

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

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

Thursday, April 5, 2018
1:00 p.m.

INTRODUCTION OF NEWLY-APPOINTED REGENTS 3

MR. JASON PLANTE.....3

MR. GERALD WHITBURN4

MS. CRIS PETERSON.....4

OTHER UPDATES AND INTRODUCTIONS 5

PROPOSED CHANGES TO UW-STEVENS POINT PROGRAM ARRAY5

NEW COLLEAGUES AT UW SYSTEM ADMINISTRATION.....6

Katherine Mayer, Interim Associate Vice President for Information Security6

Dr. Ben Passmore, Associate Vice President for Policy Analysis and Research6

WELCOME TO SPECIAL GUESTS.....6

UPDATE ON RESTRUCTURING OF UW COLLEGES AND UW-EXTENSION 7

INTRODUCTION BY SYSTEM PRESIDENT RAY CROSS7

UPDATE BY SYSTEM VICE PRESIDENT FOR ADMINISTRATION ROB CRAMER8

Project Status and Priorities8

Migrating Functions8

Employee Transitions9

Budget Assumptions.....9

REMARKS BY CHANCELLOR SANDEEN ON UW COLLEGES AND UW-EXTENSION TRANSITION.....10

REMARKS BY CHANCELLORS OF INSTITUTIONS RECEIVING UW COLLEGES CAMPUSES12

Chancellor Shields, UW-Platteville (UW-Baraboo/Sauk County, UW-Richland).....12

Chancellor Kopper, UW-Whitewater (UW-Rock County)13

Chancellor Mone, UW-Milwaukee (UW-Washington County, UW-Waukesha).....13

Chancellor Patterson, UW-Stevens Point (UW-Marathon County, UW-Marshfield/Wood County)15

Chancellor Miller, UW-Green Bay (UW-Marinette, UW-Manitowoc, UW-Sheboygan)16

Chancellor Schmidt, UW-Eau Claire (UW-Barron County).....17

Chancellor Leavitt, UW-Oshkosh (UW-Fond du Lac, UW-Fox Valley).....19

DISCUSSION20

PANEL PRESENTATION AND DISCUSSION: “PERSPECTIVES ON THE CURRENT WORKFORCE/HIGHER EDUCATION ENVIRONMENT AND AREAS OF OPPORTUNITY AND ALIGNMENT” 27

INTRODUCTION.....27

REBEKAH KOWALSKI, VICE PRESIDENT, MANPOWERGROUP.....27

RAY ALLEN, SECRETARY, WISCONSIN DEPARTMENT OF WORKFORCE DEVELOPMENT29
JERRY MURPHY, EXECUTIVE DIRECTOR, THE NEW NORTH, INC.30
DISCUSSION31
CLOSED SESSION – SONATA ROOM..... 34
 Closed Session Resolution34
 Student Request for Review of a UW-Madison Decision.....35

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

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

Thursday, April 5, 2018
1:00 p.m.

-President Behling presiding-

PRESENT: Regents John Behling, Tony Evers, Eve Hall, Tim Higgins, Mike Jones, Tracey Klein, Regina Millner, Janice Mueller, Drew Petersen, Jason Plante, Ryan Ring, Bryan Steil, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: Regents Robert Atwell, José Delgado, and Michael Grebe

- - -

INTRODUCTION OF NEWLY-APPOINTED REGENTS

Mr. Jason Plante

President Behling announced that the Regents were pleased to welcome a new colleague to the Board: Jason Plante of Eau Claire. Regent Plante is vice president and one of five partners at Market & Johnson, one of Wisconsin's largest general contractors. The firm operates offices in Eau Claire, La Crosse, and Oakdale, Minnesota, and provides services throughout the United States.

Regent Plante is a graduate of UW-Eau Claire with a bachelor's degree in marketing. He is an active member of the community, having served in leadership roles with organizations such as Big Brothers Big Sisters, Friends of Sacred Heart Hospital, and the Eau Claire Chamber of Commerce, as well as industry organizations such as Momentum West and the Eau Claire Economic Development Corporation.

Regent Plante succeeds Regent Emeritus Margaret Farrow, who stepped down in December 2017. President Behling welcomed Regent Plante aboard and invited him to share a few words.

Regent Plante extended his thanks to everybody who had welcomed him with open arms so far. Noting that a Regent's first meeting can be very overwhelming, he said he looked forward to learning from his colleagues.

Regent Plante indicated that as a BluGold born and raised in Eau Claire, western Wisconsin is definitely a passion of his. With his firm having offices in Eau Claire and La Crosse, he said it was an honor to be representing that region.

Regent Plante added that he looked forward to being a part of such a prestigious group as the Board of Regents, and said it would be "fantastic" to watch the unbelievable UW System develop over the years. Regent Plante extended his thanks again for everyone's patience and teaching as he learns his new role.

Mr. Gerald Whitburn

President Behling said he was also pleased to share the news that Regent Jerry Whitburn of Wausau had been re-appointed. Regent Whitburn is a retired chief executive officer of Church Mutual Insurance Co. He also previously held two cabinet positions in Wisconsin in the late 1980s and 1990s. Regent Whitburn has degrees from both UW-Oshkosh and UW-Madison.

President Behling invited Regent Whitburn to say a few words.

Regent Whitburn expressed his appreciation for the Governor's confidence and the support of the Senate in the confirmation of all three new Regent appointments. He said he values the relationships across the Board, and with others at System Administration and across the campuses, that he developed during his first term.

Regent Whitburn said he continues to be amazed with "the ongoing evidence of excellence of this organization," adding that the Regents share the common goal of making the UW System even better. He indicated that two nights earlier, while looking briefly through the latest edition of *The Chronicle of Higher Education*, he found a chart detailing top universities by attraction of research dollars in the humanities in 2017. Saying that he had never seen this interesting data before, Regent Whitburn noted that the UW System's flagship institution, UW-Madison, was ranked third in the U.S., having attracted more research dollars in the humanities than Yale, and twice as much as Harvard – "a pretty spectacular track record."

Ms. Cris Peterson

President Behling noted that newly-appointed Regent Cris Peterson of Grantsburg was also joining the Board unofficially in the gallery for a preview of the business at hand. Ms. Peterson will be officially introduced at her first meeting in June.

Indicating that he and President Cross had already started making plans to visit the large-scale dairy farm Ms. Peterson operates with her family, President Behling added that he and his colleagues on the Board looked forward to working with Regent Plante and Regent Peterson in the time ahead.

Regent Cris Peterson will succeed Regent Tim Higgins, whose term concludes May 1, 2018. Though this would be Regent Higgins's final meeting, President Behling said the Board would save its official farewell for a later time. He thanked Regent Higgins for his longstanding commitment to serving the University of Wisconsin System and the state, declaring that "there is no greater commitment than that of our friend, Tim Higgins." Saying that it had been a pleasure to serve with him, President Behling again thanked Regent Higgins for his service.

- - -

OTHER UPDATES AND INTRODUCTIONS

President Behling turned to System President Cross for some additional updates and introductions.

Proposed Changes to UW-Stevens Point Program Array

President Cross began by briefly addressing a topic that had attracted considerable attention, both in Wisconsin and nationally: the recently-announced proposal to update the array of majors offered at UW-Stevens Point. He indicated that this is appropriately a campus-based conversation, one which at this point is very preliminary. He added that all shared governance groups are engaged in the process, as well as students, the community, and others.

President Cross explained that there are defined processes in place when any program or offering change is being contemplated in the UW System, and those processes are being followed at UW-Stevens Point. More specifically, he stated that "the process is designed to encourage faculty, staff and students to propose alternatives."

The Board of Regents, through its policies, entrusts chancellors with the discretionary authority to evaluate academic programs and offer proposals for changing the program array. President Cross observed that if a chancellor exercises that discretionary authority, the policy directs that he or she must also engage shared governance groups, seeking their recommendation while providing them with all pertinent information and rationale.

President Cross indicated that this initial discussion between the chancellor and the campus community is where UW-Stevens Point is currently at in this process. Respecting that campus-based responsibility and the process, he explained that System Administration does not wish to disrupt the organic and productive discussion that is occurring on the campus level. He also noted that, as the discussion moves forward, Chancellor Patterson wants to ensure there is ample opportunity for full engagement of shared governance; to do that, these discussions could potentially extend well into the fall semester.

President Cross stated that, as the penultimate governing body of the UW System, the Board of Regents will have the opportunity to examine, question and review any recommendations that require Board oversight, as clearly stated in the Board's policies related to these important campus considerations. Until such time, President Cross cautioned that System Administration does not want to unintentionally influence any discussions or decisions.

Acknowledging the keen interest and engagement in the ideas being discussed – “which we welcome and we expect” – President Cross concluded that for now, System Administration will let the process unfold at the campus level.

New Colleagues at UW System Administration

Katherine Mayer, Interim Associate Vice President for Information Security

Turning to introductions, President Cross said he was pleased to welcome a new colleague: Katherine Mayer, Interim Associate Vice President for Information Security.

Ms. Mayer, who is a Madison native and UW-Madison alumna, brings more than 30 years of U.S. Navy experience in information security to the UW System. Most recently, she served as the Director of Strategic Initiatives under the Commander of Naval Information Forces in Virginia, where her duties included developing and managing initiatives related to global information-security activities.

President Cross noted that the Associate Vice President for Information Security is a new position in UW System, reflecting the critical importance of information security in all academic and administrative work, rather than only in information technology. Ms. Mayer will lead the UW System’s information security program, working with all of the institutions to enhance information security efforts.

Dr. Ben Passmore, Associate Vice President for Policy Analysis and Research

President Cross also welcomed Dr. Ben Passmore, who earlier that week started his role as the new Associate Vice President for Policy Analysis and Research. Dr. Passmore was previously Assistant Vice Chancellor with the University of Maryland System, where his background includes fundamental work on predictive analytics. He holds a Ph.D. in anthropology, and his teaching experience spans a community college, a regional university, and a major flagship university.

President Cross said Dr. Passmore will be a great addition to the Office of Policy Analysis and Research staff, and will help the UW System develop its capacity to use data for decision-making in the future.

Welcome to Special Guests

President Cross extended a welcome to Julian Williams, Vice President for Compliance, Diversity and Ethics at George Mason University, who was seated in the gallery. Dr. Williams is spending some time at the UW-Parkside campus as part of a mentorship program with the AASCU Millennial Institute. He is paired with Chancellor Ford, who was unable to attend the meeting.

President Cross also acknowledged two special guests who had joined the Education Committee that morning to lead a presentation and discussion on UTeach, the STEM teacher

preparation program: Dr. Mary Ann Rankin, Provost at University of Maryland-College Park, and Dr. Michael Marder, Executive Director of UTeach and a professor of physics at University of Texas at Austin. He thanked both Dr. Rankin and Dr. Marder for making the trip to share their insights and expertise.

- - -

UPDATE ON RESTRUCTURING OF UW COLLEGES AND UW-EXTENSION

In November 2017, the Board of Regents approved a proposal to restructure UW Colleges and UW-Extension, allowing President Cross to proceed with planning and implementation to join the 13 two-year campuses with the four-year institutions. President Behling announced that the Board would now hear a progress report from President Cross and his team.

Introduction by System President Ray Cross

President Cross reported that the UW System continues to make significant progress in the ongoing planning and implementation of the restructuring of UW Colleges and UW-Extension. Though “what” the System is doing is complicated and complex, he said the “why” is much simpler: to improve access, to improve transfer, to expand opportunity, and to better serve communities. He reminded Regents that all of this comes at a time when Wisconsin faces both demographic challenges, a shrinking workforce, and an increasingly improved economy.

President Cross stated that Vice President Rob Cramer would present an overview and progress report on the restructuring. Regents would have an opportunity for questions following that presentation. Chancellor Sandeen would then speak to the transition of UW Colleges and UW-Extension over the coming year.

Next, the chancellors of seven receiving institutions (excluding UW-Madison) would briefly address the Board on how restructuring is taking shape in their respective regions, and to articulate their visions of how that restructure might better support students and accomplish the UW System’s goals in the areas of access, affordability, and opportunity. After hearing from all receiving institution chancellors, President Cross said there would be ample time for the Board to ask questions.

Looking further ahead, President Cross indicated that Chancellor Blank will provide an update on the UW-Madison and UW-Extension changes at the Board’s meeting in June. Vice Presidents Jim Henderson and Rob Cramer will also present a progress report on changes related to System Administration at that time.

President Cross then turned the floor over to Vice President Cramer.

Update by System Vice President for Administration Rob Cramer

Project Status and Priorities

Vice President Cramer said he would first spend a few minutes providing an overview of System-wide activities in support of the restructuring. (Additional details were included in a binder provided to Regents.)

Looking at the current project status, the UW System continues to follow its January 2018 submission to the Higher Learning Commission (HLC). A two-phase approach was proposed in the System's application to move from its current structure to the new structure. Vice President Cramer emphasized that the continuity of accreditation throughout these phases is central to all of the System's decisions.

Project teams are working on the transition for both UW Colleges and UW-Extension. Vice President Cramer explained that the focus of activity is now moving to the receiving institutions, and the project has been organized around three sets of teams – student-facing, employee-facing, and administrative/finance teams – as well as academic policy, and 2018-19 transition services provided through memoranda of understanding (MOU) with each of the receiving institutions.

Vice President Cramer stated that 2018-19 is the year when the majority of UW Colleges and UW-Extension functions will begin transferring. Priorities include student and employee services, such as registration, advising, access to needed courses, payroll and benefits. System Administration will complete an MOU with each receiving institution to define the 2018-19 services that will enable campuses to transition at different paces during the course of the year.

Information systems, including the electronic application managed by UW HELP, and student information systems will be a focal point during the next several months. Functions in several areas, such as human resources and information technology, will be provided during the transition by UW Colleges as a shared service while System Administration devises a standardized delivery for those functions in 2019-20 and thereafter.

At the Board's February 2018 meeting, Vice President Cramer had noted that the HLC would hold a committee review at the end of March. That process was later changed to a desk review, which the UW System has taken as a positive signal. He indicated that the System continues to expect HLC action in June 2018, which will lead to Phase 1 activities beginning July 1, 2018 through June 2019.

Migrating Functions

Vice President Cramer said the UW System is using a framework organized around functions, employees, and budgets. For example, the decision to transfer branch campus library functions to the receiving institutions on July 1, 2018 informed the employee reporting and budgets for July 1, 2018. Similarly, the decision to provide information technology as a service in 2018-19 informed employer reporting and budgets for that function. He indicated that this

structure has been followed across the UW Colleges and is also being used with UW-Extension; details on the functions, employees and budgets were included in the Regents' binders.

Looking at the current functions provided by UW Colleges and UW-Extension in 2017-18, Vice President Cramer said the System Administration has made decisions about where functions go moving through Phase 1 and then going into Phase 2: to deliver as part of the CORE Program; to transition to receiving institutions after 2018-19; or to transition to receiving institutions in 2018-19.

The three largest functions which will be delivered as part of the CORE program are human resources, information technology, and procurement, consistent with the 2020*FWD* strategic framework's focus on defining where the UW System can standardize, centralize, and consolidate non-instructional services to be more efficient.

Several shared services will be provided by UW Colleges in 2018-19 under the previously mentioned MOUs. Some of these will transfer to receiving institutions in 2019-20, such as financial aid. Other services can be transferred during the course of the 2018-19 year as institutions are ready, such as facilities or marketing.

Looking forward, many services will be transitioned to receiving institutions on July 1, 2018, if the HLC approves the UW System's application. For example, Vice President Cramer noted that institutions are preparing to have the key element of administrative oversight ready on July 1st.

Employee Transitions

The reporting structure for employees will change on July 1, 2018, based on the assignment of functions. Vice President Cramer indicated that a very large percentage of employees from both UW Colleges and UW-Extension will be reporting to the receiving institutions as of that date.

Vice President Cramer added that over the last several months, and looking forward through April, System Administration has identified additional communications for employees who are being affected by the restructuring. He said the System will continue to have more communication with employees as it prepares for this transition.

Budget Assumptions

Following the transition of functions and employees to the receiving institutions are the budgets for shared services or System-wide activities. Vice President Cramer indicated that much of the actual transfer of budgets will take place in 2019-20 due to the timing of budget development and approval.

Concluding his brief overview, Vice President Cramer then asked Chancellor Sandeen to take the podium.

Remarks by Chancellor Sandeen on UW Colleges and UW-Extension Transition

Indicating that she was looking forward to hearing the receiving chancellors' plans, Chancellor Sandeen stated that bringing new program opportunities to the UW Colleges campuses will be a great thing.

Chancellor Sandeen reiterated that most of the transition will take place in academic year 2019-20, so the UW Colleges and UW-Extension will continue to function as non-accredited institutions during the 2018-19 transition year. She noted that UW-Extension has been a non-accredited institution since its inception to provide basic services.

During this transition year, also known as Phase 1, the main goal will be to ensure seamless continuity of service for students at the future branch campuses. Chancellor Sandeen said the UW Colleges and UW-Extension staff will be working closely with colleagues to make sure that it is seamless and smooth.

Chancellor Sandeen explained that there were a couple of decisions made subsequent to the decision to restructure UW Colleges and UW-Extension that led to the need for this transition year. First, the U.S. Department of Education determined that the UW Colleges should award financial aid for academic year 2018-19, which triggered a cascade of other decisions.

Also, President Cross made the decision to maintain the Associate of Arts and Sciences curriculum at the UW Colleges for the 2018-19 academic year, which requires that the UW Colleges academic affairs staff be involved in delivering that curriculum with the four-year partner campuses.

Chancellor Sandeen said that this transition year would give the UW Colleges and UW-Extension additional time to plan the transition of its services to the receiving institutions and roll out implementation in a smooth way. She offered a few observations about the UW Colleges related to this.

First, the 2015 reorganization, regionalization and consolidation of the UW Colleges resulted in a very efficient, streamlined, and matrixed organization, which will take time to unravel smoothly. For example, one person oversees student compliance for the 13 different campuses plus UW Colleges Online; another person oversees veteran eligibility benefits for 13 campuses and UW Colleges Online. In order to maintain that quality of service for students, Chancellor Sandeen said the System will need to be very careful, mindful and thoughtful about how it transitions these functions.

Second, Chancellor Sandeen reminded the Regents that UW Colleges students differ from the students that attend the other UW institutions, which do not have a fully open enrollment process. For example, 58 percent of UW Colleges students are first generation, and a similar number are considered low income; 37 percent are nontraditional; 43 percent are enrolled part-time; 18 percent have dependents; and 81 percent are working while going to school. She noted that these students are very fragile in the sense that they are just one barrier or one problem away from stopping out or dropping out.

Chancellor Sandeen also observed that the enrollment patterns in the two-year sector are quite different than enrollment patterns in the four-year sector. Students often wait until the very last minute to enroll at the UW Colleges; she indicated that about 50 percent of enrollments came in after July for the Fall 2017 semester. In addition, Wisconsin's current economy and low employment rate mean that some students are choosing to drop out or stop out because they are getting good jobs.

Referring to a Brookings Institution article about the manufacturing sector and how it is offering good jobs with higher wages and benefits, Chancellor Sandeen emphasized that enrollment patterns at the two-year institutions are most volatile compared to the economy. Currently the UW campuses at Waukesha, West Bend, and Sheboygan – Wisconsin's manufacturing centers – are seeing a reduction in applications for Fall 2018.

Stating that it is important for the UW institutions to work together to ensure smooth opportunity for these students, Chancellor Sandeen noted that the MOUs currently being developed by Vice President Cramer and his staff will touch on roughly 30 different functions to be delivered by UW Colleges and UW-Extension in agreement with the receiving institutions.

The MOUs represent a binding between UW Colleges and UW-Extension, the receiving institutions, the U.S. Department of Education, and the Higher Learning Commission in how to handle and maintain smooth accreditation during the transition year and will be implemented in academic year 2018-19.

Also, some UW Colleges and UW-Extension central services – particularly human resources, information technology, and procurement – will move to UW System Administration. Chancellor Sandeen said the goal is to smoothly transition these operations to the receiving institution so that the students, faculty and staff will not miss a beat.

After July 1, 2019, UW Colleges and UW-Extension will continue until at least December 31, 2019, as unaccredited institutions to finalize their complete shutdown. During that six-month period, UW Colleges and UW-Extension staff will preserve and transfer files; archive records; close-out institutions' relationships with the federal government; transfer or close-out contracts; close-out the UW Colleges' relationship as an accredited institution with the Higher Learning Commission; and have final audits conducted by the Office of Internal Audit. Chancellor Sandeen emphasized they want to make sure everything is done right.

Stating that her staff are excited about the work ahead, Chancellor Sandeen suggested that this experience with the reorganization of higher education institutions may be highly valuable in the coming years, given the projected demographic challenges in the U.S.

Chancellor Sandeen concluded by thanking the Regents for the opportunity to share what the role of UW Colleges and UW-Extension will be in this restructuring over the next year or two, and offered to answer any questions that they might have.

Remarks by Chancellors of Institutions Receiving UW Colleges Campuses

Vice President Cramer indicated that the chancellors from the receiving institutions would each briefly update the Board on their restructuring plans, to be followed by questions and discussion.

Chancellor Shields, UW-Platteville (UW-Baraboo/Sauk County, UW-Richland)

Chancellor Shields said that this is an extraordinary opportunity for UW-Platteville. He added that it has been exciting for him to visit these communities to interact with the folks on the campuses and meet the people in the communities, and to engage the restructuring team on his campus, which is led by Vice Chancellor for Academic Affairs Joanne Wilson and Vice Chancellor for Enrollment and Student Success Angela Udelhofen.

Saying that this process would have been a full-time job even if they were only dealing with these communities – “who have been extraordinarily positive about the opportunities presented” – Chancellor Shields indicated that it has actually been twice that much work, due to the many meetings that have been challenging on a number of different fronts.

On the positive side, he said that he and his team have a number of ideas about programs they think will help these communities thrive and increase the interest and excitement at the campuses in Baraboo and Richland Center about engaging with the university. Noting that it had been reinforced a number of times how vital the UW institutions are to those communities, Chancellor Shields said this was very heartening.

However, Chancellor Shields cautioned that the other side of things is a little more challenging. He stated that the chancellors of the receiving institutions run complex institutions with fairly sizable budgets, and with students from the vulnerable populations that Chancellor Sandeen had referenced earlier. Though acknowledging that a complex system like the UW Colleges cannot be changed with a wave of a hand, Chancellor Shields said that the layers of bureaucracy are the biggest barriers to the receiving institutions’ success in bringing these two-year campuses to a thriving state.

He explained that UW-Platteville had begun some activities to help these communities be successful, including putting recruiters “on the ground” at the branch campuses and reinvigorating student support services for those students who face unique challenges requiring ongoing, face-to-face support.

Chancellor Shields stated that he has every confidence that all of his fellow receiving chancellors could figure this out if left to their own devices, with a bit of support on some of the more complex issues from System Administration and UW Colleges. Adding that each of them were excited about engaging these communities, he warned that it is difficult for the receiving institutions to be held accountable when they do not have control over the restructuring process.

Chancellor Kopper, UW-Whitewater (UW-Rock County)

Chancellor Kopper said she was very excited to share UW-Whitewater's plans with the Board of Regents. She explained that from the beginning her staff had approached this as a very collaborative process. The day after the Board approved the restructuring plan, her team was at the UW-Rock County campus to meet with its leadership team, faculty, staff and students. Listening and engaging in conversation, they learned that the two institutions share many common values: dedication to affordability and accessibility, service to their communities, and commitment to economic and workforce development.

Both campuses had immediately created restructuring committees, and Chancellor Kopper said they took a collaborative approach and brought their restructuring teams together as one. Adding that the Rock County board chair was invited to participate as well, she indicated that the team went out into the communities to begin engaging city councils and the county board in the process.

Saying that it had been a lot of work, Chancellor Kopper indicated that there were many people with boots on the ground doing amazing work, along with a variety of functional committees. She said she was very proud of their ongoing work to make this all come together.

Another aspect that the restructuring team felt was very important in taking a collaborative approach was to engage local legislators and community and business leaders in addition to higher education leaders. The institutions held an "Even Better Together" summit bringing together all of these leaders to talk about their collective vision going forward, including all of the opportunities as well as the challenges.

Chancellor Kopper said she was very interested in hearing what everyone's vision and ideas were at this summit, and in tapping into the collective wisdom of the community. Discussions included how to expand opportunities for program offerings at UW-Rock County to enhance the region's educational and economic/workforce development opportunities. In that regard, the restructuring team has also welcomed Blackhawk Technical College to the table.

Chancellor Kopper noted that UW-Whitewater has always been laser-focused on student success, and has taken a collaborative approach to the process – "doing it the Warhawk way." She said they had learned that there is a local passion and individualism in their communities; these types of decisions need to be made at the local level, tapping into that passion and collective wisdom, because maintaining that local commitment is very important.

Chancellor Mone, UW-Milwaukee (UW-Washington County, UW-Waukesha)

Chancellor Mone said he would echo many of the previous comments, noting that there were similar themes in how each of the receiving institutions have engaged on many levels in the communities and on the campuses. In bringing UW-Milwaukee together with UW-Washington County and UW-Waukesha, he noted that these communities require very different approaches, which represents a bit of a unique challenge. He suggested that the restructuring efforts at each of the institutions will be a little bit different in that regard.

Currently there are over 160 people working in seven functional teams, as well as a steering committee which has engaged the county executives from both Waukesha and Washington County. Chancellor Mone indicated that this parallels what is happening across the System level.

Among the critical priorities he listed were gaining HLC accreditation and the ability to award financial aid, as well as focusing on the transition of employees and current students, and the recruitment of prospective students. He added that the success of the continued student pipeline is absolutely critical for the issues of access, affordability, and ultimately having more educated workers in Wisconsin.

A number of other priorities will be built around these as the restructuring goes forward, including seeking approval for the Associate of Applied Science Degree from the Higher Learning Commission. Chancellor Mone explained that the next steps are to deal with the institutions' fund balances, determine what the enrollment-related tuition revenues will be, and explore what they can do in the future to help them continue to be successful.

Currently the southeastern area of Wisconsin is experiencing some of the most significant employment talent gaps it has ever had, which is creating a problem for many employers. While employers look at higher education to help solve those problems, Chancellor Mone noted that the many employment opportunities available to students are also affecting enrollments; getting ahead of this issue will be "absolutely pivotal" for his institutions' particular situation.

He added that the restructuring teams are currently looking at the organization chart and staffing needs for the three institutions, and as they continue down those critical paths they will parallel what the System is going through. He stated that the vision ultimately is to have something that is integrated and builds on the strengths and collective community values that do exist in these different areas, to build a stronger student talent pipeline to UW-Milwaukee as well as to other places.

Chancellor Mone stated that the 23 academic institutions – two-year and four-year, public and private – in Wisconsin's southeastern seven counties are banding together in a very powerful way through the Higher Education Regional Alliance. He added that UW-Waukesha and UW-Washington County will play a critically important part in that effort. For example, there are 400,000 people who live in Waukesha County alone, as well as a number of important companies and organizations that the University of Wisconsin wants to provide with an even greater talent pipeline.

Chancellor Mone underscored Chancellor Kopper's point about working with the technical colleges on this process. He also acknowledged the leadership of UW-Milwaukee's governance groups in getting the College of General Studies approved so that there will be an organizational structure to house the university's degree offerings. Saying that he did anticipate some additional programmatic offerings, Chancellor Mone concluded he would be happy to discuss those further if the Regents had any questions.

Chancellor Patterson, UW-Stevens Point (UW-Marathon County, UW-Marshfield/Wood County)

Chancellor Patterson said he would briefly address his institutions' vision, challenges, opportunities and resolve.

He said the UW institutions were fortunate to not be "trying to shoe-in a one-size-fits-all" solution to how the restructuring would be evolving in the various regions of the state. Two to four years from now, the campuses in some regions may still be quite distinct and separate; in other regions they may overlap to a certain extent; and in still others they will become one single institution, completely integrated in every way – as he envisions in central Wisconsin, "because we believe together we are stronger than we are if we're separate."

Former President and then-Governor Lee Sherman Dreyfus wrote and spoke in 1968 about the "ruralplex" in central Wisconsin: Stevens Point, Wausau, Wisconsin Rapids, and Marshfield. Chancellor Patterson said this reorganization within the UW System is an opportunity to revisit Governor Dreyfus's thoughts on how this region of the state can be more united than ever been before.

Recognizing that there are also challenges that his institutions face, Chancellor Patterson indicated that UW-Stevens Point has been dealing with a 16-percent reduction in enrollment. He explained that a good portion of that reduction is the result of the demographics in Wisconsin, particularly the rural part of the state. He estimated that about two-thirds of that reduction in enrollment is the result of a 12-percent increase in UW-Stevens Point's four-year graduation rate. "That is a phenomenal success for our students," he said, "but it comes at a very costly expense to the bottom line of the budget."

In the last seven years UW-Marshfield/Wood County has experienced a 47-percent reduction in enrollment. Over the same time period at UW-Marathon County there has been a 51-percent reduction in enrollment, which is the largest decrease of the 13 UW Colleges campuses.

Chancellor Patterson noted that his institution will also have to contend with a structural deficit of \$4.5 million. UW-Marshfield/Wood County's \$800,000 deficit is proportionally about seven times greater relative to UW-Stevens Point. UW-Marathon County's \$2.3 million deficit is proportionally nine times greater relative to UW-Stevens Point; again, the largest of the 13 UW Colleges campuses. The two-year campuses' combined \$3 million structural deficit will be the largest faced by any of the seven receiving institutions.

Chancellor Patterson noted that various revenue streams are being used to mitigate those structural deficits, and added that the UW System has assured that it will cover those for the next two years, which will be helpful to his institution.

However, he said the focus should be on the many opportunities the restructuring presents to do things differently, be more innovative and more collaborative. For example, UW-Stevens Point sees opportunities to expand its relationship and partnership with Marshfield

Clinic, as well as its nursing completion program with the local technical college and the UW-Eau Claire School of Nursing, which has had a school in Marshfield for some 30 years.

Chancellor Patterson said he also sees opportunities to expand business offerings in Wausau, so students can complete their general education requirements and undergraduate courses for business, and add another year for an MBA. He indicated that UW-Stevens Point would bring this proposal to the Board in the very near future.

He also mentioned opportunities to more closely collaborate with the technical colleges, particularly in the Bachelor of Applied Science degree, where the first two years are completed at the technical college and the last two years are completed with UW-Stevens Point. He pointed to the 2+2 nursing programs as a good example of this.

Chancellor Patterson stated that a greater sense of urgency is needed in how the receiving institutions deal with these issues. Asking that the UW System and the Board of Regents expedite program approvals when they come forward, he explained that “we can do it well and we can be successful, but I do not believe we can do it at the pace that the academy is prone to operate.”

Chancellor Patterson recalled that Brad Carter, Chief Executive Officer at Marathon County, recently said that he had two priorities for UW-Marathon County: To keep the doors open and to maintain access. Stating that he agrees with Mr. Carter “100 percent,” Chancellor Patterson said his institution also wants to do so much more than that. He explained that the strategic plan UW-Stevens Point developed six years earlier is even more applicable today, because it talks about vibrant, healthy, prosperous and sustainable communities – that is what Central Wisconsin needs, “and that’s what we’re going to do.” He asked for the Board’s support and partnership in getting that done.

Chancellor Miller, UW-Green Bay (UW-Marinette, UW-Manitowoc, UW-Sheboygan)

Chancellor Miller said it was a great pleasure to talk about a fantastic and historic opportunity in Northeast Wisconsin. Noting that this is a complex project with many moving parts, he paused to thank System President Cross, Vice President Cramer, Vice President Nelson, Vice President Henderson, and the other members of the System staff for working through this difficult issue with the campuses.

Chancellor Miller indicated that UW-Green Bay is about to enter a period of great opportunity as it joins with three groups of fantastic colleagues at UW-Marinette, UW-Manitowoc and UW-Sheboygan. He observed that these colleges are in great communities with a lot of assets and a lot of enthusiasm for higher education, in general and for their regions.

Introducing “Project Coastal,” Chancellor Miller explained that all of these institutions are located either along the Green Bay or near Lake Michigan. The Project Coastal initiative is being led by UW-Green Bay Associate Provost Clifton Ganyard, along with Provost Sheryl Van Gruensven and Associate Vice Chancellor Matt Dornbush, with hundreds of people working on it from all four campuses and in the communities.

Chancellor Miller said this is an opportunity to reimagine higher education in that region of the state, with 15 counties included in the footprint of this new university. He observed that this is a very vibrant area with a dynamic rural-urban continuum; a rapidly developing diversity as a coastal orientation; one or two internationally-branded cities; one of the state's largest manufacturing sectors; one of the state's largest health care sectors; and some of Wisconsin's most precious and beautiful resort areas, including Door County. This region includes about 25 percent of Wisconsin's population outside Milwaukee.

With this reorganization, Chancellor Miller envisioned a multi-campus university that is unified, has an integrated curriculum, is efficient in regional management and leadership, and deploys carefully targeted, community-based and community-led upper-division liberal arts and professional programs in these areas, along with the Associate of Applied Science degree and general education.

Indicating that the overarching goal of Project Coastal is to increase access to higher education in all of these counties, and to put in place transformative innovations that ensure the success of these students, Chancellor Miller said that UW-Green Bay shares the access mission of the colleges that it is joining.

He argued that the only way to achieve this goal is to extend UW-Green Bay's innovative partnership imperative throughout the entire region, including its technical colleges, K-12 schools, business and nonprofit sectors, and local and state government. He added that this project will require UW-Green Bay to work in different, more creative ways with its UW System colleagues.

Chancellor Miller acknowledged significant financial issues and academic challenges related to this reorganization, including enrollments and existing deficits, but stated that those can be overcome by adopting this partnership model. With a highly collaborative process in place, UW-Green Bay is involving everybody it can from these institutions, and is routinely engaging with the communities and county and city governments in these areas. The project team has also met with all of the legislators from the area's 15 counties and is working with the three colleges' existing Foundation boards, local business, and technical college leaders.

Chancellor Miller indicated that UW-Green Bay will use the transition period in the next year to deploy a region-wide process to determine what these campuses will look like in the future. This process will include everybody who has a stake in the region. Asking for the Board's support, he thanked the Regents for the opportunity to explain UW-Green Bay's vision and approach.

Chancellor Schmidt, UW-Eau Claire (UW-Barron County)

Chancellor Schmidt suggested that as these joinings come together they will take different paths, and that this would be good for the state because it represents the uniqueness of each of the communities and the campuses. He recalled expressing his strong support for the restructuring proposal in November 2017, when he told the Board that these joinings would benefit Wisconsin if the universities stayed focused on three things: their students, their

missions, and their communities. “Structures and policy will come together naturally with effort, but our attention must first be on our people.”

To that end, he indicated that UW-Eau Claire and UW-Barron County had spent the past five months putting most of their energies into getting to know each other and building trust. Together the institutions agreed on six principles that would guide their decision-making:

1. Put students first.
2. Preserve and strengthen their distinct missions.
3. Operate with transparency.
4. Proceed with focused speed.
5. Strengthen inclusive excellence.
6. Create a foundation of financial stability.

Students have been included in all of the work groups and are consulted in decisions. Chancellor Schmidt said UW-Eau Claire has worked to make sure there is only minimal disruption, if any, to their studies. He added that they were gratified to see that applications to UW-Barron County have not suffered; in fact, it appears that the college is on track to reach its enrollment goals for the coming fall.

UW-Barron County has a clear access mission to provide service to a large region in Northwestern Wisconsin, whereas UW-Eau Claire has a more selective admissions process. Stating that those distinct missions will continue, Chancellor Schmidt said it will be their focus to make UW-Barron County an included part and branch campus of UW-Eau Claire while meeting the needs of that region and that population. As chancellor, he said his primary job is to ensure that both missions are preserved and in fact have a chance to flourish. Chancellor Schmidt stated, “I believe we will be stronger together,” and suggested that each institution will help the other strengthen and better meet its mission.

In conversations with UW-Barron County faculty and students, Chancellor Schmidt has said his focus will be to make investments in the classroom and in key support services, and not in administration: “Success will come by serving our students and communities exceedingly well.” UW-Eau Claire has held five campus and community listening sessions, and the restructuring team has met with the local chamber of commerce, rotary club, county board, economic development committee, and several other civic and business leaders in the area.

In initial meetings with some of the largest business owners to find out what would help meet their needs, Chancellor Schmidt said it became very clear that there is strong support for the UW-Barron County campus. He indicated that there has been early support for the idea of expanded business programming, and referred to recent conversations with the Marshfield Clinic about how the university can help meet the critical nursing shortage in northwestern Wisconsin.

Noting that demographic trends and recent budgets have been challenging, Chancellor Schmidt said he had asked the planning committees to come together to create a strategic planning process and vision for the UW-Barron County campus now that it has the resources of

the main UW-Eau Claire campus. Over the course of the coming year, a vibrant plan will be developed that can best meet the needs of that region.

Chancellor Schmidt recalled that he was optimistic about the restructuring in November, and said he is even more optimistic now. More than 100 faculty and staff have been directly involved in these efforts, “giving countless hours in hammering out solutions and building bridges.” Though at times it had been frustrating or difficult to unravel the various systems, he expressed confidence that UW-Eau Claire and UW-Barron County have together laid out a great groundwork for a much stronger future.

Chancellor Leavitt, UW-Oshkosh (UW-Fond du Lac, UW-Fox Valley)

Chancellor Leavitt said the development of a unified community vision for UW-Fond du Lac, UW-Fox Valley, and UW-Oshkosh will take some time, but added that he is proud of the good work underway. Hundreds of dedicated students, faculty and staff members from the three campus communities are leading the restructuring work – without extra pay, in between their studies, and in addition to their teaching, research, service and family commitments. There is a feeling of “What if?” or “What is possible?”

Chancellor Leavitt said he would come back to the Board of Regents in the next year or so with a proposal for a new vision and mission statement for his institution. He indicated that this proposal will honor these values: a commitment to excellence, access, affordability, inclusiveness, shared governance, liberal education, responsiveness, and other principles that have always been foundational to the three campuses.

Chancellor Leavitt said he would now offer his own vision for the new university being created, calling it a “once-in-a-generation opportunity to help transform lives,” today and in the decades to come. When answering questions about what the university is doing and why, he tells people that the three campuses are together creating a new institution that can be a force to help further transform their rising region. This new university will increase the educational attainment rate, help more people pursue knowledge and prosperity, and develop the talent needed in a growing region.

For people in the region who may feel like a bachelor’s, master’s, or doctoral degree is out of reach, these options will soon be right next door. Chancellor Leavitt stated that the Lake Winnebago Region is rich with distinctive and proud communities. There is startling economic opportunity and a high quality of life for its people, who are surrounded by globally competitive industries, cultural vibrancy, and stellar education at all levels, public and private.

Like its sister institutions, UW-Oshkosh is figuring out how to fuse curricular arrays, class schedules, athletics, shared governance, traditions, and names. In order to properly identify and herald a new university, Chancellor Leavitt said they would thoughtfully explore the data available through market analysis and community engagement, taking time “to honor each campus and communities past, present, and future.”

Smart, strong collaboration in leadership from student affairs teams across campuses is getting results and recruitment. Teams have met with high school counselors at each of the two-year campuses to explain what is changing and what is not changing. Chancellor Leavitt reported that student applications are up at every campus, “and so are our collective hopes.”

UW-Oshkosh recently began its search for a permanent provost, and the search and screen committee includes two faculty members each from UW-Fond du Lac and UW-Fox Valley. Other examples of collaboration include the creation of a restructuring advisory group consisting of city mayors and managers from Menasha, Oshkosh, and Fond du Lac, as well as alumni and students from the three institutions. Chancellor Leavitt noted that there is a lot of overlap in alumni experiences: “Cyclones and Falcons are often Titans.”

Chancellor Leavitt publically thanked Fond du Lac, Outagamie, and Winnebago County Executives Allen Buechel, Tom Nelson, and Mark Harris for their partnership. He stated that these dedicated leaders are proud of their constituents’ investments in UW-Fox Valley and UW-Fond du Lac, and are aware of the historic opportunity that the university has. Chancellor Leavitt said he looked forward to more directly engaging businesses and nonprofits in the regions, in keeping with the 2020*FWD* strategic framework priorities.

Meanwhile, his institution will continue the critical work to align student information systems, course catalogs, and other operational functions. He added that he is especially driven by the vision of offering select bachelor’s and master’s degree programs on the UW-Fox Valley and UW-Fond du Lac campuses: “More pathways for more people, leading to greater prosperity in one of Wisconsin’s most economically robust and diverse regions.”

Saying that it is an honor and a privilege to serve as a chancellor in this moment, Chancellor Leavitt thanked the Board of Regents for sharing this responsibility and opportunity.

Discussion

President Behling opened the floor to questions for Vice President Cramer or any of the receiving chancellors.

In answer to a question from Regent Whitburn, Vice President Cramer explained that the feedback to-date from the Higher Learning Commission (HLC) has been positive. Originally the HLC was expected to take an action at the end of March 2018; then the process changed to continue desk review until the end of June 2018.

Vice President Cramer said he was “cautiously optimistic” that the restructuring proposal will be approved, given the feedback System Administration has received. That said, the UW System has to think about how to maintain accreditation for the UW Colleges until the HLC gives the green light to proceed. He noted that this is a large endeavor; while there have been a number of one-to-one mergers, the scale of this restructuring is “somewhat unusual.”

Vice President Henderson agreed that the scope and the magnitude of this restructuring is unusual for the HLC. He explained that System Administration has been in constant contact

with the HLC to discuss these issues and address any questions or concerns. The HLC outlined the particular process that they expected to go through; though that process has slightly changed, he indicated that this seemed to be a good sign that the HLC was feeling more comfortable with the proposal. While the UW System has received positive recognition from HLC staff, approval of the proposal will require action by the HLC's board.

Noting that the UW System's annual operating budget will be presented to the Board of Regents at the June meeting, Regent Whitburn asked whether the campus budgets would be framed within the context of the existing business structure. Vice President Nelson confirmed that this was correct, but added that projected budgets for the receiving institutions would also be provided to the Regents.

Regent Whitburn observed that some of the receiving chancellors said they were taking their time; others said they were in a hurry. Stating that the business of restructuring suggests a general sense of uncertainty for the campuses involved, he encouraged Vice President Cramer to proceed appropriately and carefully, but also as efficiently as possible towards completing this process.

Regent Evers stated that he continued to have concerns about the restructuring. Saying he was particularly interested in how admissions to the two-year campuses might change, Regent Evers emphasized that the mission of the two-year campuses is extremely important. He acknowledged that the chancellors may not be able to answer this question now, but said he would want that information at some point.

Chancellor Shields said he looked at the restructuring as an opportunity to reinvigorate the relationship that the two-year campuses have with K-12 education. His team has already met with school principals and superintendents all over southwest Wisconsin to get a better gauge of what their needs are. They have discovered that several school districts already have fairly strong relationships with the two-year colleges; other districts do not, despite having great needs. Chancellor Shields concluded that the state needs to encourage more students to pursue some level of higher education, and this is an opportunity to expand the university's outreach into that aspect of the education system in Wisconsin.

Chancellor Patterson said UW-Stevens Point fully embraces the mission that the two-year UW campuses have had for the last 40 years in the state. He and his sister were the first in their family to graduate high school; after working his way through high school, he used that check to pay the \$60 tuition "at a campus very much like the one in Marshfield." Saying "that is how I got my start," Chancellor Patterson assured the Board that UW-Stevens Point would maintain the UW Colleges' access mission because that is what the state needs.

Regent Vice President Petersen expressed his sincere appreciation to Chancellor Sandeen, all of the receiving chancellors, and all of the UW System staff for their tremendous work on "one of the larger endeavors we've ever taken on as an institution."

Regent Vice President Petersen noted that this reorganization appears to allow for unprecedented community engagement in higher education and how to maintain access and

student success in Wisconsin. He then asked the receiving chancellors to comment on their plans to rebrand their collective institutions in a regional way, as with Chancellor Miller's "Project Coastal" initiative or Chancellor Leavitt's "Lake Winnebago Region" concept.

Chancellor Miller said this was something his team considered immediately after the restructuring was announced: To succeed it is necessary to develop strong regional cohesion and interaction, not just with the three campus communities but also the other communities and local governments in the region. He noted that some of these communities already have a lot of brand equity, which the university wants to preserve. The restructuring team's approach will be to develop a common identity around these major communities and the academic programs these UW institutions are delivering. Chancellor Miller added that this may also include the way the university brands itself with the technical colleges. The restructuring presents a huge opportunity for regional cohesion, which is essential for economic development and talent creation.

Chancellor Kopper reported that the community is being very positive about the restructuring. The "Even Better Together" event brought everyone to the table and established the university's commitment to a collaborative approach in developing that vision. She said it is important to recognize the common ground that her institutions share: UW-Whitewater has a special mission to serve nontraditional students, students with disabilities, and under-represented minority students. Additionally, 42 percent of UW-Whitewater students are first generation. Chancellor Kopper concluded that people are excited that UW-Whitewater and UW-Rock County's shared focus on student success and shared commitment to serving their communities is being put at the forefront.

After noting "the real energy" and many opportunities presented by the receiving chancellors, Regent Steil asked them to comment on the work being done at their respective campuses to improve transferability for students between schools.

Chancellor Schmidt explained that a rapid action taskforce was created to begin cross-walking the differences between UW-Barron County and UW-Eau Claire's individual curriculums. He said it is very clear from talking to the admissions, registrar, and transfer staff that the transition between the two institutions will become even better. Reiterating that all of the other UW institutions are welcome to continue to come recruit students from the UW-Barron County campus, he also reminded Regents that many students already come to UW-Eau Claire for one or two years with the intention of transferring to UW-Madison or another institution. He concluded that the restructuring in no way limits transferability, and would actually make the process smoother between the receiving campus and the college that is joined.

Regent Klein asked the chancellors to describe how the UW Colleges students will experience the restructuring once it is completely implemented. Will they have the same professors or support staff?

Chancellor Mone explained that he wants to bring UWM-quality experiences to the two-year campuses it is receiving. UWM must be very respectful and supportive of what already exists on both of the campuses and continue to provide those types of service; however, from a

branding perspective, the university wants the student's experience to be that of "UW-Milwaukee at Washington County" or "UW-Milwaukee at Waukesha."

After many discussions in the communities about how this would work, he said the university wants to improve the seamlessness of transferability from both the UW two-year schools and the technical colleges, and is looking particularly at issues around advising and support services. Noting that UWM is unique for having both an access and research mission, Chancellor Mone indicated that they are used to dealing with a 40 percent or greater first-generation student profile. It can be difficult to provide the array of services needed by students who experience tremendous challenges on a number of different fronts, as well as those who are successful.

Citing significant financial challenges, Chancellor Mone indicated that not every student may have the same access as those on the main campus. Tuition and segregated fees are dramatically different between the institutions. How does the university continue to maintain all of the great things and also improve in all of these other areas? He noted that the current structure is not working well, and that this is what is driving the restructuring. The receiving institutions have to instead find areas to focus improvements and grow programmatically.

Chancellor Mone concluded that UW-Waukesha or UW-Washington County students one to three years from now are going to have an array of different experiences beyond what they currently have. Bringing more bachelor's or master's degree programs to those locations will be a huge win for both the students and for the communities. He also noted that the Milwaukee 7 (M7) regional economic development partnership, as an entity that brings together many business and education leaders and elected officials from Wisconsin's seven southeastern counties, will provide UWM with a built-in advantage in developing relationships and strengthening educational opportunities for students across the community.

Regent Tyler said he appreciated that many of the chancellors had talked about their institutions' relationship with the technical colleges. He observed that there is a lot going on in the state related to this reorganization as well as efforts to develop academic and career plans or pathways in response to recent state legislation. Suggesting that the technical colleges have been challenged in the past by a preference towards four-year degrees, Regent Tyler said that the UW institutions need to take part in that discussion about K-12 academic and career planning to avoid the pendulum swinging too far in the other direction.

Chancellor Leavitt reported that some of the numbers he has seen may indicate that the pendulum is swinging in a direction the university did not quite anticipate. The participation rate for students coming directly out of high school into any kind of post-secondary experience – whether it be technical college, two-year or four-year university – are down, meaning students are entering the workforce directly from high school. He noted that all of the UW institutions have experienced this in terms of enrollment challenges. Wisconsin currently has "a very hot economy" where students have opportunities right out of high school to earn a living, though many of them may want a post-secondary education at some point in the future.

Regent Millner observed that what the institutions call themselves may evolve based on how this merger happens for each one. Saying “names do mean something,” she encouraged the chancellors to think very closely about how their institutions will identify themselves. She also noted that the Board of Regents and UW System leaders would need to be patient as the process evolves. She thanked System Administration staff for their work.

Chancellor Patterson agreed that names are important, saying that they symbolize much of what the institutions do and represent. In the last three months he had more than 25 meetings with individuals and groups – including the chamber of commerce, community advisory groups, steering committee governance groups, and campus student, faculty and staff groups – in all three communities, particularly those where the two-year campuses are located, about that very issue. He said that about 100 individuals will have been involved before this ongoing conversation is over.

Regent Mueller observed that “there is so much work to be done,” and that the chancellors were being so careful while speaking because they are right in the midst of this transition. “I heard you say there are layers of bureaucracy, but we have to expedite program approvals. I heard you say we absolutely need greater integration, but there is strong local passion out there that might counter that. I heard some of you say that we need to create a foundation of sustainability, but there are existing deficits and significant financial issues. I heard you say we need data, but the data that we have – let’s face it – is overwhelming.” Regent Mueller concluded that, though she appreciated the need to be patient, she looked forward to discussing the restructuring at every future meeting, because it involves a base of \$100 million or more and 1,600 to 1,800 staff.

President Behling reminded his colleagues that when the Board of Regents first approved the restructuring initiative, he made the commitment to put this item on the next six meeting agendas and if needed, that commitment could certainly be extended.

Chancellor Shields stated, “It is hard to be accountable if you don’t have control. It is hard to be accountable if you don’t have an idea of what your money is going to look like.” He urged the Board to consider taking the chance of making some commitments rather than phasing them over three or four years, because “now is not the time for more uncertainty.” He indicated that the sooner the university can move forward, the more confidence the people on these campuses and in these communities are going to have in this process.

Having previously been involved with many corporate mergers and acquisitions, Chancellor Mone said it is beneficial to recognize that there is no book or plan for this. He suggested that the apparent contradictions Regent Mueller had noted are the result of many local variations between the UW institutions, and that having a transition period of one or two years may be necessary to move some aspects of the process along quicker. While “there are things we don’t know until we go around those corners,” Chancellor Mone said he has faith and confidence in the university’s “great people” who are giving this work their “absolute best effort.”

Chancellor Schmidt expressed appreciation for the level of engagement, concern, and ownership of this decision demonstrated by the Regents' questions and his fellow chancellors' comments. Though he admitted to also being "a bit impatient," he said he was cautious about what the future holds for the UW-Barron County campus because he does not know what resources will be available. He indicated that figuring out the distributions from online courses will go a long way towards addressing the structural deficits.

Chancellor Schmidt said that during a recent meeting with a group of community leaders, he heard stories of local business owners and civic leaders who worry about all of the young people leaving rural Wisconsin, despite the jobs available. One challenge is whether students will return to the area after going away to college; another challenge is that there are jobs available right out of high school that might keep them in the area but out of higher education.

His institution is trying to figure out a financial stability model that can offer some cohort-based general business management courses, and is having conversations about partnering with employers to underwrite some of the costs and guarantee some coursework. Educational ladders for young people who get a two-year degree and then a four-year degree – and potentially other degrees – are both a professional development tool and create new prosperity in the community.

From a student perspective, UW-Eau Claire has begun offering admission to students who would not otherwise meet more selective admission criteria. Chancellor Schmidt explained that the very first student to accept that offer is in the lower one-third of his high school graduating class, has not taken particularly challenging high school courses, and like many young men was late in figuring out what he wanted to focus on. He has an ACT score of 33 and is very bright, but has not yet applied himself in that classroom environment. This student accepted admission to UW-Barron County, where he will have smaller class sizes and a different pedagogy which helps students become more successful, and he may transfer as early as spring semester to the main campus.

Chancellor Schmidt concluded that this rearrangement offers interesting opportunities for both young and nontraditional students and for their communities. Though it will look very different at each institution, he said that would be success because it means they have responded to their communities, regions, and the individual needs of their students.

With no further questions, President Behling turned to President Cross to wrap up the discussion.

President Cross said the Board had just heard a little bit of the UW System's vision for the restructuring; while not yet necessarily well-defined, the receiving chancellors' had communicated some of the potential and their passion for making this work.

President Cross then addressed some of the concerns he had heard, beginning with Regent Evers' comments about access. He affirmed that the UW System will do its very best to guard access and quality of service for those students who may not be ready to enter the four-year institutions.

President Cross also acknowledged some of the chancellors' frustrations with the speed of this process, explaining that there are issues that preclude the UW System from handing over responsibility to the receiving institutions before July 1st. HLC accreditation is still retained by the UW Colleges, and the Department of Education requires that financial aid continue to be awarded through the Colleges next year.

Having also been through several mergers, President Cross said there are areas where one has to be patient and there are areas where one has to be urgent. Similar to the due diligence process that goes into understanding the financials of corporate mergers, he said that pieces of this restructuring process are complicated. The two-year campuses are interwoven with each other, so some staff may be doing work for multiple institutions.

President Cross noted that the UW Colleges also face financial challenges, some more so than others. The UW System's commitment is to help them and hold them harmless in this process for a minimum of two years, because the campuses need that time to stabilize and figure out how to leverage this opportunity and integrate it effectively.

Regarding accountability, President Cross said it is very important to determine how the UW institutions will measure whether or not this restructuring is successful. "What are we looking at? What metrics will we use?" Throughout the process, the UW System will be focusing on three aspects: transfers, financial stability, and stabilized enrollments.

He concluded that System Administration is doing its best to not dictate what the institutions do. For example, he explained that the System's goal with regards to the naming convention is to provide broad guardrails – the only three requirements are: 1) Institutions must have approval and support from the counties or municipalities that created these entities; 2) The name must include "University of Wisconsin" in some fashion; and 3) Institutions must engage their communities. Within those guardrails, institutions may bring naming proposals to the Board for approval.

President Cross thanked the many people involved for their valuable contributions and commitment to this process, noting that this work is in addition to their normal responsibilities. He also expressed his appreciation to the Board for their patience as System Administration tries to determine ways to engage Regents in this process without inundating them with data. Reiterating that every merger is different, President Cross concluded that he has learned a lot through this process.

President Behling expressed his thanks and led a round of applause for the receiving chancellors.

- - -

PANEL PRESENTATION AND DISCUSSION: “PERSPECTIVES ON THE CURRENT WORKFORCE/HIGHER EDUCATION ENVIRONMENT AND AREAS OF OPPORTUNITY AND ALIGNMENT”

Turning the Board’s attention to talent and workforce development, President Behling stated that the UW System – which awards more than 36,000 degrees each year – is widely recognized as a leading talent pipeline for Wisconsin’s workforce needs. Continued economic strength and historically low unemployment levels are generating increased demand for highly skilled graduates, and the university’s role in meeting that demand is vital.

President Behling indicated that the upcoming panel discussion was designed to provide the Board with current and forward-looking perspectives that will help inform its decisions and strategies. He then invited President Cross to get the discussion started.

Introduction

President Cross indicated the Regents would hear a recurring – and familiar – theme from the afternoon’s panelists: “If Wisconsin is going to be successful in meeting future economic and workforce needs, it’s going to take partnerships and collaboration.”

For the UW System’s part, he said that means higher education must expand its engagement with business, industry and communities to better understand projected needs – and how to adjust what the university does to help meet those needs. As the Board had just heard in the previous discussion on restructuring, President Cross stated that the UW System is already taking significant action, creating and expanding pathways for students in high-demand industries, and collaborating with businesses and higher education partners to address this demand.

Against that backdrop, President Cross said he was pleased to welcome three special guests who would share their thoughts and expertise as part of a panel discussion. To moderate the panel, he turned the floor over to a member of the UW System’s economic development team, Talent Initiatives Director Rebecca Deschane. He also noted that Ms. Deschane was recently named to her joint liaison position reporting to both UW System and WEDC – another example of aligning shared interests.

Ms. Deschane stated that collaborations and partnerships are very important in ensuring that everyone in Wisconsin has opportunities for their future, especially as it relates to workforce development. She indicated that the Board would be joined by three panelists, each of whom would give brief remarks, followed by time for questions from the Regents.

Rebekah Kowalski, Vice President, ManpowerGroup

The first panelist was Rebekah Kowalski, Vice President of Client Workforce Solutions for ManpowerGroup North America. In this role, Ms. Kowalski is focused on the future of

workforce trends, how workforce and skills are evolving, and how organizations can best be prepared to meet the challenge.

Ms. Kowalski said that what Manpower Group is seeing at the global and national levels may give some context to what the state of Wisconsin is experiencing. ManpowerGroup tracks workforce trends around the world; by talking to its 400,000 employers, 12 million candidates, and roughly 3.5 million employees, it has developed a good perspective on what kinds of trends are really impacting the world of work. This can provide important context as the state talks about what it needs to do and is facing with regards to workforce development.

First, Ms. Kowalski said that Wisconsin is facing a skills revolution driven by a number of micro trends, one of which is that individuals want to work differently than how they have worked in the past. Differences in how multiple generations want to experience work in the workplace represents one more hurdle for employers to get over and one more thing for educators to have to understand.

“What kind of careers are we preparing people for?” Ms. Kowalski said that the answer is no longer “a job for life,” but instead might be fractionalized or gig-based work. Research shows that 86 percent of individuals say they would be willing to opt into gig work as opposed to a more traditional 8-to-5 role because they want flexibility.

Beyond the trend of “individual choice,” Ms. Kowalski said that there is also a rapid evolution or progression in roles and skills taking place in every single sector, driven primarily by technology. She invited Regents to consider how the entertainment world has changed with telecommunications, or the new jobs being created in health care with the miniaturization of diagnostics. Employers trying to forecast their needs must understand how roles and skills will be reshaped fundamentally to meet the changing needs of changing consumers around the world.

Ms. Kowalski elaborated that consumers’ demographics are changing as well. There are currently four generations in the workforce, with a fifth about to enter. She said that there is not enough talent in most parts of the world to just assume that some people will age out. However, in some sectors there is an incredibly pronounced age-out trend – for example, a demographically-driven shortage of 2 million workers is predicted in the manufacturing sector by 2025. ManpowerGroup is seeing trends with employers entirely recasting their vision of what an employee looks like, which may involve bringing back knowledge workers from an older generation.

At the same time, skills are rapidly changing with new kinds of technology. For example, ManpowerGroup recently identified 165 roles in manufacturing that are either going to experience some degree of change or are new roles that no one had heard of one year earlier. Though many people are discussing artificial intelligence and automation as threats to jobs, Ms. Kowalski argued that there is actually more of an evolution in some roles and a net gain with new roles.

Ms. Kowalski said that it is very important to understand how education aligns with these trends. How do we understand the changing shape of demand and what’s really going to be

required of graduates today and tomorrow? She concluded that even adults who are already in the workplace may need to recast themselves in a new mold over time

Ray Allen, Secretary, Wisconsin Department of Workforce Development

Ms. Deschane announced that the Board would next hear from Secretary Ray Allen, who has served as leader of the Wisconsin Department of Workforce Development (DWD) since 2016. Secretary Allen would briefly discuss efforts being led by the state of Wisconsin and touch on some of the initiatives underway at the Council Workforce Investment.

Secretary Allen began with an overview of what is being done from a state level towards investment in talent development, which he noted goes beyond workforce development. He stated that Wisconsin is currently in unprecedented times with a record-low unemployment rate of 2.9 percent. At the same time the state has a declining population, which exasperates the challenge of building a workforce.

Secretary Allen then briefly shared some of the strategies undertaken by the Department of Workforce Development. First, he identified the four-year institutions as very good partners in developing and planning for the state's future workforce. One of these efforts was the development of a portal to collect internships with businesses and make them available to the public. The portal is housed at DWD and is accessible by both students (two-year and four-year) and business leaders.

Secretary Allen explained that students who have internships at Wisconsin businesses are known to be substantially more likely to stay in the state after graduation. Given Wisconsin's declining birthrate, he said one of the state's best attractors is its education system. Both the two-year and four-year institutions bring tremendously talented young people into the state, and DWD wants to do everything it can to retain them.

The state is also investing into WEDC in a very proactive outreach to surrounding states. Secretary Allen indicated that the first focus will be to advertise and promote Wisconsin and its unique opportunities around the Chicago region.

Another feature of DWD's efforts is to work with K-12 partners to build on the efforts involving academic and career planning. Secretary Allen anticipated using funds to create youth apprenticeships in high school to let young people explore careers while also providing opportunities to gain real work experience and engage with the business community. He added that apprenticeships are not just in the trades, but have also been created in the information technology, financial services, and health care sectors.

Secretary Allen said the core goal of these efforts is to engage young people at the earliest possible stage, building a pipeline to Wisconsin's educational institutions and businesses. He also indicated that it is important for young people to explore careers and focus on training early on so they do not spend dollars and efforts in areas that do not ultimately interest them.

Secretary Allen also discussed “skilling” those people that have traditionally been outside the workforce. Currently Wisconsin has a labor participation rate in the state close to 69 percent; the Governor has committed to providing DWD with tools to assist individuals who, for whatever reason, remain outside the workforce – with a heavy focus on those individuals who need vocational rehabilitation or who have disabilities – to enhance their skills, better assess them, and allow them the opportunity to work and be placed. Additionally, DWD can provide individuals on some form of public assistance with opportunities for training and placement. He indicated that those pieces would be expanded as the department continues its efforts.

While an apprenticeship in advanced manufacturing can place someone in a job with a family-supporting wage right of high school, Secretary Allen suggested that there is still a role for the technical colleges system to skill-up those individuals, and for the four-year institutions to work with businesses on ongoing education. As Ms. Kowalski had mentioned, today’s jobs keep migrating and changing, and so there is a need for individuals to continue to pursue lifelong learning and skill-building.

Secretary Allen stated that while Wisconsin has one of the best educational infrastructures in the United States, it must continue to build the inter-connectedness between all of its educational institutions – from four-year to two-year to K-12 – until they are almost seamless. He went on to say that part of the focus must be on removing barriers; in addition to investing in individuals, the state must also invest in a very robust and aggressive transportation plan that connects them to not only jobs but also educational and training opportunities.

Secretary Allen commended the efforts and support of the UW System, saying that his interaction with President Cross and his staff has been extraordinary. He said that in this collective effort, the state needs to expand its partnerships – from education to business to government – with the commitment of the current administration. He indicated that DWD’s next budget will request training dollars to be invested in the UW System. He thanked the Board of Regents and System leaders for their support and efforts to build “this great state of Wisconsin.”

Jerry Murphy, Executive Director, The New North, Inc.

Finally, Ms. Deschane introduced Jerry Murphy, Executive Director of the New North, Inc., who would provide some insights on the regional and local efforts happening in northeast Wisconsin.

Mr. Murphy discussed the concept of the “Triple Helix” – an employer, an educator, and an agency (sometimes the government) oriented around a common axis, such as the community, the economy, or a specific opportunity or challenge. He indicated that a good predictor of success for that Triple Helix would be a common objective that is critical to the missions of its partners, whether that be making money, sustaining and supporting a healthy community, or generating student success and increasing knowledge and innovation.

Mr. Murphy then provided a couple of examples of the Triple Helix in the New North region. Northeastern Wisconsin’s Manufacturing Alliance recognized that their workforce was declining. Consequently, manufacturers who competed aggressively, particularly around talent,

were able to orient around building the industry's talent development pipeline. Their partnership has grown to over 200 companies, representing roughly one-third of the manufacturing employment base in the New North Region.

Three years ago, with a tremendous investment by the UW System and members of the Northeast Wisconsin Education Resource Alliance, the presidents and chancellors of the 13 post-secondary institutions came together with the Manufacturing Alliance to develop an engineering technology degree program. Any student can attend one of the 13 post-secondary institutions and matriculate from UW-Oshkosh or UW-Green Bay with this degree. Noting that academic institutions compete all the time for faculty, students, and funding, Mr. Murphy said it was "almost a miracle" that these educational leaders could agree to, work on, and ultimately benefit from their shared axis of meeting the needs of the economy.

In another example, Mr. Murphy explained that the IT Alliance is an occupationally-oriented attempt to follow the Manufacturing Alliance's model. CIOs from companies such as J.J. Keller, Bemis, Thrivent, and the Oshkosh Corporation came together around a common focus on improving the IT labor shortage. The IT Alliance, which is just one year old, currently includes 18 companies oriented on filling the IT pipeline.

In its "Talent Upload" event, the Fox Cities Chamber of Commerce recruits students graduating in technology degrees from campuses throughout Wisconsin and outside the state by inviting them to come to the Fox Valley for a weekend. Area employers seeking IT, technical, or engineering talent pay to entertain, feed, lodge and transport these students, splitting the costs among themselves but still competing for future employees. Mr. Murphy said the same model will be used sometime this fall in a "Talent Reload" initiative focused on veterans retiring from active duty in the military. He noted that military personnel often move around while in service, and because they are not anchored in one place they make good candidates for recruiting.

Mr. Murphy concluded by stating two caveats: First, that the ability to successfully form a Triple Helix requires structure, collaboration, and an obvious, simple and critical motivation. Second, as more alliances are created Triple Helixes with similar themes will begin competing against each other. He suggested that the next evolution may be a Super Helix that drives strategy for an entire region.

Discussion

Thanking the panelists for their comments, Ms. Deschane indicated that she had heard many of these themes while traveling across the state in her new role as Talent Initiatives Director. One of the two key focuses has been on the state's diminishing demographics and the challenges that a shrinking population poses to the state's talent development efforts. The second key focus is aligning efforts around collaboration: When many people with the same great ideas are working separately and in silos, how can opportunities be identified for them to work collectively?

Addressing Wisconsin's demographic issues, Ms. Deschane noted that Governor Walker is poised to sign into law the provision of \$6.8 million to expand the Think-Make-Happen

Campaign led by WEDC. The campaign will expand its partnerships with DWD, the Department of Tourism, and the Department of Veterans Affairs to include Wisconsin-based alumni and transitioning military members and their families in this outreach. This campaign allows the state to share information about the number of opportunities, both professional and personal, that abound in Wisconsin.

Given the global and national trends in the labor market activities, Ms. Deschane asked what other recommendations the panelists had for what the UW System can do to expand the state's partnerships related to talent attraction?

Ms. Kowalski stated that it is important to know what the state needs to recruit for. Foundational recruiting is about making a state, region, or county attractive for people to come live or work in, but it is also crucial to know what the most in-demand roles will be over time. She observed that, like many places, Wisconsin catches up but does not move forward when competing for employers, investment, and top talent. Beyond identifying its crucial sectors, the state must also outline what will be required to drive those sectors forward.

Ms. Kowalski suggested that though Wisconsin's higher education institutions do much of the research that drives incredible innovation around the world, that research is not always translated into practical application. Which people will make use of that research? How does the university need to align its curriculum and programs to meet those needs?

As a practical example, Ms. Kowalski noted that recent developments with big data and artificial intelligence will require many things, including world-class machine learning programs. She asked whether the UW System knows what its capacity is for that relative to projected demands over 10 years?

Similarly, all of this data now streaming in raises new and very complex ethical questions for organizations and economies. "What happens with the data? What decisions can be made? How far is too far?" Ms. Kowalski said the traditional legal education track has not explored what data ethics should look like, and that industry leaders are questioning how to prepare new workers for the challenges they are going to face.

Ms. Kowalski summarized her advice as knowing where to compete and aligning programs and funding with projections for future talent. Recruiting and academic programs are two ways to build the talent pipeline; she said the UW System would be well prepared if it thinks about the future and not just about plugging the current gap.

Mr. Murphy expressed his agreement that the university must anticipate what the next talent requirement is going to be. He noted that manufacturers and businesses in general are going to go where the people are. Northeastern Wisconsin is seeing the signs of large companies beginning to outpace their employees to Chicago; he said it would not be long until other assets start to follow the people.

Secretary Allen said the challenge from a state level begins with retaining the talent Wisconsin currently has. In small or rural communities throughout the state, the business and

education partnerships such as youth apprenticeship programs help to retain young people. While the labor demand still requires in-migration, the state must build a foundation growing its own workforce and placing individuals in local job opportunities that sustain the businesses in those communities. He warned that “if you have the job and not the talent, then the job goes away – and if you have the talent and not the job, then the talent goes away.”

Noting that Mr. Murphy had mentioned recruiting veterans, Secretary Allen said that veterans bring many of the skills Wisconsin wants and needs for its job opportunities, particularly in the manufacturing sector. Recruitment for veterans from a state level will not only encompass visits to U.S. bases to reach them prior to their release from the military; he indicated that DWD is also trying to work with the federal Department of Veterans Affairs to touch base with overseas veterans who have Wisconsin ties.

Secretary Allen pointed out that there are veterans in the UW System that Wisconsin wants to retain, skill-up and educate. Resident Wisconsin veterans receive free tuition, which is a powerful marketing tool for both the state and the university. He concluded that these ideas are what the state wants to focus on to help build talent and close the gap.

Ms. Deschane deferred the remaining time to questions from the Regents.

Regent Whitburn asked Secretary Allen to share his sense of Wisconsin’s capacity to respond to the 21st century needs of an organization like Foxconn and its vendors.

Secretary Allen explained that the state has set a 60-percent ratio for local participation in Foxconn construction, which will require additional investment to enhance housing and other peripheral services. For this unique opportunity it will be necessary to get people in the pipeline for those jobs; he said both the technical college system and the UW System’s 3+1 programs will play a part in ramping up Wisconsin’s ability to educate and train people and get them into the workforce. Secretary Allen concluded that in three years a large percentage of individuals involved in the Foxconn project will be placed from Wisconsin. He suggested that the difference will be made up through worldwide recruitment, citing Epic as an example.

Regent Jones asked the panelists to comment on what Wisconsin employers are looking for in terms of degree-levels.

Secretary Allen responded that employers want “a live body” – someone who is skilled up that the employer can place in the workforce and will train. He added that employers want individuals with essential skills – the ability to work in groups; to think, learn and process; to understand core math – and programs like Fast Forward offer to match the investment employers make to further skill up their workforce.

Ms. Kowalski said that the first goal is stop the bleeding; in the short term, employers are open to any individual who can perform the job’s requirements. Businesses are having conversations about lowering degree requirements from four years to two years or offering to pay tuition for an employee to finish their education. To capture talent inside their organization,

employers are willing to help that talent rise-up to a higher level of specifications – this is why people are seeing more internships and learn-and-earn programs.

Ms. Kowalski indicated that employers want a systemic fix in the long term but have fortunately become more open-minded about prospective employees who may not be an exact match because “talent is a renewable resource.” Businesses will look for higher education to partner with them in developing a more flexible pool of talent – “flexible” meaning whether or not someone can learn and adapt – because they cannot do this all internally.

President Behling led a round of applause for the three panelists.

- - -

CLOSED SESSION – SONATA ROOM

President Behling called upon Vice President Petersen to read the motion to move into closed session. The motion was seconded by Regent Millner and adopted on a roll-call vote, with Regents Behling, Evers, Hall, Higgins, Jones, Klein, Millner, Mueller, Petersen, Plante, Ring, Steil, Tyler, and Whitburn voting in the affirmative. There were no dissenting votes and no abstentions.

Closed Session Resolution

Resolution 11014 That the Board of Regents move into closed session to: (a) consider a recommendation for the employment of an Executive Director and Corporate Secretary, Office of the Board of Regents, as permitted by s. 19.85(1)(c), Wis. Stats.; (b) consider a student request for review of a UW-Madison discrimination decision, as permitted by ss. 19.85(1)(a), (f), and (g), Wis. Stats.; (c) consider UW-Oshkosh honorary degree nominations, as permitted by s. 19.85(1)(f), Wis. Stats.; (d) consider personal histories or disciplinary data of specific persons relating to the UW-Oshkosh Foundation matter which, if discussed in public, would be likely to have a substantial effect upon the reputation of such persons, as permitted by s. 19.85(1)(f), Wis. Stats.; (e) confer with legal counsel regarding pending litigation (Bank First National v. UW-Oshkosh Foundation; Board of Regents v. Sonnleitner and Wells; University of Wisconsin-Oshkosh Foundation, Inc. v. Board of Regents; UW-Oshkosh Foundation, Inc. Chapter 11 Bankruptcy Filing) and potential litigation, as permitted by s. 19.85(1)(g), Wis. Stats.; and (f) discuss ongoing personnel matters, as permitted by s. 19.85(1)(c) and (f).

During the closed session, Regents Higgins, Jones, Klein, and Tyler each recused themselves from discussion of pending litigation.

The following resolution was adopted during the closed session:

Student Request for Review of a UW-Madison Decision

Resolution 11015 That the Board of Regents adopts the attached Proposed Decision and Order as the Board's final Decision and Order in the matter of a student request for Regent review of a UW-Madison decision.

- - -

The meeting was adjourned at 5:40 p.m.

- - -

Submitted by:

/s/ Jess Lathrop

Jess Lathrop, Executive Director and Corporate Secretary
Office of the Board of Regents
University of Wisconsin System