngster by his father, a respected educator and consultant on Native American affairs who sometimes brought along his son to the UW-Green Bay campus as a way to instill the expectation that he, too, should attend college, and Ed went on to become a proud UW alumnus, earning his undergraduate degree from UW-Superior, where an internship sparked his interest in the field of law and inspired him to earn his law degree from UW-Madison; and

WHEREAS, Ed, a member of the Standing Rock Sioux Tribe, is the first Native American member of the Board of Regents and has championed the importance of enrolling and graduating more Native Americans and other students of color to increase opportunity and equity, and Ed, together with UW System President Ray Cross, met with Great Lakes Inter-Tribal Council members, inviting them to the October 2014 Board of Regents meeting to discuss how to further collaborate to benefit and better serve Native American students across Wisconsin with a goal of promoting enrollment, retention, and graduation – a partnership he wishes to see continued and strengthened into the future;

BE IT THEREFORE RESOLVED that the Board of Regents of the University of Wisconsin System hereby commends Edmund Manydeeds III for his leadership and service to the UW System and outstanding commitment to higher education in Wisconsin.

Regent Emeritus Manydeeds was greeted with a standing ovation as he approached the podium.

Regent Emeritus Manydeeds began by acknowledging Regent Emeritus Bradley's "unbelievable" speech and Regent Millner's kind remarks. He said that no one had said so many nice things about him in his life.

Regent Emeritus Manydeeds thanked his Regent colleagues, past and present, for accepting him, listening to him, debating with him, and understanding and appreciating what he had to say. He said that serving on the Board had been "a great experience."

He also thanked all of the System staff, and those he had worked with on the different committees, particularly Associate Vice President for Capital Planning and Budget Alex Roe, for helping him understand things.

Regent Emeritus Manydeeds recognized General Counsel Tom Stafford for his great legal advice, stating that his advice "always got us where we had to be."

Thanking President Ray Cross, Regent Emeritus Manydeeds said he counted President Cross as a friend and expressed appreciation for all he had done, especially for Native Americans.

Noting that every campus he visited was well run, with everybody working together to teach, retain, and graduate students, Regent Emeritus Manydeeds said it had been a pleasure and an honor to meet and work with all of the UW System's chancellors and provosts.

Observing that his seven years on the Board of Regents had gone by quickly, Regent Emeritus Manydeeds joked that he had gone through two vehicles during that time, and that his law firm partners claimed he owed them 4,000 billable hours.

Regent Emeritus Manydeeds thanked Governor Doyle for appointing him to the Board of Regents, noting that at the time there had not been a Regent from the Eau Claire area for 30 years. Joking that the Eau Claire Leader Telegram finally had something to report on, he recalled that one of the questions they asked was why he wanted to be a Regent.

Regent Emeritus said the answer he gave – all of which was true – was that he had graduated from UW-Superior, where he also met his wife; that his children had all graduated from campuses in the UW System; that he had gone to the University of Wisconsin Law School; and that the System had provided him with a good lifestyle. He had a wonderful way of life because of what he had learned, because of his ability to earn, and because his kids were all well-



educated and doing well in life. Regent Emeritus Manydeeds told the newspaper that it was time for him to give back because of the great gift he had been given.

Regent Emeritus Manydeeds now said that this was not true. By serving on the Board of Regents, he was given back far more than he had ever thought about giving to the System and the state. He had the chance to meet all of his colleagues on the Board, and to do things he otherwise would never have been able to do.

Regent Emeritus Manydeeds said he also had the chance to make a difference for some people who did not think they could get into or succeed in college. He recalled having students reach out to say that they had graduated after hearing about his story or listening to a speech he had made. He indicated that those instances were very special, and had given him so much more than he ever could have hoped to give the state of Wisconsin.

Noting that the Education Committee often talks about remediation and retention of students, Regent Emeritus Manydeeds stated that he is a “poster child” for remediation and for retention. Sharing that he attended boarding schools when he was young, he said every day was a fight. He got through it, but the end result was that he really did not like school and was not prepared for higher education.

Regent Emeritus Manydeeds said he needed to be remediated – and he was. He needed to be retained – and he was. This was due to the teachers, instructors, and professors who took extra time because they saw something in him and did what they had to do to help him.

Saying he would never forget their efforts, Regent Emeritus Manydeeds said that educators do not help students for the pay, but because it is their vocation and because it is what they love to do. He urged his colleagues not to insult teachers by testing them or assuming it is all about the money; they should be paid well, but they do the work because they love students.

Regent Emeritus Manydeeds said he was very concerned about Native American education. He indicated that he made it where he is because of education, because his father and mother forced him to understand that it was something worthwhile to pursue. Saying that the UW System should continue to make inroads with the tribes, Regent Emeritus Manydeeds said that President Cross and former President Millner were committed to this, and President Behling had expressed interest in doing so, as well.

The tribes are sovereign nations within the state. Regent Emeritus Manydeeds explained that they have a lot to give, but they sit back and wait because of past promises and agreements that failed. He suggested that there is a great opportunity to enrich the System and the state, and to help the tribes enrich themselves, through education. This would be very profitable in the long run, Regent Emeritus Manydeeds said. He concluded that this is something that must be done; tribal members are also citizens of the state of Wisconsin. Regent Manydeeds said this means a lot to him.

Regent Emeritus Manydeeds ended by thanking his wife for supporting him, thanking his partners for “putting up with him,” and expressing appreciation and respect to everyone in the System for all that they have done.

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## **RESOLUTION OF APPRECIATION FOR EXECUTIVE DIRECTOR AND CORPORATE SECRETARY JANE RADUE’S SERVICE TO THE UW SYSTEM BOARD OF REGENTS**

President Behling stated that the Board also would be recognizing the service of Jane Radue, Executive Director and Corporate Secretary of the Office of the Board of Regents.

President Behling indicated that more than ever in the last four weeks he had learned to rely on Ms. Radue’s steady hand; he said she always has the answer, and will provide it no matter what time of the day it is – 24/7, Saturday, Sunday, July 4<sup>th</sup>. He added that he and Vice President Petersen had tried to put on a reception for Ms. Radue, but in her usual humble and dedicated style, she deferred by saying she wanted to make sure the two of them had a great first meeting.

Describing Ms. Radue as “dedicated to the very end,” President Behling invited Regent Mueller to present the Board’s resolution of appreciation.

Regent Mueller indicated that many Regents expressed a desire to share their thoughts about Ms. Radue’s tenure and outstanding service to the Board and the University of Wisconsin System. However, she has known Ms. Radue the longest – over 33 years – so she won the contest!

Regent Mueller explained that she and Ms. Radue met as young analysts at the Legislative Audit Bureau. Looking back, she observed that there was a remarkable group of strong analysts, and that experience proved to be a training ground for many leaders in state government.

Regent Mueller recalled how Ms. Radue was admired for her legal training and strong writing skills, which she employed with great success through the years. Ms. Radue further honed her analytical skills in other jobs in state government, in policy development and in management, before assuming the role of Board Secretary in 2009.

Regent Mueller said that during Ms. Radue’s tenure she accomplished much, fulfilling her responsibilities very well and at the same time providing independent and relevant support and analysis to all of the Regents.

Calling Ms. Radue’s work ethic “particularly amazing,” Regent Mueller noted that many of her emails are sent out at 9:00 p.m. or later, making for an incredibly long day.

Regent Mueller said that one recent event perfectly captured Ms. Radue's commitment to her position and the role she has enjoyed. Saying that she was involved in a recruitment, Regent Mueller noted that those who have conducted interviews know how tiring they can be. She indicated that she had been on a panel conducting a series of interviews. When the panel learned that there would be a short break of five to seven minutes before the next interview, she and her colleagues pushed back their chairs with a sigh of relief; but Ms. Radue jumped up, stated that "every minute counts," and left the room to complete another task.

Regent Mueller congratulated Ms. Radue on leaving an extraordinary legacy of skill, service, and integrity. She thanked Ms. Radue's husband Pat and daughter Natalie, saying that they, along with many others, are very proud of her for all that she has accomplished.

Regent Mueller then read the resolution of appreciation, which was adopted by acclamation:

**Resolution of Appreciation for Executive Director and Corporate Secretary Jane Radue's Service to the UW System Board of Regents**

Resolution 10927      WHEREAS, Jane S. Radue has served for nearly eight years as the fifth Secretary of the Board of Regents of the University of Wisconsin System, from 2009 to 2017, and is the second-longest serving Secretary in the UW System's 46-year history; and

WHEREAS, Jane has served six Board Presidents and 45 Regents, and worked collaboratively with three UW System Presidents, including an interim System President, to capably and efficiently conduct and manage Board business, ensuring the utmost integrity in governance of an internationally recognized public university system; and

WHEREAS, in recognition of her skills and aptitude, the Board of Regents expanded the responsibilities of the Board Secretary when she was hired to encompass a systematic review of Board policies to ensure their continued relevance as enduring statements of the Board's expectations, more research support to the Regents, and independent analyses of issues of critical importance to higher education; and subsequently, in recognition of Jane's ability to fulfill these additional responsibilities with a focus on corporate governance, changed her position title in 2013 to Executive Director and Corporate Secretary; and

WHEREAS, Jane's legal acumen and professionalism have inspired trust and confidence in new and veteran Board members, and her active engagement has included assisting the Board in self-assessments of operations; helping to plan new-Regent orientations focused on responsibilities, operations, and ethics; arranging for parliamentary procedure training for Board committee staff; overseeing the creation of a searchable database that catalogs all of the Board's resolutions dating to

the time of merger; and serving on the Regent-appointed Ad Hoc Committee on Board of Regents Roles and Responsibilities in 2011 and staffing the Work Group on UW System Structure and Governance in 2012; and

WHEREAS, Jane was recognized with the President's Award of Distinction in 2009 by President Kevin Reilly for her significant contributions to the UW System, including serving nearly 12 years as Assistant Director of the Office of Operations Review and Audit (now the Office of Internal Audit); supporting the Board of Regents' Achieving Operating Efficiencies Work Group in 2003; accepting the role of University Legal Counsel for several months at the request of General Counsel Patricia Brady; and chairing for two years, from 2007 to 2009, the lively and diverse Chapters UWS 17 and 18 Review Committee, a far-reaching undertaking that resulted in bringing forward revisions to the Wisconsin Administrative Code that were adopted by the Board of Regents; and

WHEREAS, Jane is an accomplished alumna of UW-Madison, where she earned both undergraduate and law degrees, an education that prepared her for a successful career of more than 35 years in Wisconsin state service, comprising positions at the former Wisconsin Department of Health and Family Services, the Department of Transportation, the Legislative Audit Bureau, and almost 20 years at the UW System; and

WHEREAS, the Board wishes Jane well as she looks forward to a well-deserved retirement to enjoy more time with her family, as well as to pursue many personal interests;

BE IT THEREFORE RESOLVED that the Board of Regents of the University of Wisconsin System hereby offers sincere gratitude and commendation to Jane S. Radue for her considerable life achievements, her outstanding support of the Board of Regents, and her dedicated service to the citizens of Wisconsin.

Ms. Radue was greeted with a standing ovation as she approached the podium.

She thanked Regent Mueller for her kind remarks, saying that it had been a pleasure to know her and to work with her over the course of more than 30 years. She said that it had been her honor to serve the Board of Regents.

Ms. Radue said that she would touch upon three things: her thanks to many hard-working people, the august body that is the Board of Regents, and her hopes for the future of the Board.

First, the thanks: Stating that this had been the best job she had ever had, Ms. Radue said she was grateful to former Regent President Chuck Pruitt and the others who selected her for this position, and to the Board for electing her each year since.

With all that goes on in the Board Office, she recalled that President Pruitt gave her some of the best advice at the outset: “Don’t let perfect be the enemy of good.” Ms. Radue admitted that she was still working on that.

Ms. Radue stated that she was also grateful to the other Board Presidents with whom she had worked, beginning with the late Mike Spector; followed by Brent Smith, Mike Falbo, and Regina Millner; and now, for just a few weeks, President John Behling. Ms. Radue said she owed special thanks to President Millner for her support over the last couple of years.

She stated that she had learned something new about leadership from each one of these Board Presidents, as well as from Presidents Emeriti David Walsh and Mark Bradley, whose past presidencies clearly informed their remaining time on the Board.

Ms. Radue said she was also grateful to former UW System President Kevin Reilly for including her as part of his cabinet, and to President Cross for including her on his executive team. She stated that it is impossible to do the job without those valuable connections with the other administrators who support the Board in different ways.

Saying she owed a great debt of thanks to the staff in the Board of Regents Office – especially Jess Lathrop, Megan Wasley, Sandy Cleveland, and past staff members Tou Her, Ann Nottestad, and Emily Gleason – Ms. Radue said she could not thank them enough for their loyalty and dedication.

Saying that while the Board meetings are the most obvious part of what the Board of Regents Office does – in conjunction with many others throughout the System – Ms. Radue said that the majority of the of the office involves responding to a surprisingly steady influx of inquiries about the Board’s actions, working to make the unique array of Board policies a stronger reflection of the Board’s intent for the oversight of the System, supporting Board members and Board-appointed work groups and task forces with research, and serving a compliance role in various respects, to name just a few responsibilities.

Ms. Radue again thanked her colleagues in the Board Office, stating that they work as hard as anyone she has observed in state government or the UW System.

Observing that there was not time to mention all the connections she values, Ms. Radue said she wanted to acknowledge General Counsel Tom Stafford and the other lawyers on the 18<sup>th</sup> floor of Van Hise Hall, who had been “great neighbors.”

She said that in a separate category is her family, including her husband Patrick, her daughter Natalie, and her stepson Armand and his family, who Ms. Radue said had been beyond supportive. Perhaps most importantly of all, Ms. Radue said she was grateful to her parents for instilling in her the value of higher education.

Next, as for the Board as a governing body, Ms. Radue indicated that the Board of Regents strikes her as a body that shifts in shape on a regular basis. The flavor or tone of the Board changes with the addition of each new Regent and his or her interests, approach, and personality. However, this body still remains the Board of Regents; and like the System, the Board as a whole is greater than the sum of its individual members.

Ms. Radue said that the importance of the Board's actions and the history of the university system cannot be overstated. Those actions include opining on academic freedom, speaking with a strong voice about the value to the state of a university system, selecting System presidents and chancellors who help set the tone at the top, and more.

Ms. Radue indicated that she has been impressed by the strong commitment of so many Regents over the years who have given so generously of their time and experience, as well as the deep concern they have shown for providing the best possible public higher education system for the benefit of students. Explaining that she had once calculated that Board members are asked to spend, on average, somewhere around three to five days a month on university business, Ms. Radue noted that this is a lot for individuals who are volunteering their time and have "real lives."

Finally, from the perspective of "a committed observer," Ms. Radue said she would offer her hopes for the future of the Board, using five vowels. Acknowledging that the vowels "may seem a little hokey," Ms. Radue said that she offered this list with all good intentions.

A – An Aspirational, forward-looking approach to the Board's business, because the System should be growing in its capabilities and its stature all the time.

E – An Eye toward history: an awareness that the Board of Regents of the University of Wisconsin System is going on 46 years old, that the University of Wisconsin Board dates back more than 100 years before that, and that history can be a valuable teacher.

I – Inquisitiveness. Board members may grow more comfortable over time, but asking questions is always a good thing.

O – A robust Oversight role. Regents express in a variety of ways that providing oversight is one of the reasons that they are here, and it is a very important role.

U – A University system that is strong and cohesive, but with tremendous respect for the missions of the individual institutions.

In closing, Ms. Radue said she wished the Board well. She noted that she would still be available for another few weeks if they needed anything, and she again expressed her thanks for the opportunity to serve as an officer of the Board.

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## TASK FORCE ON CAMPUS CLIMATE

President Behling noted that President Cross and then-Regent President Millner had appointed the Task Force on Campus Climate in fall 2016 in response to student concerns regarding campus climate, particularly for under-represented minorities, on UW campuses.

President Behling then asked co-chairs Regent Hall and Regent Emeritus Manydeeds to present the report of the Task Force on Campus Climate.

### ***Background***

Regent Emeritus Manydeeds said that he and Regent Hall would first like to thank former Regent President Millner and President Cross for appointing the Task Force on Campus Climate, and for recognizing the challenges facing students of color. While the impetus for the task force grew out of concerns related to incidents of racism on UW campuses, task force members shared a strong commitment to addressing climate concerns for all marginalized students and employees.

Noting that the co-chairs had described the process and participants in detail at the April Board meeting, Regent Emeritus Manydeeds briefly reviewed the task force's membership. The task force included members from every UW institution, including faculty, staff from counseling centers and outreach services, a chancellor, a provost, several other administrators, as well as several students.

Citing Chapter 36 of the Wisconsin Statutes, Regent Hall said that the establishment of the University of Wisconsin System was based on a desire to serve and educate all of the state's citizens. Teaching and learning are at the heart of the UW System experience. However, for some students, the UW System experience has sometimes been associated with feelings of isolation, of not belonging on the campuses that invited them to enroll, or of conflict due to their race, ethnicity, gender, sexuality or other differences.

Regent Hall indicated that research has shown the important role that campus climate plays in students' educational success, and how it can support or undermine achievement for certain student populations.

Task force members shared many examples of existing and effective efforts within the UW System, designed to address campus climate. Despite these many efforts, task force members agreed that more work is needed to ensure that all students have opportunities to succeed in the UW System, and to learn to effectively communicate and work with people who are different from themselves.

Regent Hall said that the task force's recommendations fall into four areas: compositional diversity; structured discussions and dialog; curriculum and professional development; and leadership and accountability.

## ***Compositional Diversity***

As to compositional diversity, the task force spent a significant amount of time discussing the current composition of the UW System's student and employee populations. While these discussions focused on many different types of diversity, Regent Hall explained that the task force's recommendations primarily focused on the racial composition of students and their successes, because this has been an area of concern for the UW System for many years.

Regent Hall said that the task force was recommending that several actions receive priority:

1. Increasing the compositional diversity of all students by growing the enrollment of underrepresented minority students.
2. Providing greater support for efforts that increase the high school graduation rates of students of color in Wisconsin.
3. Increasing efforts to eliminate the current gaps in retention rates and graduation rates for students of color.
4. Ensuring diversity, equity, and inclusion are priorities in the hiring process and that institutions engage, retain, and support diverse faculty and staff.

## ***Structured Discussions and Dialog***

In the area of structured discussions and dialog, the task force discussed at length the importance of providing intentional opportunities for students to meaningfully engage with people of different social identities. Regent Hall indicated that research has shown it is important for campuses to not only bring students from diverse backgrounds together, but also to create opportunities to interact across racial and other social differences. For these interactions to contribute to student learning and growth, the interactions need to challenge students' preexisting stereotypes, beliefs, and world views.

UW institutions provided many examples of their efforts to provide structured interactions and dialog programs. Some institutions offer residential living and learning communities that specifically focus on diversity and inclusion. One institution offers a counseling psychology course focused on educational equity and diversity, and includes group dialogs to further students' learning and understanding. Another institution offers similar dialog programs for faculty and staff. At least one institution offers a certificate program that focuses on cultures and diversity, and provides ways for people to bridge differences through facilitated discussions, which in turn often lead to other types of positive interactions.

Regent Hall stated that, despite these and other efforts, task force members agreed that institutions need to provide more opportunities for structured dialogs and interactions. The task force was recommending that UW institutions give priority to implementing and expanding deliberately-structured interactions, intergroup dialog programs, and academic curricula, using evidence-based practices across a variety of settings. These settings would include learning environments, student orientation, residence halls, and student life programming.



Regent Hall said task force members agreed that these types of programs and opportunities are essential for first-year students but should also include other undergraduate students, as well as graduate and professional students, faculty, staff, and administrators.

### ***Curriculum and Professional Development***

Regent Emeritus Manydeeds reported that, in the area of curriculum and professional development, task force members observed that classrooms and other learning environments on campus can provide very different experiences for students of color or students of other marginalized identities. These students may experience a sense of isolation, with others making assumptions based on a student's race, ethnicity, appearance, or background.

Stating that classroom and research spaces can and should be environments where diversity, and the benefits of diversity, can flourish and positively impact campus climate, Regent Emeritus Manydeeds said that UW institutions provided many examples of their work in this area. At least one UW institution has made a concerted effort to address drop-fail-withdraw rates for students of color through department-level analysis. Another institution uses a student-created film describing the experiences of students of color on campus and in the classroom as a professional development tool. One institution has developed workshops to help students, faculty, and staff identify and minimize the effects of bias on that campus.

Regent Manydeeds indicated that this is one area he would like the UW System to focus on, not only because it is the right thing to do, but also because it offers the added benefits of helping students get along and also earn money when they leave school.

The UW System plays an essential role in ensuring that Wisconsin's workforce has the skills needed to adapt to changing demographics and a global economy. Many employers place significant value on employees who can demonstrate that they are able to work effectively with people from a wide range of cultures and backgrounds. While employers may seek diverse and culturally competent employees for a variety of reasons, this ability is increasingly viewed as a significant factor for achieving business success.

To ensure that the University of Wisconsin's classrooms and other learning environments are spaces where all students can learn and thrive, Regent Emeritus Manydeeds said the task force was recommending that faculty and instructors participate in professional development on inclusive, equitable and culturally-responsive teaching and learning strategies. The goal is to create inclusive learning environments throughout UW System campuses, as well as remote or virtual learning spaces.

Also recommended was the participation of all employees in professional development training. Regent Emeritus Manydeeds indicated that the training should not only enhance employees' own self-awareness and respect for social and cultural differences, but also promote and reinforce their role in building a more positive campus climate.

## ***Leadership and Accountability***

Noting that the task force's last few recommendations were focused on leadership and accountability, Regent Emeritus Manydeeds stated that leadership is what ties all of the recommendations together and is essential to addressing the challenges that the UW System faces. Task force members stressed that leaders at all levels of the organization – in classrooms and laboratories; in academic departments, schools, and colleges; in offices that provide academic and student services; in governance groups; and in administrative operations – must be committed to and engaged in addressing and resolving the UW System's climate challenges.

Regent Emeritus Manydeeds said that the task force was recommending that all levels of leadership within the UW System prioritize diversity, equity, inclusion, and campus climate, and be held accountable for achieving positive outcomes in these areas; that the job responsibilities of every UW System employee include expectations related to diversity, equity, inclusion, and campus climate; and that performance evaluations address demonstrated skills and contributions related to diversity, equity, and inclusion.

Finally, Regent Hall said the task force considered the role of campus assessments in shedding light on how different students, faculty, and staff experience the institution; where an institution's strengths and weaknesses lie when it comes to diversity; and where changes in policies, practices or programs can be most effective. Research suggests that institutions should regularly assess campus climate to learn about, and address, the experiences of students and employees. Although UW institutions have made efforts in this area, Regent Hall noted that the assessments have not been regular or consistent across the System.

## ***Conclusion***

To ensure that the UW System is regularly assessing and addressing climate issues, Regent Hall said that the task force was recommending that the UW System adopt a systemwide approach to assessment, and that every institution administer a climate survey at least once every three years. Survey results would be reported to the Board of Regents.

Having begun her remarks by alluding to the UW System's statutory mission, which was developed more than forty years earlier, Regent Hall stated that in order for the UW System to fulfill its mission to serve and educate all of the state's citizens, it is necessary to address the climate issues on the UW campuses. The UW System has an obligation to all of its students, employees, and the state more broadly, to address these issues.

Regent Hall and Regent Emeritus Manydeeds then expressed their appreciation for being able to present the task force's recommendations and for the opportunity to serve as co-chairs of the Task Force on Campus Climate. They thanked former Regent President Millner and President Cross for having the courage, the foresight, and the commitment to address a very sensitive issue that is being dealt with by campuses all around the country.

The co-chairs also thanked Executive Director and Corporate Secretary Jane Radue and Special Assistant Jess Lathrop in the Office of the Board of Regents, as well as Interim Associate

Vice President for Student Success Christine Navia in the Office of Academic and Student Affairs, for supporting the task force with research and for planning its meetings.

Regent Hall recognized Chancellor Shields for representing the chancellors on the task force, as well as Chancellor Deborah Ford for providing her own input. Both co-chairs also acknowledged the thoughtful and candid contributions of the task force members.

Stating that the role of the Board of Regents is critical, Regent Hall indicated that the Regents must have the commitment and the will to protect freedom of speech while at the same time making sure campuses continue to embrace and respect everyone, regardless of their opinions.

Regent Emeritus Manydeeds encouraged the System to take one step at a time to ensure that its campuses are environments where everybody – not only students of color or marginalized students, but also people who are bullied or feel bad for whatever reason – can be successful in both their student and professional lives.

President Cross then observed that universities across the country have struggled with how to improve campus climate and with their commitment to doing so. He indicated that the Task Force on Campus Climate had been asked to identify issues that the UW System should continue to grapple with, and to make some suggestions, because the challenges are acute.

President Cross said it would be important for the UW System to analyze the task force's report and to isolate those tactics that the System should be embracing more aggressively. He suggested that reaching out to high schools would be very important. Expressing appreciation for the recommendation to expand dialog, he indicated the System would need to discuss how to facilitate that dialogue without forcing it.

He recalled comments during the UW System's 2020*FWD* listening sessions around the state, from business leaders who warned that the System was not doing a good job of preparing students to work with people of a different race, religion, gender, sexual orientation, or political viewpoint. Noting their assumption that this was the university's problem to fix, President Cross said the challenge is determining how the UW System can participate in the resolution of what is also a societal problem.

Stating his commitment to holding leadership accountable, President Cross indicated that campus climate and diversity issues are covered during chancellor reviews.

President Cross said the connections between professional development and curriculum are both a moral issue and an economic value. The state cannot succeed economically without dealing with the under-employed, unemployed, and under-represented groups, particularly in some zip codes in Milwaukee, where the unemployment rate for African American males is over 50 percent. The state badly needs more people in its workforce; he suggested that the university will have a significant role in addressing this.

President Cross closed his remarks by saying that the UW System should be held accountable, because as a public university it serves all of the people of Wisconsin.

President Behling thanked Regent Hall and Regent Emeritus Manydeeds for their report.

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## **CAPITAL PROJECTS IN THE UW SYSTEM – PROCESS AND PLANNING**

Turning to capital projects in the UW System, President Behling explained that the UW System, like state agencies, is required to prepare a capital budget request every two years within the context of a long-range plan. Vice President for Administration Robert Cramer and Associate Vice President for Capital Planning and Budget Alex Roe would provide background on how the capital budget is developed each biennium and how specific projects come before the Board. They also would address some of the strategic issues facing the UW System as the next capital budget biennial planning process begins in September 2017.

President Behling indicated that there would be an opportunity for Regent discussion and questions following the presentation. He first turned to President Cross for some comments.

### ***Introduction***

President Cross noted that a campus is much like a city: it includes buildings for teaching, research, housing, and other functions; infrastructure to support the buildings; and green spaces. The System's planning also needs to consider maintenance needs, changing academic programs that call for renovations or new construction, and the importance of affordability and limited funding.

President Cross thanked the Governor for the proposed \$100 million in all-agency maintenance money, which the UW System had not received in the previous biennium. Projects at UW-Milwaukee, UW-Whitewater, and UW-Extension have already received formal support, and the UW System is working aggressively in hopes that several other critically important institutional projects will be added to the list in the future.

Recognizing that costs go up when projects are delayed, President Cross stated that the UW System is working to expedite these more effectively so that costs are minimized, saving the money of taxpayers and students.

President Cross said he had asked Vice President Rob Cramer and Associate Vice President Alex Roe to speak about project development, approval and priorities.

### ***Overview***

Vice President Cramer explained that this presentation was partly in response to many questions regarding how capital projects come about. Looking forward to the next year's capital

budget, he suggested that getting a sense of how projects are pulled together may also be helpful for the new Board members.

Vice President Cramer said that he and Associate Vice President Roe would discuss how specific projects are developed, vetted, and combined when developing six-year capital plans and the biennial capital budget. Associate Vice President Roe also would focus on the 2019-25 capital planning cycle with respect to types of projects and associated funding, as well as how segregated fees fit into that process.

Vice President Cramer said he would conclude the presentation with a review of some of the funding trends from the last several years and some key planning issues that will affect the UW System's six-year plan. He indicated that campuses were already engaged with Associate Vice President Roe and her team, working on the 2019-21 capital budget, which would be presented to the Board in August 2018 as part of the next six-year capital plan.

Vice President Cramer stated that the previous day's discussion of the UW System's 2017-18 operating budget had foreshadowed some of the points he and Associate Vice President Roe would raise, including affordability and the impact of capital projects on segregated fees, as well as the expected program revenue balances related to capital projects.

Beginning with a brief overview of the UW System's facilities, Vice President Cramer indicated that since the establishment of the university's first institution, UW-Madison, in 1849, followed closely by UW-Platteville in 1866, the greatest expansion of space occurred during the period from 1955 to 1975. UW institutions currently provide living, learning and research environments for more than 179,000 students and 32,000 faculty and staff.

Many buildings have not been significantly renovated since they first opened. Vice President Cramer provided the example of North Hall at UW-Stout, which was constructed in 1967. After 50 years, the Board approved that residence hall's first renovation project at its June 2017 meeting.

Vice President Cramer noted that 62 million square feet of space requires a significant amount of infrastructure, akin to running a number of cities. This infrastructure provides heating, cooling, water, electrical service, and telecommunications to ensure students, faculty, and staff can learn, teach, and work daily. Eighty-three percent of the UW System's 62 million square feet are supported by central heating plants; its institutions are utterly dependent on these facilities. Historically, each capital budget has included utility requests, such as the \$28 million recommended for utility work at UW-Whitewater in fiscal year 2017-19.

### ***Capital Project Planning Process and Approval***

Vice President Cramer turned to Associate Vice President Roe to outline the planning process used for specific projects, and for developing a six-year capital plan and biennial capital budget.

Associate Vice President Roe stated that the University of Wisconsin prides itself on using an issues-driven planning process. Issues are developed, organized, and prioritized locally at each UW institution. Before generating a solution to a problem, the System likes to make sure it has correctly identified the problem.

She explained that the UW System abandoned formula-based planning methodology several years ago to assure broad-based, strategically-driven solutions would surface. At the core of all planning efforts is the concept of integrated planning, which seeks to amalgamate all the aspects of academic, physical, resource, and financial planning.

Associate Vice President Roe displayed a sample capital budget planning timeline, which includes many steps, approvals, reviews, and deliberations. She suggested that the development of the capital budget takes longer than some may realize.

The Board, as part of its oversight and governance, has approved criteria for ranking capital projects. The criteria were last revised in December 2016, including the addition of a prerequisite for new square footage. Every project is evaluated against those criteria before it can proceed. Associate Vice President Roe indicated that the UW System's priority is to repair, renovate, or rejuvenate existing buildings before considering the addition of new square footage.

The UW institutions work closely with their leadership to ensure that priority academic and student life initiatives frame the identification of planning issues that require possible solutions within their proposed six-year plan. Noting that the planning process is iterative, Associate Vice President Roe explained that building upon the project issues and solutions leads to the project identification documentation submitted by each institution to the Capital Planning and Budget Office.

At this point, the System's Capital Planning and Budget team travels to each campus to meet with leadership, discuss their academic and strategic priorities, and learn firsthand institutions' challenges, to ensure successful students and a productive faculty.

Associate Vice President Roe said that these visits are invaluable. Her team gathers anecdotes from institutional colleagues to use when presenting the capital budget to the Board of Regents and the State Building Commission. From time to time, a visit to the campus can also make her team reconsider a project; touring a building and meeting with faculty can bring new information that might not have been clear in the original documentation.

In the late spring, the Office of Capital Planning and Budget compiles a consolidated list of capital projects in order of evaluation ranking. The team then meets with President Cross and other System leaders to discuss the submissions in order and to confirm which projects will go forward for consideration by the Board in August of even numbered years.

Associate Vice President Roe said that there are sometimes special considerations, such as systemwide strategic initiatives. In the case of the recent biennium, all-agency funding was named a number one priority, as the UW System had not received any in the previous biennium.

After the Board approves the capital budget, the UW System submits it to the Department of Administration's Division of Facilities Development in September. The DOA reviews the submission and makes recommendations to the Governor for inclusion in the budget issued in the following year.

The State Building Commission holds hearings in March, and its recommendations are sent to the Joint Finance Committee in April. Associate Vice President Roe noted that the fiscal year 2017-19 capital budget is currently awaiting Joint Finance Committee approval; generally, the Governor signs the budget in late June or July. The UW System then starts the next biennial planning process.

Associate Vice President Roe then guided the Regents through the stages of a capital project and the various approvals required by the Board of Regents and the State Building Commission. As previously mentioned, the Board and the legislature approve the capital plan, which takes place before the serious design stage.

At or around the 25-percent design completion stage, the Board of Regents, and then the State Building Commission, are asked to approve the design and allow the project to proceed to construction.

Finally, should a project exceed its previously approved budget limit during the bidding process, the UW System may come back to the Board of Regents and the State Building Commission to seek approval to add additional funds.

Four of the various capital project types – major, all-agency, classroom/IT, and small – are delineated in either state statute or State Building Commission policy, and are managed through the Department of Administration. Associate Vice President Roe indicated that any project costing in excess of \$3 million, or which adds more than 500 square feet, requires enumeration by the legislature. She added that the UW System groups classroom/IT projects together into a \$10 million program and enumerates them as one entity.

UW managed projects do not require legislative enumeration.

Primary sources of funding to support the capital program include general fund supported borrowing (GFSB), general purpose revenue (GPR), program revenue supported borrowing (PRSB), program revenue cash (PR Cash), and gifts or grants.

Associate Vice President Roe explained that projects can be funded by one or multiple sources. She added that any project entirely funded with gifts and grants is eligible to be managed by the UW System rather than the Department of Administration.

### ***Preview of 2019-2025 Capital Planning Cycle***

Associate Vice President Roe indicated that the UW System is beginning active planning for the next biennium, with the formal planning conference scheduled in September. All major

project submittals are due before the end of December. She said the next time the Board sees any activity on the fiscal year 2019-21 capital budget will be in August 2018.

Reiterating that there are many steps in this process and many documents that underpin all of the requests that come through, Associate Vice President Roe said that it is a lot of work to bring forward a consolidated budget and to present the case for each project.

She indicated that one area that the UW System continues to refine and improve upon is the financing of projects using fees, particularly segregated fees, which cover student recreation and athletics; student unions and, at times, student health services.

The Board approves all fees, including segregated fees, as part of the UW System's annual operating budget each June or July. However, the capital budget is approved on a biennial basis every other August. Associate Vice President Roe explained that many times the Board approves a capital project with an underlying fee schedule, yet does not approve the fee increase until the year the project is designed to go into effect. She said her team has been wrestling with this disconnect and would continue to work with finance staff to develop a recommendation to address it.

Associate Vice President Roe said another recent dilemma has been the delay in project enumeration. She pointed to two projects – a fieldhouse and soccer support facility at UW-La Crosse, and a student health and wellness center at UW-Stevens Point – which have not yet been enumerated despite being approved by the Board twice, as part of two capital budget submissions. She noted that both institutions started collecting the fees in order to have sufficient cash to pay for their design, but the projects have not yet been approved through the legislative process.

### ***Planning Challenges***

Vice President Cramer then discussed future planning issues and challenges. He explained that planning for the 2017-19 through 2021-23 biennia was based on the assumption that state general fund supported borrowing would increase by about 5 percent each biennium, including all-agency funding. While the UW System is very appreciative of the funding it receives in the recommended budget, including \$100 million for all agency projects, he said this would not support the plan the System had put together.

Breaking out the plan into two groups, major projects and capital projects, Vice President Cramer said that examples of 2017-19 major projects include UW-Milwaukee's Northwest Quadrant Renovation. The capital projects program contains classroom technology projects and all-agency projects, which in turn include projects such as roof replacements and mechanical system replacements.

The program revenue supported borrowing trend presented to the Board in August 2016 was based on particular projects that were identified through six-year planning, reflecting requests that arose out of master plans, feasibility studies, and project schedules.



Vice President Cramer indicated that before the 2015-17 capital budget, these projects were typically fully funded based on the UW System's request. However, program revenue supported borrowing had not continued in the same pattern since then. He explained that the UW System did not need to ask for new bonding in 2017-19 because about \$59 million in existing bonding was brought forward.

Over the next several months, following the approval of the 2017-19 biennial budget, the UW System will be testing planning scenarios that will inform the development of the 2019-25 capital plan.

The worst-case scenario assumes a continued decrease in capital funding and no all-agency funding. Vice President Cramer said the UW System's all-agency funding is currently expected to be better than the model predicts, but added that the System is not yet through the entire budget process. He stated that if the UW System continues to plan and build as it has, the System will continue to fall further behind.

A second, better, scenario reflects continued levels of all-agency funding to support some portion of the UW System's capital projects. Vice President Cramer observed that even with the expected funding, this model projects that the portions of the System's capital needs that are funded will fall behind each biennium.

Vice President Cramer concluded that the message from these two scenarios is that the UW System needs to work very closely with campus administration to consider how it might plan differently to address critical facility needs in the 2019-25 planning cycle.

Pulling together some of the key planning issues as the UW System looks forward, Vice President Cramer said he would touch on two: affordability and infrastructure.

Beginning with infrastructure, Vice President Cramer noted that the UW System operates about 1,940 buildings every day with 62 million gross square feet of space. The infrastructure that supports these buildings is aging, physically and technically.

Traditional demands such as heating, combined with new demands such as the Internet of Things, pressures the ability of these assets to meet daily demands. Aging heating plants and the need to ensure the daily operation of those plants were identified in the System's planning; these needs likely will not fit into either the worst-case or best-case scenario projections.

Vice President Cramer said affordability is the other central issue in the development of the UW System's next capital plan. Facilities are essential for delivering a high-quality college experience for all students; facilities also may impact many of the charges students pay. As it develops the next capital plan, the System needs to consider what renovations, additions, or construction are necessary, and how it can improve the planning and delivery of projects.

Vice President Cramer closed his remarks by expressing hope that the presentation had been useful to address both the Regents' immediate questions and to serve as a point of reference for capital projects and planning.

## ***Discussion***

President Behling thanked Vice President Cramer and Associate Vice President Roe. He then opened the floor to questions from the Regents.

Referring to the previous day's discussion about the 2017-19 annual operating budget, Regent Whitburn followed up on a question from Regent Ring about segregated fees. He reminded the Board of concerns he had while serving on the Capital Budget and Planning Committee, about the absence of a formal Regent policy related to student referenda.

Suggesting that upperclassmen are more likely to get involved and participate in a student referendum, Regent Whitburn noted that an initiative to increase segregated fees that is approved by 30 or 40 percent of students, dominated by upperclassmen, will go into effect long after those students are gone, while future students are committed to 30 years of payments.

Regent Whitburn encouraged his colleagues to think about the need for a more formal policy with regard to acceptable thresholds for ongoing commitments that their grandchildren might be obligated to pay.

Regent Mueller asked Vice President Cramer to comment on negotiations with the Department of Administration to provide the UW System with more flexibility to complete projects on time and on budget.

Vice President Cramer reminded the Board that the UW System's 2017-19 biennial budget request included a request for authority over program revenue supported borrowing and management of program revenue projects. (Currently the Board has authority over gift- and grant-funded projects.)

Over the last several months, he and Associate Vice President Roe had been in discussions with the Department of Administration regarding how to work jointly to improve the delivery of projects, focusing on affordability and accountability.

The UW System's message has been that it wants to be accountable for completing these projects in a timely fashion and with consideration given to affordability. Vice President Cramer suggested that DOA has been receptive to that message potentially related to the System's smaller projects, of which there are about 600 every two years.

He expressed hope that this would also apply to instructional technology and instructional space projects and to the delegation of certain larger projects. He indicated that the UW System needs to demonstrate through performance that it can manage these projects effectively, as it does with the gift and grant projects, and to begin building a track record with both DOA and the architectural and contracting community.

Regent Farrow expressed concern that UW institution's dormitory needs wait four years to even get approval. Adding that the Board had seen chemistry labs in some of the UW

System's major universities that she judged to be too dangerous for students, she asked how the System can break its timing problem with DOA and the State Building Commission.

Recalling her time in village government, Regent Farrow said the planning commission used to go on site to see the issues. She observed that it is difficult for legislators to look at numbers on a piece of paper and decide what should be prioritized. Praising President Cross, Vice President Cramer, and Associate Vice President Roe for their efforts, she called the issue both "frustrating" and "ridiculous."

President Cross said that he and the chancellors were committed to supporting what the Board has already endorsed for the next biennium, which involves the UW System's acquiring the ability to do program revenue bonding. Currently, the UW System is the only institution in the United States that does not have that capability. President Cross indicated that he and the chancellors were making progress in addressing the concerns of DOA, the legislature, and others in a collaborative way.

Speaking to Regent Whitburn's comments, President Cross said the role of the Board will have to change related to how projects are approved. The due diligence that the UW System currently does is not as rigorous as what will be needed for the System to do its own bonding. Financial due diligence on a residence hall, for example, will require the Board to have occupancy rates, enrollment projections, and financial information. For other projects that occur on campus, such as student unions, President Cross said he would support a tighter, more formal policy for approval and development.

President Behling thanked President Cross for his comments. He also assured Regent Farrow that the Board would work to address the concerns she had raised.

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## **UPDATE ON SEARCH FOR EXECUTIVE DIRECTOR AND CORPORATE SECRETARY**

President Behling stated that he had hoped to have Executive Director Radue's successor available for appointment and election at this Board meeting. He said that, unfortunately, the process was taking longer than planned, but that he, Regent Mueller, and the hiring committee were committed to moving the process along as quickly as they can.

He explained that because there would be a gap between Ms. Radue's retirement and when her successor starts, he had asked Special Assistant Jess Lathrop to serve as Interim Acting Executive Director and Corporate Secretary. President Behling thanked Ms. Lathrop for stepping up to serve in this capacity.

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The meeting was adjourned at 12:10 p.m.

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Submitted by:

/s/ Jane S. Radue

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