

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held at UW-La Crosse Student Union  
Room 2120  
521 East Avenue N  
La Crosse, Wisconsin

Friday, December 7, 2018  
9:00 a.m.

**APPROVAL OF THE MINUTES OF THE OCTOBER 2018 MEETING ..... 4**

**REPORT OF THE PRESIDENT OF THE BOARD ..... 5**

REPORTS OF THE WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD AND THE HIGHER EDUCATIONAL AIDS BOARD ..... 5

WINTER 2018 COMMENCEMENT ..... 5

**REPORT OF THE PRESIDENT OF THE SYSTEM ..... 5**

UPDATE ON RECENT EVENTS ..... 5

*State Legislative Update* ..... 5

*Federal Title IX Update* ..... 6

*2020FWD Strategic Framework Update* ..... 6

STUDENT SPOTLIGHT ..... 6

NEWS FROM AROUND THE SYSTEM ..... 7

*UW-La Crosse Students Lead Nation in Student Loan Repayment Rates* ..... 7

*UW-Parkside Assistant Chancellor Receives Human Resources Award* ..... 7

*UW-Green Bay Inspires Fifth-Graders to Dream about College* ..... 8

*UW-Eau Claire Kinesiology Research Helps Law Enforcement Officers* ..... 8

*UW-Whitewater Student Makes Magic with Video Editing Skills* ..... 8

*UW-Superior Holds Dedication Ceremony for Maawanji’idiwin Medicine Wheel* ..... 8

*UW-Stout Dedicates Sorensen Hall in Honor of Late Chancellor Charles W. Sorensen* ..... 8

*UW-Stevens Point Selected as Recipient of Great Lakes Sea Grant Award* ..... 8

*UW-River Falls Dairy Judging Team Takes First Place at World Dairy Expo* ..... 8

*UW-Platteville Researchers Receive U.S. Department of Agriculture Grant* ..... 9

*UW-Oshkosh Accelerated Nursing Program Brings Together Three Sisters* ..... 9

*UW-Milwaukee Theater Faculty Help Veterans Heal through Shakespeare* ..... 9

*UW-Madison Begins Renovations to Chemistry Building* ..... 9

*UW System Center for Technology Commercialization Helps Student Entrepreneur* ..... 9

RESTRUCTURING UPDATE ..... 9

*Higher Learning Commission Focused Visit Report* ..... 10

*Project Timeline* ..... 11

*MOU Service Transitions* ..... 12

*UW Colleges and UW-Extension Closeout* ..... 12

*Discussion* ..... 13

<b>REPORT AND APPROVAL OF ACTIONS TAKEN BY THE BUSINESS AND FINANCE COMMITTEE.....</b>	<b>14</b>
<i>UW System Contractual Agreement with EAB for Student Success Collaborative Software and Services.....</i>	<i>16</i>
<i>UW-Madison Contractual Agreement with Johnson Controls, Inc.....</i>	<i>16</i>
<i>Approval of Amendments to the “Bylaws of the Board of Regents of the University of Wisconsin System,” Related to the UW System Trust Funds.....</i>	<i>16</i>
<i>Rescind and Remove Regent Policy Documents Related to UW System Trust Funds.....</i>	<i>16</i>
<i>Rescind and Replace Regent Policy Document 3-2, “Public Records Management” with a new Regent Policy Document.....</i>	<i>17</i>
<i>Rescind and Replace Regent Policy Document 2-1, “Emeritus Designation: Regents” with a New Regent Policy Document titled “Emeritus Designation”.....</i>	<i>17</i>
<i>Removal of Regent Policy Document 26-1, “University Insurance Association”.....</i>	<i>17</i>
<i>Removal of Regent Policy Document 30-4, “Mandatory Refundable Fee Policies and Procedures for Student Government Organizations”.....</i>	<i>17</i>
<i>Review and Approval of UW-Madison Non-resident, Graduate and Professional School Tuition Proposals.....</i>	<i>17</i>
<i>Approval of Salary Ranges for Senior Executives.....</i>	<i>18</i>
<b>REPORT AND APPROVAL OF ACTIONS TAKEN BY THE EDUCATION COMMITTEE.....</b>	<b>18</b>
<i>Rescind and Replace Regent Policy Documents 1-1, “The University of Wisconsin System Mission” and 1-2, “Approval of Mission Statements,” with a New Regent Policy Document titled “Mission Statements”.....</i>	<i>20</i>
<i>Rescind and Remove Regent Policy Documents 18-1, “Organization of Extension and Outreach Activity” and 18-2, “Implementation of Regent Policy Document 18-1”.....</i>	<i>20</i>
<i>Approval of the Faculty Layoff and Termination Policy, UW-Stevens Point.....</i>	<i>21</i>
<i>Program Authorization (Implementation) Doctor of Physical Therapy, UW-Stevens Point.....</i>	<i>21</i>
<i>Program Authorization (Implementation) Bachelor of Fine Arts in Writing and Applied Arts, UW-Green Bay.....</i>	<i>21</i>
<i>Program Authorization (Implementation) Master of Arts in African and African Diaspora Studies, UW-Milwaukee.....</i>	<i>21</i>
<i>Program Authorization (Implementation) Doctor of Occupational Therapy, UW-Milwaukee.....</i>	<i>21</i>
<b>REPORT AND APPROVAL OF ACTIONS TAKEN BY THE CAPITAL PLANNING AND BUDGET COMMITTEE.....</b>	<b>22</b>
<i>Authority to Construct the Northwest Quadrant Student Health Services Remodel Project and Approval of a Waiver of Regent Policy Document 19-8, UW-Milwaukee.....</i>	<i>23</i>
<i>Approval to Demolish Northwest Quadrant Building A, UW-Milwaukee.....</i>	<i>23</i>
<i>Authority to Construct the Boebel Hall Addition and Renovation – Phase II Project, UW-Platteville.....</i>	<i>24</i>
<i>Authority to Increase the Budget for the Price Commons First Floor Renovation Project, UW-Stout.....</i>	<i>24</i>
<i>Authority to Increase the Budget for the UW-River Falls Dairy Plant Remodel Project, UW System.....</i>	<i>24</i>
<i>Authority to Construct Maintenance and Repair Projects, UW System.....</i>	<i>24</i>
<i>Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Biochemistry Building Loading Dock Renovation Project, UW System.....</i>	<i>24</i>
<i>Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Engineering Hall Plaza Entrance Project, UW System.....</i>	<i>25</i>
<i>Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Primate Center Backup Generator Project, UW System.....</i>	<i>25</i>
<i>Authority to Construct the Lowell Hall Floors 2-4 Renovation Project, UW-Madison on behalf of UW-Extension.....</i>	<i>25</i>
<i>Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison on behalf of UW-Extension Upham Woods Administration Building Replacement Project.....</i>	<i>25</i>
<i>Lease Renewals for University of Wisconsin System Administration, UW System.....</i>	<i>25</i>
<b>REPORT AND APPROVAL OF ACTIONS TAKEN BY THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE.....</b>	<b>26</b>

<i>UW School of Medicine and Public Health Wisconsin Partnership Program Oversight and Advisory Committee Appointment .....</i>	<i>29</i>
<i>UW School of Medicine and Public Health Wisconsin Partnership Program Approval of the Wisconsin Partnership Program's 2019-2024 Five-Year Plan .....</i>	<i>29</i>
<b>REPORT OF THE JOINT MEETING OF THE AUDIT COMMITTEE AND THE BUSINESS AND FINANCE COMMITTEE ....</b>	<b>29</b>
<b>REPORT OF THE AUDIT COMMITTEE .....</b>	<b>30</b>
<b>2018-19 BIENNIAL BUDGET UPDATE: CAPACITY-BUILDING PROJECTS.....</b>	<b>32</b>
UW-LA CROSSE .....	32
UW-SUPERIOR .....	33
UW-RIVER FALLS .....	35
UW-EAU CLAIRE .....	36
DISCUSSION.....	38
<b>RESOLUTION OF APPRECIATION TO UW-LA CROSSE FOR HOSTING THE DECEMBER 2018 MEETING .....</b>	<b>38</b>
<i>Resolution of Appreciation: UW-La Crosse.....</i>	<i>38</i>
<b>REGENT COMMUNICATIONS, PETITIONS, AND MEMORIALS.....</b>	<b>39</b>

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9:00 a.m.

-President Behling presiding-

PRESENT: Regents Robert Atwell, John Behling, Scott Beightol, José Delgado, Michael Grebe, Eve Hall, Mike Jones, Tracey Klein, Regina Millner, Janice Mueller, Drew Petersen, Cris Peterson, Jason Plante, Ryan Ring, Torrey Tiedeman, and Mark Tyler

UNABLE TO ATTEND: Regents Tony Evers and Gerald Whitburn

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Per Regent Policy Document 2-4, "Ethics and Conflict of Interest Policy for the UW System Board of Regents," no conflicts or potential conflicts of interests were declared with items included on the open session agenda.

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**APPROVAL OF THE MINUTES OF THE OCTOBER 2018 MEETING**

The minutes of the October 4-5, 2018 Board of Regents meeting had been provided. Vice President Petersen moved approval of the minutes. The motion was seconded by Regent Millner and adopted on a voice vote.

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## **REPORT OF THE PRESIDENT OF THE BOARD**

### ***Reports of the Wisconsin Technical College System Board and the Higher Educational Aids Board***

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

### ***Winter 2018 Commencement***

President Behling thanked Chancellor Gow and his team for their great hospitality. He noted that the end of the year is often a very busy time for campuses and students; in coming weeks the University of Wisconsin System will graduate about 10,000 students. Indicating that a number of Regents would be taking part in graduation ceremonies, he said these events are a great reminder of why they spend so much time working on behalf of the university. President Behling then led a round of applause for the UW System's graduates as they prepare for their special day.

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## **REPORT OF THE PRESIDENT OF THE SYSTEM**

President Behling turned the floor over to President Cross for his report.

President Cross began his report by leading the room in singing "Happy Birthday" to Regent Ryan Ring and Chief-of-Staff Gary Bennett.

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

#### **State Legislative Update**

President Cross provided a brief update from the state legislative front. In addition to ongoing discussions with legislative leadership in both houses, members of the UW System's state relations team are working closely with Governor-Elect Evers' transition team to discuss the System's state budget proposal and several policy issues in advance of the upcoming legislative session. He indicated the UW System continues to receive positive responses to its budget request, including its pay plan request.

President Cross said System Administration is also working with each institution to outline advocacy strategies leveraging the unique strengths and relationships they possess. In the coming months the UW System will be making the case for its budget to the Governor, legislators, and the public in general; he promised to keep the Board informed of those efforts moving forward.

## **Federal Title IX Update**

On the federal front, President Cross informed the Board that Secretary DeVos and the Department of Education recently proposed new Title IX rules. At President Cross's direction, a UW System task force was formed to review the proposed rules and to provide recommendations. The proposed rules were published in the Federal Register during the past week and will be open for public comment for 60 days.

## **2020FWD Strategic Framework Update**

Following up on a presentation by Ben Passmore, Associate Vice President for Policy Analysis and Research, at the October 4-5, 2018 Board of Regents meeting, President Cross announced that the second annual report of the 2020FWD Strategic Framework is now online.

## ***Student Spotlight***

President Cross introduced Britney Trybula, a senior at UW-La Crosse studying Biomedical Sciences with a minor in Psychology. Along with being a full-time student and a teaching assistant for the anatomy and physiology class that works with cadavers, Ms. Trybula works at Gundersen Tri-State Ambulance, where she practices a variety of skills she has learned at UW-La Crosse. President Cross said Ms. Trybula is doing more than just helping with the excellent service the health organization provides – she is also looking to improve the safety of the community with a new initiative that she is spearheading at UW-La Crosse and other community partners.

Ms. Trybula said she has taken the initiative to bring the “Stop the Bleed” program into the La Crosse area, working with Gundersen Tri-State Ambulance, the La Crosse Fire Department, and other first responder agencies in the western Wisconsin region to inform and train community members on how to perform hemorrhage control.

Ms. Trybula said the national “Stop the Bleed” campaign was signed into effect in 2013 by President Obama. Noting that not many people know about it yet, she explained that her initiative is trying to get the word out and bring more awareness to the campaign, which teaches community members how to do hemorrhage control with tourniquet use, direct pressure, and wound packing with tourniquets, gauze, and hemostatic dressings.

Regent Jones asked how long it takes to learn these skills. Ms. Trybula said it only takes a single 90-minute course, like CPR training.

Responding to questions from Regent Millner, Ms. Trybula said she has worked with Dr. Mason Fisher, Chief of Surgery at Gundersen; registered nurses at Gundersen and Tomah VA Medical Center; the La Crosse Fire Department, Tri-State Ambulance, and other regional first responder groups; and the Western Health Care Coalition and other groups ranging from Sparta to Bangor. She indicated that at first there were problems with drawing people into the initiative and getting groups on the same page with their efforts, until the community partners collaborated to form a “Stop the Bleed” committee with first responders representing each region. The

committee meets every few months to go over how many community members have been trained and in which areas, and how many other first responders have been trained to teach the classes.

The Board then viewed a brief video about Ms. Trybula's experience with the "Stop the Bleed" initiative. In the video, Ms. Trybula explained that two years ago she attended a trauma conference at Gundersen where the chief of surgery who oversaw the response to the Sandy Hook incident discussed how only a few of the young victims ever made it to the hospital. She said his talk had a big impact on her as a student and led to her proposal to bring the "Stop the Bleed" campaign to La Crosse. She proposed her idea to Gundersen and began working with the La Crosse Fire Department and Gundersen Tri-State Ambulance, in collaboration with the Western Health Care Coalition and others.

The video continued with Ms. Trybula stating that the community should be aware of what to do in emergency circumstances because they will be the first ones to respond: "People will learn about direct pressure, tourniquets, and hemorrhage control, what to do in those situations and how to handle them." She explained that there are different types of injuries and demonstrated what supplies are included in a hemorrhage control kit, such as trauma sheers, gloves, military bandages, gauze, two chest seals, and a tourniquet.

The video concluded with Ms. Trybula sharing that she wants to do more initiatives that will help the community be better and more proactive.

President Cross thanked Ms. Trybula and said the UW System is proud of her efforts.

Noting that Ms. Trybula is set to graduate in May 2019, Chancellor Gow said he would be honored to shake her hand at commencement.

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

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

#### **UW-La Crosse Students Lead Nation in Student Loan Repayment Rates**

UW-La Crosse students are near the top nationally for paying back their student loans. UWL's excellent job placement rates and award-winning "It Make\$ Cents!" financial literacy program contribute to high five-year repayment rates for Pell Grant recipients. Eighty-two percent of students paid toward their loan principal five years later.

#### **UW-Parkside Assistant Chancellor Receives Human Resources Award**

UW-Parkside Assistant Chancellor of Human Resources and Employee Engagement Sheronda Glass received the Milwaukee Business Journal Top HR Award in the government category. Vice Chancellor Scott Menke credited Ms. Glass with creating a strong relationship between HR and UW-Parkside faculty and staff. Ms. Glass has said the key to building trust is to remember there is a human side to everything.

### **UW-Green Bay Inspires Fifth-Graders to Dream about College**

The UW-Green Bay community is inspiring 1,700 fifth-graders from 29 schools to begin dreaming about college. In October, more than 250 college students served as tour guides and role models for the annual Phuture Phoenix Field Trip days.

### **UW-Eau Claire Kinesiology Research Helps Law Enforcement Officers**

A UW-Eau Claire kinesiology research study led the Eau Claire Police Department to change how officers carry their equipment. The study found that load-bearing vests significantly reduce lower back pain experienced with the traditional duty belt. The results have attracted the interest of law enforcement agencies across the country.

### **UW-Whitewater Student Makes Magic with Video Editing Skills**

UW-Whitewater media arts and game development major Breanna Addie brought witches and wizards to life using sophisticated and professionally valuable video editing tools and techniques. A moving portrait display honored scenes from the Harry Potter movies at the famous Warriors and Wizards festival in Jefferson.

### **UW-Superior Holds Dedication Ceremony for Maawanji'idiwin Medicine Wheel**

UW-Superior held a dedication ceremony on Indigenous People's Day for the Maawanji'idiwin – or “The Place Where We Come Together” – Medicine Wheel and Community Gathering Area. The Medicine Wheel represents the human races connected together and is the first of its kind at any four-year college campus in the area.

### **UW-Stout Dedicates Sorensen Hall in Honor of Late Chancellor Charles W. Sorensen**

UW-Stout recently dedicated Sorensen Hall in honor of Chancellor Emeritus Charles W. Sorensen, who passed away in February. Sorensen, the university's longest-serving leader, retired in 2014 after 26 years. Under his leadership, UW-Stout doubled its undergraduate programs, won the national Malcolm Baldrige Award for quality and performance excellence, and became Wisconsin's Polytechnic University.

### **UW-Stevens Point Selected as Recipient of Great Lakes Sea Grant Award**

UW-Stevens Point was selected as the only recipient of a Great Lakes region Sea Grant award for salmon research. The highly competitive award will help the university's aquaculture facility in Bayfield support land-based Atlantic salmon production in the Great Lakes.

### **UW-River Falls Dairy Judging Team Takes First Place at World Dairy Expo**

The UW-River Falls Dairy Judging team took first place at the World Dairy Expo, a national title they last won in 1995. Dairy judging skills extend well beyond evaluating dairy animals. These experiences teach students skills like commitment, communication, and teamwork, all abilities that will be valuable in their future careers.



### **UW-Platteville Researchers Receive U.S. Department of Agriculture Grant**

At a time when there is global interest in increased food production, UW-Platteville researchers received a U.S. Department of Agriculture grant to help meet increased demand for food, fiber, and fuel using sustainable practices and the same amount of land. The project integrates research with education and outreach to ensure its value to local farming communities.

### **UW-Oshkosh Accelerated Nursing Program Brings Together Three Sisters**

Three sisters' educational journeys led to UW-Oshkosh's accelerated nursing program. Kiara Turzinski, Danielle Espe, and Amanda Dernbach did not think to pursue nursing as their first degree. However, thanks to UWO's Accel 12-month program, a second-degree option geared towards addressing the nationwide nursing shortage, they have come together as a family passionate for helping others.

### **UW-Milwaukee Theater Faculty Help Veterans Heal through Shakespeare**

For many war-scarred veterans, adjusting to civilian life is difficult. Many are finding help through the Feast of Crispian, created in part by two UW-Milwaukee theater faculty. The event uses Shakespeare to help veterans process their trauma and give them the words to convey their emotions.

### **UW-Madison Begins Renovations to Chemistry Building**

More than half of UW-Madison students take a chemistry course, pointing to the central role chemistry plays in career preparation. This fall, construction began on a state-of-the-art tower and other needed renovations to the university's aging chemistry building. These improvements will reduce bottlenecks in course scheduling and allow the university to accommodate future chemical education and research.

### **UW System Center for Technology Commercialization Helps Student Entrepreneur**

Ph.D. student-turned-entrepreneur Paige Peters won federal funding to advance her Milwaukee-based company with the help of a course in small-business innovation offered by the UW System-supported Center for Technology Commercialization. Her company is piloting a revolutionary wastewater treatment system to reduce public health risks in flood-weary Midwestern communities.

### ***Restructuring Update***

President Cross invited Carleen Vande Zande, Associate Vice President for Academic and Student Affairs, and Rob Cramer, Vice President for Administration, to provide an update on the UW Colleges and UW-Extension restructuring project.

Vice President Cramer indicated that he and Associate Vice President Vande Zande would highlight four areas of the restructuring project, beginning with an update on the Higher

Learning Commission's focused visit earlier that week. The other three areas relate to upcoming activities.

### **Higher Learning Commission Focused Visit Report**

Associate Vice President Vande Zande said the seven UW System institutions involved in restructuring recently participated in an on-site visit by the Higher Learning Commission (HLC) to follow-up on the many restructuring activities those institutions have been engaged in over the last six months.

As a part of the HLC change-of-structure process, the UW System is required to undergo a site visit within six months of the change. The UW System received approval for the change of structure from the HLC on June 29, 2018. The on-site visit took place on December 3 and 4, 2018, on the UW-Madison campus, where representatives from the seven receiving institutions gathered for the meetings.

Associate Vice President Vande Zande indicated that the two peer reviewers, Dr. Ralph Katerberg of the University of Cincinnati and Dr. Russ Hannah of Arkansas State University, both have expertise in management and finance. The reviewers held meetings and conducted interviews with administration, faculty, staff and students from the receiving institutions and the branch campus. As to not interrupt classes, faculty members and students participated via teleconference.

Noting that approximately 100 people participated in the visit, Associate Vice President Vande Zande thanked the chancellors, provosts, chief business officers, senior student affairs officers, branch campus leadership, faculty, staff and UW System colleagues who participated in these very important meetings with the HLC and prepared up-to-date materials to document this tremendous endeavor.

In order to prepare for the visit, the UW System coordinated the creation of a report for the HLC which consists of a system-wide overview of the restructuring activities that are all guided by customized memoranda of understanding (MOUs) between the receiving institutions and the UW Colleges administrative unit and a two-year phase plan. The report also included information about enrollment, budget, transition of the UW Colleges' programs to the receiving institutions' curriculum, personnel transitions, course-offering schedules by campus, organizational charts, a management plan, and institutional statements created by the seven receiving institutions documenting their progress in the most critical areas of the restructuring.

Associate Vice President Vande Zande said this review with the two peer reviewers focused on enrollment and future financial planning to sustain quality and compliance with the HLC criteria at the branch campuses. She indicated that the reviewers recognized the hard work, high level of organization, thoroughness and care that each institution has exhibited to accomplish the work of restructuring. Participants discussed areas of challenge, as well as areas of success. Institutions acknowledged the current enrollment challenges, and the reviewers observed that these challenges are being embraced and that there is proactive engagement at the institutions to monitor, strategize and plan for future enrollments.

In terms of financial planning, Associate Vice President Vande Zande said institutions provided several examples of how they are working at all levels across the campuses to be strategic with resources while balancing the needs of students. The integration of faculty across the campuses varies depending on how the faculty are currently organized by departments or by colleges.

Associate Vice President Vande Zande observed that a great deal of time was dedicated to the discussion of how to provide appropriate and adequate student support services at the branch campuses. Institutional representatives provided clear supporting examples of the types and amounts of services that they are currently able to provide and identified services that are challenging to provide at current levels of support. She indicated that this is an area that requires ongoing attention.

In about one month, the reviewers will provide a report from the HLC with their findings and recommendations. Moving forward, the seven institutions will include reports about the branch campuses in their four-year and 10-year accreditation reviews. It is anticipated that some of the receiving institutions will strategically move academic programs to the branch campuses in order to serve the needs of the region, to meet market demand, and to serve the needs of the communities where the branch campuses are located. Associate Vice President Vande Zande stated that the HLC report may serve as the December 2018 milestone report that was anticipated for Phase I.

Associate Vice President Vande Zande concluded that the UW System feels confident that the focus visit was successful due to the high level of engagement by the receiving institutions and System officers who are all involved in completing the activities associated with Phase I of the restructuring process. Stating that it was an excellent opportunity for these institutions to take stock of what they have accomplished, to share successes, to identify challenges, and to discuss solutions moving forward, she thanked the Regents for their ongoing support of this project.

### **Project Timeline**

Vice President Cramer began his report by thanking Associate Vice President Vande Zande for her leadership with the HLC visit.

Vice President Cramer said the UW System is currently at the mid-point of Phase I and just over 12 months into its overall restructuring efforts. As reflected in the HLC visit, most of the activities in the restructuring are now taking place at the receiving institutions as they operate the branch institutions and plan for 2019-20 and beyond. Indicating that the UW System continues to work through several pieces of Phase I, Vice President Cramer said he would highlight the restructuring project's integrated roadmap, service transitions under the MOU, and close-out preparations.

Moving through the remainder of Phase I and into Phase II (July 1, 2019 – June 30, 2020), Vice President Cramer said work has been organized into four stages leading up to December 2019:

- Project Plans (October – December 2018)
- Roadmap (January 2019)
- Workstream Implementation (February – June 2019)
- Integration and Closeout (July – December 2019)

Regarding the Roadmap stage, Vice President Cramer said collaborative workstream meetings in January 2019 will focus on bringing the timelines for six major activities together and identifying dependencies, resource constraints, and resource conflicts across each of them in order to create a single integrated plan going forward. These six activities include:

- Shared Services
- UW-Extension/UW-Madison Transition
- UW-Extension/UW System Administration Transition
- UW Colleges and UW-Extension Closeout
- MOU Service Transitions
- Student Information System Conversion

Though not part of the restructuring, Vice President Cramer explained that the work of UW Shared Services is beginning to overlap more and more with that of the restructuring project as the System transitions activities to standalone shared services.

During the Workstream Implementation stage, the UW System will conduct 90-, 60-, and 30-day check-ins leading up to July 1, 2019, when the restructuring project moves out of Phase I and into Phase II.

### **MOU Service Transitions**

Vice President Cramer said the UW System is managing the transition of services from UW Colleges and UW-Extension to the receiving institutions through memoranda of understanding (MOUs). Currently some services continue to be provided through the central Colleges administration, while other services have now been transitioned to the receiving institutions.

In December 2018, one area that will be transitioned due to staff changes is student accommodations, with related funding distributed to the receiving institutions. Vice President Cramer said the UW System continues to carefully monitor staffing levels, as teams need to be in place in order to provide services through UW Colleges and UW-Extension.

### **UW Colleges and UW-Extension Closeout**

While many activities will transition to the receiving institutions over time, Vice President Cramer observed that others need to be wound up because eventually the UW Colleges

and UW-Extension will no longer be an organizational unit. The UW System will continue to use its four-stage framework to organize the closeout's planning and work. A number of teams have been established in each area to develop plans for particular functional activities and provide input to the January workstream meeting.

### **Discussion**

President Cross stated that both of the HLC reviewers were “incredibly impressed” during their visit. He complimented Associate Vice President Vande Zande’s work to prepare for and coordinate the HLC visit, as well as the work done by Vice President Cramer, the chancellors, provosts, chief business officers, faculty and staff.

Regent Millner also complimented the work of those involved with the visit, particularly Associate Vice President Vande Zande and the chancellors, provosts, and others at the receiving institutions. Indicating that she and Regent Vice President Petersen had an opportunity to have lunch with the group and listen to their discussion, Regent Millner said the reviewers noted the institutions’ extraordinary preparation and their honesty about some of the restructuring’s challenges.

Regent Mueller asked the presenters what they thought the greatest risk was at this point to bringing the restructuring project to completion.

Vice President Cramer suggested that the greatest risk is in the amount of work still involving UW Colleges and UW-Extension administration staff whose employment will end November 2019, followed by the transition of activities to the receiving institutions. He said the real long-term benefits will be found in getting that right so people at those campuses can turn their focus from administrative activities to the student- and faculty-facing activities.

Associate Vice President Vande Zande said her last question to the HLC reviewers was, “Do you see any risks?” She said that while they did not identify a specific risk – meaning risk of not being in compliance with HLC criteria – the reviewers did indicate one area requiring more attention would be student support services.

President Cross said that from his perspective there are two major high-level risks. The first risk is in the budget; student support activities on the branch campuses were depleted in many ways, and to restore them will require some investment. The second risk is in the continuity of educational programs; he observed that the UW System has been doing very well with this.

With no further questions, President Behling thanked Vice President Cramer and Associate Vice President Vande Zande for their presentation.

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

President Behling called upon Regent Atwell to present the report of actions taken by the Business and Finance Committee.

Regent Atwell said the Business and Finance Committee received and discussed annual reports on faculty turnover and compensation adjustments received by the faculty and staff outside of any regular state-approved pay plan.

Average faculty turnover was 7.25 percent, with a total of 434 faculty leaving UW employment during FY 2018. Of those who left, 317 were tenured faculty and 117 were probationary tenure-track faculty. Regent Atwell noted that turnover rates varied across the UW institutions. Long term, the overall number of faculty decreased from 6,480 in FY 2014 to 5,983 in FY 2018.

Across the UW System, 30.61 percent of all staff received some base adjustments outside the normal pay plan during FY 2018, totaling \$40.1 million. UW chancellors reallocated \$30.1 million to fund one-time lump sum payments.

Regent Atwell said there was a robust conversation by committee members about what that data means: Regent Delgado wanted to know how the turnover related to salaries and compensation; Regent Mueller asked if the faculty who left were replaced by instructors in a different category. There was interest in the impacts of turnover across the System because of who was leaving and why.

Several chancellors present were invited to provide their perspectives on what the meaning of the faculty turnover report was. Chancellors Blank, Leavitt, and Mone addressed the committee on how current compensation levels were problematic in retaining talent and described tactics used to realign resources available, such as use of adjunct faculty to preserve research time and subsequent work overloads on faculty.

Regent Atwell said the Business and Finance Committee also approved several items, beginning with two contractual agreements.

The first contract was for the EAB Student Success Collaborative. UW System Associate Vice President Ben Passmore provided an overview of EAB's work to track student predictive analytics and student support, to provide more timely intervention when students are struggling and encourage student success across the System. Regent Atwell noted that EAB is currently being used by several campuses; the presentation included a report from UW-Milwaukee Provost Johannes Britz, who shared the remarkably positive experience his campus, faculty, staff and students have had using these tools. The committee approved a five-year term contract to implement EAB across the System in the aggregate amount of \$10.8 million.

UW-Madison presented a second contractual agreement with Johnson Controls. Vice Chancellor Laurent Heller addressed the committee about the master research agreement with Johnson Controls, which is expected to generate \$1 million over the life of the contract.

The Business and Finance Committee went on to approve amendments to the Bylaws of the Board of Regents and changes to Regent Policy Documents (RPDs) relating to UW System trust funds. Regent Atwell explained that these changes are part of the ongoing work to review and update these documents to conform with current practices and clarify the role of the Business and Finance Committee and the UW System Trust Officers now that the State of Wisconsin Investment Board manages the investment activity for these funds. In addition to cleaning up language to more accurately reflect how the SWIB arrangement is functioning, the changes would also eliminate the Subcommittee on Investments and several obsolete policies, including:

- RPD 31-2, “Management and Administration of Trust Funds”;
- RPD 31-3, “Transfer of Securities”;
- RPD 31-10, “Proxy Voting”;
- RPD 31-13, “Social Responsibility and Investment Considerations”; and
- RPD 31-16, “Sudan Divestment.”

Regent Atwell reported that the Business and Finance Committee also approved changes to several other RPDs, including proposals to:

- Rescind and replace RPD 3-2, “Public Records Management,” with a new policy that clarifies the Board of Regents owns all UW System records and incorporates current practice into policy.
- Rescind and replace RPD 2-1, “Emeritus Designation: Regents,” with a new policy directed at the Board of Regents and all UW System faculty and staff.
- Remove RPD 26-1, “University Insurance Association,” because the policy does not meet the standards and protocol for a Regent Policy Document.
- Remove RPD 30-4, “Mandatory Refundable Fee Policies and Procedures for Student Government Organizations,” because it has been nullified by state statutes.

Regent Atwell said the Business and Finance Committee reviewed and approved UW-Madison’s nonresident graduate and professional school tuition proposals following extensive discussion. Chancellor Blank addressed the committee and requested changes which will keep tuition rates below or in-line with rates at peer institutions, ensuring UW-Madison continues to provide an excellent value in higher education.

Dr. Shenita Brokenburr presented the Business and Finance Committee with an overview of salary range comparisons for senior executives based on currently available market data. Salary ranges for UW System senior executives have not been updated since 2013. Regent Atwell said there was a fulsome discussion about the market study’s benchmarking, datasets, and sample size. The committee approved adopting the attached salary ranges 1 through 8 based on the available data and a clear rationale as to how the ranges were being changed. The committee

deferred on salary range 9 in order to get better clarity on the data and rationale applicable for that range.

Finally, the Business and Finance Committee heard a report by UW System Vice President for Administration Rob Cramer, who gave a quick update on several ongoing projects including the growth of the information security team; the transition to Voice over Internet Protocol for phones, which resulted in significant savings; and work on amending current leases for cost savings and human resource efficiency improvements.

Regent Atwell moved for the adoption of Resolutions 11122, 11123, 11124, 11125, 11126, 11127, 11128, 11129, 11130, and 11131. The motion was seconded by Regent Mueller and the resolutions were adopted on a roll call vote, with Regents Atwell, Behling, Beightol, Delgado, Grebe, Hall, Jones, Klein, Millner, Mueller, Petersen, Peterson, Plante, Ring, Tiedeman, and Tyler voting in the affirmative. There were no dissenting votes and no abstentions.

#### **UW System Contractual Agreement with EAB for Student Success Collaborative Software and Services**

Resolution 11122      That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the contract with EAB, for the products, licenses, and services related to its Student Success Collaborative for a term of five years.

#### **UW-Madison Contractual Agreement with Johnson Controls, Inc.**

Resolution 11123      That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Johnson Controls, Inc.

#### **Approval of Amendments to the “Bylaws of the Board of Regents of the University of Wisconsin System,” Related to the UW System Trust Funds**

Resolution 11124      That, upon the recommendation of the President of the Board of Regents of the University of Wisconsin System, the Board of Regents approves revisions of the “Bylaws of the Board of Regents of the University of Wisconsin System” related to the role of the Board of Regents in the investment of the UW System Trust Funds.

#### **Rescind and Remove Regent Policy Documents Related to UW System Trust Funds**

Resolution 11125      That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds Regent Policy Documents 31-2, “Management and Administration of Trust Funds,” 31-3,



“Transfer of Securities,” 31-10, “Proxy Voting,” 31-13, “Social Responsibility and Investment Considerations,” and 31-16, “Sudan Divestment,” and directs the Executive Director and Corporate Secretary of the Office of the Board of Regents to remove the policies because they are obsolete.

**Rescind and Replace Regent Policy Document 3-2, “Public Records Management” with a new Regent Policy Document**

Resolution 11126 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds and replaces Regent Policy Document 3-2, “Public Records Management” with a new Regent Policy Document.

**Rescind and Replace Regent Policy Document 2-1, “Emeritus Designation: Regents” with a New Regent Policy Document titled “Emeritus Designation”**

Resolution 11127 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds and replaces Regent Policy Document 2-1, “Emeritus Designation: Regents” with a new Regent Policy Document titled “Emeritus Designation.”

**Removal of Regent Policy Document 26-1, “University Insurance Association”**

Resolution 11128 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents authorizes the Executive Director and Corporate Secretary of the Office of the Board of Regents to remove Regent Policy Documents 26-1, “University Insurance Association” because the policy does not meet the standards and protocols for a Regent Policy Document.

**Removal of Regent Policy Document 30-4, “Mandatory Refundable Fee Policies and Procedures for Student Government Organizations”**

Resolution 11129 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents directs Executive Director and Corporate Secretary of the Office of the Board of Regents to remove Regent Policy Document 30-4, “Mandatory Refundable Fee Policies and Procedures for Student Government Organizations,” from the Regent Policy Documents because it has been nullified by state statutes.

**Review and Approval of UW-Madison Non-resident, Graduate and Professional School Tuition Proposals**

Resolution 11130 That, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves the proposed non-resident,

graduate and professional school tuition proposals as detailed in the attached executive summary.

### **Approval of Salary Ranges for Senior Executives**

Resolution 11131      WHEREAS, pursuant to s. 20.923(4g), Wis. Stats., the Board of Regents has the authority to set salary ranges for specified UW System senior academic leaders, and

WHEREAS, pursuant to Regent Policy Document 6-5, amended October 11, 2013, salary ranges should be brought into compliance with Regent policy on a biennial basis,

NOW, THEREFORE, BE IT RESOLVED that, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopts the attached salary ranges 1 through 8 for senior executives effective July 1, 2019 for the 2019-21 biennium.

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

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

Regent Millner said the Education Committee unanimously approved the rescission and replacement or removal of four Regent Policy Documents in order to accurately reflect the structure of the 13 UW System institutions and in support of the restructuring of UW Colleges and UW-Extension.

Interim Vice President Karen Schmitt provided committee members with an update on the restructuring of UW Colleges and UW-Extension and introduced Dr. Aaron Brower, UW System Senior Associate Vice President and Executive Director of the Division of Continuing Education, Outreach and E-Learning (CEOEL). Formerly a division of UW-Extension, CEOEL now provides programs and services under the UW System Administration. Dr. Brower presented the division's new name, "UW Extended Campus."

Regent Millner indicated that the UW Extended Campus extends the physical boundaries of all UW campuses to the borders of the state and beyond. UW Extended Campus programs continue to be collaborative partnerships with UW institutions, as has been true for the former CEOEL. The goal of the UW Extended Campus is to enable the UW System and its campuses to expand access to higher learning for adult nontraditional and professional students. She observed that the development of the UW Extended Campus is a growth strategy for the UW

System, and that it is well aligned with the System's 2020*FWD* strategic goals and priorities for the educational pipeline.

Chancellor Bernie Patterson and Provost Greg Summers provided the Education Committee with a brief update on the process and timeline for UW-Steven Point's "Point Forward" proposal.

Regent Millner said the Education Committee unanimously approved procedures related to financial emergency or program discontinuance requiring faculty layoff or termination at UW-Stevens Point.

The Education Committee also approved a Doctor of Physical Therapy degree at UW-Stevens Point. Provost Summers informed the committee that the program's curriculum was developed in partnership with local health care providers and has the specific intent of graduating physical therapists to serve rural communities and help address the critical shortage of physical therapists in central and northern Wisconsin. The curriculum is designed to meet the accreditation criteria established by the Commission on the Accreditation of Physical Therapy Education.

Next, the Education Committee approved a Bachelor of Fine Arts in Writing and Applied Arts at UW-Green Bay. Regent Millner noted that implementation of this degree is well-timed because emerging markets for writing and storytelling production have exploded in recent years; for example, streaming television services like Amazon and Netflix drive workforce demand for creative writers. Program faculty will work in partnership with Northwestern Wisconsin Technical College to develop complementary and transferrable coursework, and several community businesses and sites will sponsor internships and learning experiences for students. Graduates will be equipped to meet market demand for nonfiction writers, science writers, screenwriters, podcasters, editors, publishers, librarians, and technical writers.

The Education Committee approved two UW-Milwaukee proposals to build upon existing degree programs by adding a Master of Arts in African and African Diaspora Studies and a clinical doctorate in Occupational Therapy.

The M.A. in African and African Diaspora Studies will provide an option for students who must exit the doctoral program or those for whom a master's degree is better aligned with their professional goals. Regent Millner said this program will also meet workforce demand for local professionals who seek additional accreditation and advanced knowledge.

Regent Millner explained that the professional Occupational Therapy doctorate degree is in response to a forthcoming accreditation requirement from the Accreditation Council for Occupational Therapy Education, which will require universities to convert existing master's programs to professional doctorates by 2027. This degree program also supports a strategic priority of the UW System to produce more healthcare professionals to meet the demand for health care services in underserved areas.

The Education Committee heard the fifth and final presentation in its teacher education series. A panel of graduate students and recent graduates from the UW-La Crosse teacher education program addressed the question, “What is the experience of students and graduates of UW System schools and colleges of education?” Regent Millner thanked Regent Ring for suggesting this presentation.

Looking forward, Regent Millner said the Education Committee asked Interim Vice President Schmitt to charge a task force to address two questions:

- How can the UW System collaboratively develop financial incentive programs for students to improve affordability, reduce student loan debt, address teacher workforce shortages, and increase access, enrollment and graduation from teacher education and administrative leadership programs at UW System colleges and schools of education?
- How can the UW System engage with key stakeholders to understand their concerns and to consider how to raise public esteem for the teaching profession in the state of Wisconsin?

Finally, Provost Betsy Morgan delivered a presentation entitled, “UW-La Crosse Community-Based Experiential Learning.” Regent Millner reported that Provost Morgan was joined by ten professors and students who personally described their experiential learning experiences.

Regent Millner then moved for the adoption of Resolutions 11132, 11133, 11134, 11135, 11136, 11137, and 11138. The motion was seconded by Regent Jones, and the resolutions were adopted on a voice vote.

**Rescind and Replace Regent Policy Documents 1-1, “The University of Wisconsin System Mission” and 1-2, “Approval of Mission Statements,” with a New Regent Policy Document titled “Mission Statements”**

Resolution 11132      That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds and replaces Regent Policy Document 1-1, “The University of Wisconsin System Mission” and Regent Policy Document 1-2, “Approval of Mission Statements,” with a new Regent Policy Document titled “Mission Statements.”

**Rescind and Remove Regent Policy Documents 18-1, “Organization of Extension and Outreach Activity” and 18-2, “Implementation of Regent Policy Document 18-1”**

Resolution 11133      That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds Regent Policy Documents 18-1, “Organization of Extension and Outreach Activity” and 18-2, “Implementation of Regent Policy Document 18-1” and directs the Executive Director and Corporate Secretary of the Office of the Board of Regents to remove the policies because they are obsolete.

**Approval of the Faculty Layoff and Termination Policy, UW-Stevens Point**

Resolution 11134 That, upon the recommendation of the Chancellor of UW-Stevens Point and the President of the University of Wisconsin System, the Chancellor is authorized to implement Chapter UWSP 5 Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination.

**Program Authorization (Implementation) Doctor of Physical Therapy, UW-Stevens Point**

Resolution 11135 That, upon the recommendation of the Chancellor of UW-Stevens Point and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Doctor of Physical Therapy at UW-Stevens Point.

**Program Authorization (Implementation) Bachelor of Fine Arts in Writing and Applied Arts, UW-Green Bay**

Resolution 11136 That, upon the recommendation of the Chancellor of UW-Green Bay and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Fine Arts in Writing and Applied Arts at UW-Green Bay.

**Program Authorization (Implementation) Master of Arts in African and African Diaspora Studies, UW-Milwaukee**

Resolution 11137 That, upon the recommendation of the Chancellor of UW-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Arts in African and African Diaspora Studies at UW-Milwaukee.

**Program Authorization (Implementation) Doctor of Occupational Therapy, UW-Milwaukee**

Resolution 11138 That, upon the recommendation of the Chancellor of UW-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Doctor of Occupational Therapy at UW-Milwaukee.

Regent Millner thanked the various UW institutions for working with the community on job needs, noting that the approved degree programs reflect that work.

President Behling thanked Regent Millner for her report.

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

President Behling called upon Regent Delgado to present a report of the actions taken by the Capital Planning and Budget Committee.

Regent Delgado reported that the Capital Planning and Budget Committee approved 12 resolutions:

Resolution 11139, brought forward by UW-Milwaukee, requested authority to construct the \$7.7-million Northwest Quadrant Student Health Services Remodel Project. Regent Delgado noted that this facility is for medical services, and that UW-Milwaukee students had approved a \$29 annual fee in support of the project.

Resolution 11140, also brought forward by UW-Milwaukee, requested approval to demolish another part of the Northwest Quadrant. Regent Delgado indicated that this building needs extensive work, and that clearing the land and leaving the area open is the least costly solution for the university.

Resolution 11141, brought forward by UW-Platteville, requested authority to construct the Boebel Hall Addition and Renovation Phase II project for an estimated cost of \$23.8 million from General Fund-Supported Borrowing. This project will provide renovations to Boebel Hall and support construction of laboratories, research space, and classrooms.

Resolution 11142, brought forward by UW-Stout, requested authority to increase the budget for the Price Commons First Floor Renovation project by \$900,000 Program Revenue-Supported Borrowing and \$100,000 cash, for a total cost of \$8.6 million. The project will remodel the first floor of the commons and upgrade all mechanical systems. Regent Delgado explained the increase is needed because after an assessment of the building the need for additional work was discovered: “This is what happens when you are fixing old buildings – invariably you find surprises.”

Resolution 11143, brought forward by the UW System, requested authority to increase the budget of the UW-River Falls Dairy Plant Remodel project by \$500,000 Program Revenue Cash for a revised estimate of \$2.4 million. Regent Delgado reported that the university received some brand new, industry-leading dairy equipment which requires the expansion of the building.

Resolution 11144, brought forward by the UW System, requested authority to construct three maintenance and repair projects at an estimated cost of \$3.7 million. These projects include various facility maintenance and utility repairs at UW-Madison and program renovations at UW-River Falls.

Resolution 11145, also brought forward by the UW System, requested authority to execute the remainder of the design contract and construct the UW-Madison Biochemistry

Building Loading Dock Renovation project for \$1.5 million. Regent Delgado said the dock currently floods anytime there is a major rain, and this project would take care of that issue.

Resolution 11146, brought forward by the UW System, requested authority to execute the remainder of the design contract and construct the UW-Madison Engineering Hall Plaza Entrance Project for \$1.4 million using gift funds.

Resolution 11147, brought forward by the UW System, requested authority to execute the remainder of the design contract and construct the UW-Madison Primate Center Backup Generator Project for \$1.2 million. Regent Delgado noted that a backup generator is a requirement of the AAALAC's accreditation program for organizations that use research animals.

Resolution 11148, brought forward by UW-Madison, requested authority to construct the \$4 million Lowell Hall Floors 2-4 Renovation project on behalf of UW-Extension. This project would expand the number of rooms available for the program and is the continuation of an existing plan to enhance the building.

Resolution 11149, brought forward by UW System, requested authority to execute the remainder of the design contract and construct the UW-Extension Upham Woods Administration Building Replacement project for a total \$3.1 million in gifts and grants. Regent Delgado indicated that the Regents would be invited to visit the completed 8,000-square-foot replacement facility.

Finally, Resolution 11150, brought forward by UW System, requested authority to renew two leases for UW System Administration, both of which would be extended until 2025.

Regent Delgado moved for the adoption of Resolutions 11139, 11140, 11141, 11142, 11143, 11144, 11145, 11146, 11147, 11148, 11149, and 11150. The motion was seconded by Regent Ring, and the resolutions were adopted on a voice vote.

**Authority to Construct the Northwest Quadrant Student Health Services Remodel Project and Approval of a Waiver of Regent Policy Document 19-8, UW-Milwaukee**

Resolution 11139      That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to construct the Northwest Quadrant Student Health Services Remodel project for an estimated total cost of \$7,700,000 Program Revenue Supported Borrowing and to waive Regent Policy Document 19-8 to allow the use of segregated fees to fund improved student health services facilities.

**Approval to Demolish Northwest Quadrant Building A, UW-Milwaukee**

Resolution 11140      That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, approval be granted to

demolish Northwest Quadrant Building A as part of the Northwest Quadrant Renovation project.

**Authority to Construct the Boebel Hall Addition and Renovation – Phase II Project, UW-Platteville**

Resolution 11141 That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to construct the Boebel Hall Addition and Renovation – Phase II project for an estimated total cost of \$23,772,000 General Fund Supported Borrowing.

**Authority to Increase the Budget for the Price Commons First Floor Renovation Project, UW-Stout**

Resolution 11142 That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, authority be granted to increase the budget for the Price Commons First Floor Renovation project by \$900,000 Program Revenue Supported Borrowing and \$100,000 Cash for a revised estimated total cost of \$8,573,000 Program Revenue Supported Borrowing (\$8,473,000 Program Revenue Support Borrowing and \$100,000 Cash).

**Authority to Increase the Budget for the UW-River Falls Dairy Plant Remodel Project, UW System**

Resolution 11143 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to increase the project budget for the UW-River Falls Dairy Plant Remodel project by \$500,000 Program Revenue Cash for a revised estimated total cost of \$2,440,000 (\$915,000 General Fund Supported Borrowing, \$1,000,000 Existing-General Fund Supported Borrowing, and \$525,000 Program Revenue Cash).

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

Resolution 11144 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$3,738,000 (\$2,638,000 Program Revenue Supported Borrowing and \$1,100,000 Agency Cash).

**Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Biochemistry Building Loading Dock Renovation Project, UW System**

Resolution 11145 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to execute the remainder of the design contract and construct the UW-Madison Biochemistry Building



Loading Dock Renovation project for a total project cost of \$1,500,000 Gift Funding.

**Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Engineering Hall Plaza Entrance Project, UW System**

Resolution 11146 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to execute the remainder of the design contract and construct the UW-Madison Engineering Hall Plaza Entrance project for a total project cost of \$1,425,815 Gift Funding.

**Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison Primate Center Backup Generator Project, UW System**

Resolution 11147 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to execute the remainder of the design contract and construct the UW-Madison Primate Center Backup Generator project for a total project cost of \$1,200,000 Gift Funding.

**Authority to Construct the Lowell Hall Floors 2-4 Renovation Project, UW-Madison on behalf of UW-Extension**

Resolution 11148 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to construct the UW-Extension Lowell Hall Floors 2-4 Renovation project for an estimated total cost of \$4,005,000 (\$3,005,000 Program Revenue Supported Borrowing and \$1,000,000 Cash).

**Authority to Execute the Remainder of the Design Contract and Construct the UW-Madison on behalf of UW-Extension Upham Woods Administration Building Replacement Project**

Resolution 11149 That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to execute the remainder of the design and construct the UW-Extension Upham Woods Administration Building Replacement project for a total project cost of \$3,096,000 Gift Funds.

**Lease Renewals for University of Wisconsin System Administration, UW System**

Resolution 11150 That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to: (a) execute a lease of 45,148 GSF of office space and 1,192 GSF of storage space between the Board of Regents and Collegiate Gothic Associates, LP for administrative offices for University of Wisconsin System Administration and (b) execute a lease of 23,441 GSF of office space between the Board of Regents and

City Station Associates, LP for administrative offices for University of Wisconsin System Administration Service Center.

Regent Delgado added that the Capital Planning and Budget Committee also heard reports on the semi-annual status of leasing activities and the condition of UW System buildings. The university owns 61 million square feet of property – of which 32 million square feet is in good condition, about 20 million square feet is in working condition, and 7 million square feet is in bad condition.

Regent Delgado observed that facilities built in the 1960s and 1970s are often difficult to maintain, but the UW System’s newest facilities are not repeating the same mistakes. However, he said the Board needs to find resources to maintain or replace the buildings where students live and employees work before they become bad: “If you fall behind the price goes up a lot. We’re going to have to pay attention to this. I intend, for as long as I’m here, to be an advocate.”

Finally, Regent Delgado said Associate Vice President Alex Roe updated the committee on the UW System’s progress working with the new governor’s transition committee on the capital budget. He noted that some of the university’s critical projects need extra funding for their second phase, and that any delays will cost a lot of money.

President Behling thanked Regent Delgado for his report.

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

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

Regent Hall reported that the Research, Economic Development, and Innovation Committee heard a presentation from Dr. Samantha Foley, assistant professor of computer science at UW-La Crosse. Dr. Foley discussed how the innovative OnRamp program, funded in part by WiSys, bridges the gap between traditional computing environments and high-performance computing systems that are notoriously difficult to use. OnRamp is a platform that allows all computer science students a basic understanding of complex parallel and distributive computer systems. Regent Hall indicated that one day OnRamp could even be used for K-12 students as an early introduction to computer science.

Regent Hall stated that the Wisconsin Partnership Program (WPP) of the UW School of Medicine and Public Health presented its 2018 annual report, its 2019-2024 five-year plan, and recommendations for the appointments of four members to its Oversight and Advisory Committee. By way of background, she explained that Blue Cross and Blue Shield of Wisconsin converted from a nonprofit service corporation to a for-profit in 2000. The Wisconsin Insurance Commissioner approved that conversion, which distributed the proceeds from the sale to the UW

School of Medicine and Public Health and to the Medical College of Wisconsin. Thirty-five percent of the funds were allocated for public health initiatives, and 65 percent of the funds were allocated for education and research initiatives to advance population health.

Dr. Robert Golden, Dean of the UW School of Medicine and Public Health, outlined the WPP's annual report and five-year plan, highlighting particular programs that are advancing research in the areas of Alzheimer's, opioid addiction, rural health initiatives, as well as urban health programs. Regent Hall said Dean Golden shared a video with the Research, Economic Development, and Innovation Committee about one such program aimed at combatting the health crisis of African American men in Wisconsin and introduced the nominees to serve on the Oversight and Advisory Committee.

The Board of Regents is the main oversight body for the WPP. Regent Hall indicated that the Board's liaison to the WPP, Regent Tracey Klein, had diligently reviewed the original order of the commissioner, the various plans and reports from the WPP, and past audits from the Legislative Audit Bureau, and had met with Dean Golden and other members of the UW Madison School of Medicine and Public Health who run the program and administer the funds. She invited Regent Klein to comment on the resolutions approved by the Research, Economic Development, and Innovation Committee related to the WPP.

Noting that it has been almost 19 years since the Commissioner's Order established the Wisconsin Partnership Fund, Regent Klein explained that when Blue Cross Blue Shield converted from a not-for-profit corporation to a for-profit corporation, the public had to somehow receive the value of that corporation. The plan for conversion of the proceeds that was approved by the Board of Directors of Blue Cross Blue Shield and the Insurance Commissioner's office created the Wisconsin Partnership Fund.

Regent Klein said at that time, the Order specified the funds were to be distributed evenly to the UW Medical School as well as the Medical College of Wisconsin, with the expectation that the two medical schools would provide the accountability and infrastructure to administer an endowment that would be ongoing for the benefit of the people of Wisconsin. The conversion of proceeds resulted in the largest gift to UW-Madison; currently the fund sits at \$388 million.

Regent Klein said the contract specifically states that the funds are to be held by the UW-Madison Foundation in accordance with its uniform policies. The Foundation deducts 1 percent annually for all funds up to \$250 million, and 0.7 percent for funds above that threshold. As a restricted gift, the proceeds are distributed in accordance with the Order.

Regent Klein indicated that the Insurance Commissioner listened to a lot of commentary from community groups throughout the state when she made the decision that 65 percent of funds would go to medical education and research, and 35 percent of funds would go to public health initiatives. The definition of public health in the Commissioner's Order states: "public health' means population health, rather than population medicine, focused on the broader determinants of health in communities, such as prevention efforts to promote healthy life styles for women, children and families; disease prevention and control; and control of environmental

agents that negatively impact health.” Regent Klein said the Board of Regents has a fiduciary duty to ensure this intent is honored.

Having carefully reviewed the Commissioner’s Order and Agreements and Legislative Audit Bureau (LAB) reports from 2010 and 2015, as well as spending countless hours in discussion with Dean Golden and Eileen Smith at the UW School of Medicine and Public Health, Regent Klein said her conclusion is that two things must be done that are not completely within the Board’s control.

First, the Board must request that the Insurance Commissioner appoint a representative to the WPP’s Oversight and Advisory Committee. The Board of Regents appoints all members of the Oversight and Advisory Committee other than the Insurance Commissioner’s representative, a position which has been vacant.

Second, the WPP is due for another audit by the Legislative Audit Bureau in 2020. Explaining that the LAB has indicated it is currently too busy to do so, Regent Klein said the Board of Regents must either insist on the LAB performing the audit or ask the Insurance Commission to approve an external auditor to perform the audit. Regent Klein and Dean Golden will work together on this issue.

Regent Klein complimented Dr. Amy Kind, chair of the Oversight and Advisory Committee, for engaging in the long process to develop the WPP’s five-year plan in keeping with the Commissioner’s Order. She noted that this plan is very similar to the Medical College of Wisconsin’s plan in terms of honoring the donor’s intent for a broad public health initiative.

Regent Klein recommended approval of the WPP’s five-year plan and appointments to the Oversight and Advisory Committee. She thanked those responsible for entrusting the UW School of Medicine and Public Health with this generous gift to the people of Wisconsin.

Regent Hall thanked Regent Klein for her work and diligence with regard to WPP, noting the important impact of the WPP’s initiatives on the entire state. Regent Hall then moved for the adoption of Resolutions 11151 and 11152. The motion was seconded by Regent Tyler.

President Behling opened the floor to questions or discussion.

President Cross also thanked Regent Klein for her work with Dean Golden and Eileen Smith at the UW School of Medicine and Public Health, stating that her background and experience were important and valuable to this effort.

President Behling expressed his appreciation to Regent Hall and Regent Klein for their hard work and excellent report.

With no further questions or comments, Resolutions 11151 and 11152 were adopted on a voice vote.

**UW School of Medicine and Public Health Wisconsin Partnership Program Oversight and Advisory Committee Appointment**

Resolution 11151 That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves the appointment of Dr. Amy Kind, Sue Kunferman, Katherine Marks and Dr. Richard Moss to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, effective immediately through October 31, 2022.

**UW School of Medicine and Public Health Wisconsin Partnership Program Approval of the Wisconsin Partnership Program’s 2019-2024 Five-Year Plan**

Resolution 11152 That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the UW System Board of Regents approves the 2019-2024 Five-Year Plan of the Wisconsin Partnership Program, which was collaboratively developed by the Oversight and Advisory Committee and the Partnership Education and Research Committee of the UW School of Medicine and Public Health, in accordance with the Order of the Wisconsin Insurance Commissioner and the Grant Agreement between the UW System Board of Regents, the UW Foundation, and the Wisconsin United for Health Foundation, Inc.

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**REPORT OF THE JOINT MEETING OF THE AUDIT COMMITTEE AND THE BUSINESS AND FINANCE COMMITTEE**

President Behling called upon Regent Grebe to present a report of the joint meeting of the Audit Committee and the Business and Finance Committee.

Regent Grebe stated that the primary purpose of the Audit Committee and Business and Finance Committee’s joint meeting was to review the UW System’s FY 2018 financial report and hear from the System’s new external auditor.

Regent Grebe explained that the UW System is statutorily required to hire an external auditor for FY 2018 and FY 2019. The System undertook an extensive procurement process prior to engaging the services of Plante Moran, which provided an unmodified, or “clean,” audit opinion on the FY 2018 financial report. Acknowledging the hard work of UW System staff and Plante Moran, he noted that this year’s statements were being presented at least two months earlier than in the past.

Regent Grebe reported that the UW System's total net position remained relatively stable from FY 2017, decreasing by \$17 million or 0.3 percent. More significant changes occurred within specific categories but were primarily related to accounting issues. The System's restricted net position increased by \$501 million (45.7 percent) and its unrestricted net position decreased nearly \$603 million (66 percent). He indicated that these changes are due to changed accounting standards for pensions and other post-employment benefits; the accounting adjustments recognize the difference between the value of a plan's assets and the present value of projected benefit payments.

With higher than expected investment earnings in FY 2018, the UW System's portion of the Wisconsin Retirement System changed from a net pension liability of \$113 million in FY 2017 to a net pension asset of \$399 million in FY 2018. Without the required pension adjustments, the volatility in the UW System's net position smooths out and its unrestricted position remains relatively stable.

Regent Grebe said another adjustment relates to library holdings, which were previously considered inexhaustible assets and not depreciated. In line with current industry practice and Plante Moran's recommendation, the FY 2017 financial statements have been revised to reflect that depreciation, resulting in a \$962-million reduction in capital assets.

Finally, additional campus foundations were included as discreetly presented component units of the UW System in the FY 2018 report.

Regent Grebe said the joint committees also heard from Vicki VanDenBerg, the lead Plante Moran partner who oversaw the financial audit. Ms. VanDenBerg highlighted the external auditor's responsibilities, delivered required communications, and indicated that UW System management fully cooperated with Plante Moran and provided complete access to necessary staff and records.

Regent Grebe noted that Plante Moran continues to consider the previously identified concerns related to information technology policies and procedures to be a significant deficiency. However, the UW System's audit team stressed that the UW System has made significant progress in this area and recommended that this work continue. No other significant deficiencies or material weaknesses were identified.

Finally, the joint committees discussed some additional communications that they will request for Plante Moran's next report related to the FY 2019 financial report.

President Behling thanked Regent Grebe for his report.

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## **REPORT OF THE AUDIT COMMITTEE**

Regent Grebe next presented a report of the Audit Committee. He indicated that the committee discussed the status of internal audit efforts, IT security, and emergency preparedness.

Chief Audit Executive Lori Stortz briefly reviewed the progress-to-date on the FY 2019 Audit Plan and confirmed her office is expected to complete the majority of the plan on a timely basis. Regent Grebe said committee members discussed and were satisfied with those components that are not expected to be completed.

Ms. Stortz provided the Audit Committee with a high-level summary of the results of certain audits recently issued by the Office of Internal Audit. During that review, the committee engaged in a discussion of the implementation of shared services across the UW System. Executive Director of Shared Services Steve Wildeck spoke briefly about the efficient delivery of services that Shared Services can provide to help improve the standardization and consolidation of processes. Regent Grebe said the committee discussed the challenges and opportunities related to putting that plan into effect.

After Ms. Stortz's report, Regent Grebe said Audit Committee members were reminded that they are encouraged to raise questions and discuss any audit reports that have been released, regardless of whether they are brought forward at the committee's meetings, if they think it is necessary or appropriate. He reminded the full Board that in order to be more consistent with the committee's charter, the Audit Committee has changed its practice over the last year such that not every audit is the subject of a specific discussion at its meetings: "We have a broader purview of responsibilities, and the new agenda is intended to reflect that."

Regent Grebe said Regent Mueller recognized Ms. Stortz and her team for following through with the audits, and Ms. Stortz stated she would continue to collaborate with the Legislative Audit Bureau.

Ms. Stortz also discussed the status of the security system and access audits, and some emerging themes arising from those audits. Eight reports have been issued, and five are in progress or scheduled for 2019. Regent Grebe said the auditors and management at the UW institutions continue to make good progress on those matters.

Interim Associate Vice President for Information Security Katherine Mayer informed the Audit Committee that system access remains a key issue. Teams are working on clarifying policies related to access and the utilization of accompanying technical controls. Committee members were told this process will take some time due to the complexity of the UW System and its institutions.

Regent Grebe said the Audit Committee commended institutions that have been early adopters of new IT security systems – particularly UW-La Crosse, UW-Parkside, and UW-Superior – for moving effectively ahead of schedule. He noted that this subject has been a topic of significant concern for the Board as a whole, as well as the Audit Committee.

Ms. Stortz reported to the Audit Committee on management's progress-to-date in addressing the audit comments and response plans included in the audit reports. Regent Grebe said the Office of Internal Audit continues to receive excellent cooperation from management and remains solidly focused on closing IT security audits.

Regent Grebe said committee members had an illuminating discussion regarding emergency preparedness across the UW System. Vice President for Administration Rob Cramer noted that the System has been working with UW-Madison police on this topic for years. Associate Vice President for Administrative Services Ruth Anderson provided a report on emergency planning and preparedness at the UW System. UW-Madison Chief of Police Kristen Roman and Emergency Management Services Coordinator David LaWall shared some background regarding the robust ongoing training and preparations that are being coordinated throughout the UW System.

Committee members agreed to encourage that an emergency planning update be included annually at Audit Committee meetings. Regent Grebe said the Audit Committee thanked the emergency preparedness team for all they do to keep the campus community safe: “There is nothing more important than the safety of our students, staff, faculty, and administration. The depth and quality of the report we received was very reassuring.”

President Behling thanked Regent Grebe for his report.

Commenting on the report of the joint meeting of the Audit Committee and Business and Finance Committee, President Cross said he would “draw a distinction between the accountants and the academics” by stating his disagreement with the idea that a library’s holdings should be depreciated and therefore are an exhaustible asset: “In my mind, the works of Shakespeare, Tolstoy, Yates, Plato, and a thousand or a million other authors actually appreciate in value; they don’t depreciate.”

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## **2018-19 BIENNIAL BUDGET UPDATE: CAPACITY-BUILDING PROJECTS**

President Behling stated that a key part of the UW System’s 2018-19 biennial budget request is focused on capacity-building proposals. These initiatives are designed to increase student success and output with an emphasis on addressing the state’s workforce needs. To grow capacity will require additional investments in faculty, support staff, or facilities, to be able to enroll more students and produce more graduates in high-demand fields.

At the Board’s October meeting, four chancellors provided a closer look at the initiatives being proposed by their campuses. President Behling said the Board would now hear from four more chancellors – Chancellor Joe Gow of UW-La Crosse, Chancellor Renée Wachter of UW-Superior, Chancellor Dean Van Galen of UW-River Falls, and Chancellor James Schmidt of UW-Eau Claire.

### ***UW-La Crosse***

Chancellor Gow introduced Provost and Vice Chancellor for Academic Affairs Betsy Morgan to present UW-La Crosse’s capacity-building initiatives.



Provost Morgan said UW-La Crosse's focus is on two of the major criteria for capacity-building: Wisconsin's talent pipeline and student success. The institution's \$1.75 million request focuses on increasing the number of students in STEM and business-related degrees and on increasing student retention.

Provost Morgan noted that UW-La Crosse currently has a very high retention rate of about 86 percent from the first year to the second year, but the institution is also aware of equity gaps in its retention rate. Retention rates for first generation students, students of color, or students who remain undeclared after the first year can be as low as 65 percent.

Provost Morgan indicated that UW-La Crosse is looking for development of faculty in two areas: three positions associated with the electrical engineering program, and two positions each in the accountancy and finance programs. She noted that it is extremely hard to attract and retain faculty in these popular fields, with high demand particularly in the state of Wisconsin.

UW-La Crosse's capacity-building proposal also addresses preparing students for success, with a focus on advising and career services. Provost Morgan explained that one area of concern is a relatively low student approval rating for UW-La Crosse's advising services, particularly compared to its peers. In recent years UW-La Crosse has begun to implement more proactive advising, which it would like to improve.

The campus also wants to invest in more professional advisors – rather than its current faculty-heavy model – particularly in students' early years as they are taking general education courses and deciding what career direction they might wish to take. Provost Morgan said UW-La Crosse's request in this area focuses on adding six positions, including a pre-health career advisor. Currently one in five students at UW-La Crosse consider themselves pre-health.

UW-La Crosse's proposal also seeks to expand its undergraduate tutoring services, with a focus on math, chemistry, and biology, and would add a new Diversity Education and Training position in the Division of Diversity and Inclusion to work with faculty and staff on designing classrooms that help all students succeed.

### ***UW-Superior***

Chancellor Wachter said UW-Superior is also focused on student success and the talent pipeline, with a \$1.75 million request to support increased student retention efforts and workforce needs in the state's rural areas.

Chancellor Wachter explained that UW-Superior students tend to be challenged and diverse, and that supporting these students also provides opportunity for talent development. In recent years the institution has used an integrated model for student success that looks at everything from how students are recruited through degree attainment. UW-Superior's capacity-building initiatives are targeted at various points along that pipeline.

Chancellor Wachter indicated that UW-Superior has built relationships with some local schools which would increase underrepresented minority (URM) student enrollments if the institution had a dedicated URM recruiter devoted to them.

In the last three years, UW-Superior changed its professional advising model to an intrusive advising model with professional advisors. Though effective, hands-on advising is time-consuming and intensive work and requires a smaller caseload; therefore UW-Superior is asking for additional advising staff.

Chancellor Wachter said UW-Superior would also like to continue pursuing its EAB predictive analytics software initiative and is requesting four additional support staff to make the best use of this tool. UW-Superior would also like to undertake a redesign of university studies to make them smaller, more interdisciplinary, and with increased transferability.

Chancellor Wachter said 56 percent of UW-Superior's Pell-eligible students declare themselves as independent, meaning they are putting themselves through school, and 38 percent of all UW-Superior students filling out the FASFA declare themselves as independent. She concluded that any hiccup in the financial resources of UW-Superior's students makes a huge difference in their ability to retain. UW-Superior's request seeks funding for scholarships, particularly for transfer students, as well as extenuating circumstances funding to help students with housing and food insecurity issues.

Initiatives related to career readiness include enhancing UW-Superior's career services and increasing the number of paid internships available to its students, who often are unable to stop working in order to complete a traditional internship experience. Other experimental programs that UW-Superior would like to implement or enhance include a graduate assistant program and undergraduate research.

Chancellor Wachter reported that UW-Superior revamped its Education Leadership program by making it available online, accelerating it, and adding multiple entry points. In one year, the program grew from 20 students to over 190 students – signaling a need to deliver programs that are accessible to place-bound students who cannot afford to drive to a college campus. The program also helps address the workforce needs of rural school districts, which have a high demand for teacher recruitment.

Chancellor Wachter indicated that UW-Superior's capacity-building initiatives include proposals for degree programs or certificates in high-demand areas like school counseling, school psychology, mental health treatment and chemical dependency.

Finally, UW-Superior's request includes initiatives to enhance digital strategies and support infrastructure to deliver to its place-bound students, including an innovative model that pull together the library, open educational resources, the Center for Teaching and Learning, and distance learning.

## ***UW-River Falls***

Chancellor Van Galen said UW-River Falls' proposal is built on building a culture of innovation and fostering a new talent pipeline for Wisconsin. One of the three goals of UW-River Falls' strategic plan, "Pathway to Distinction," is innovation and partnerships. The proposal builds on a campus strength – growing a culture of innovation and that includes partnerships with businesses and communities.

Chancellor Van Galen noted that UW-River Falls is located in one of the fastest-growing regions of Wisconsin. St. Croix County's population is projected to grow 42 percent between 2010 and 2040, and Polk and Pierce Counties are also projected to have high growth in their futures. He stated that UW-River Falls is uniquely positioned within the UW System to be a major source of tomorrow's talent for a very dynamic part of the state, where population, business, internship and employment opportunities will continue to grow.

The first goal of UW-River Falls' proposal is building a culture of innovation. Chancellor Van Galen said the proposal will specifically address priorities within the UW System, including student retention and internships, and state priorities, including workforce development, attracting talent, and innovation and entrepreneurship.

Chancellor Van Galen indicated the accelerated innovation component will provide UW-River Falls students, faculty, and staff with even more intentional experiences that connect the campus to the university's growing business region and communities. Examples of some of the work currently underway include the Hudson Center, which was recently expanded to serve adult degree completers as well as graduate programs; the St. Croix Valley Business Innovation Center, a major partner with the city and region; a three-course innovation sequence available to students; and new innovative academic programs, including data science, agricultural, engineering, and neuroscience.

He explained that this first component of UW-River Falls' proposal will accelerate innovation by adding new faculty positions across a range of academic disciplines and within interdisciplinary areas that will specifically support innovation. UW-River Falls will also develop a new Student Innovation Fellows program, where student projects will be mentored by faculty and local entrepreneurs. Students will learn about intellectual property and how to take an idea to completion, including prototyping and possibly the market.

Chancellor Van Galen said UW-River Falls will also start a Faculty Innovation Fellows program that will provide faculty with time and support for innovation activities, resulting in more partnerships with business and collaborative research. UW-River Falls will expand its efforts to implement jointly-funded university-industry visiting professorships, in which professionals both teach and engage students at the university and work with regional businesses to serve as a bridge between UW-River Falls and regional businesses.

The second goal of UW-River Falls' proposal is focused on developing a talent pipeline. Chancellor Van Galen noted that Wisconsin faces a significant talent shortage that will only increase over time. A proposed program would connect more Wisconsin businesses with UW-

River Falls students as potential future employers; key initiatives include expanding an already robust internship program, providing stronger coordination, and developing new student opportunities with a focus on Wisconsin employers. Chancellor Van Galen indicated that his institution will especially support this new pipeline with a strong focus on UW-River Falls' approximately 3,000 students from Minnesota, and on the under-represented minority students and first-generation students who are part of the Aspire Program.

Chancellor Van Galen said UW-River Falls will expand its Career Treks Program, through which 200 students have visited regional businesses over the last two years. Students go with faculty for a day to learn about that business and its internship and employment opportunities. UW-River Falls also wants to begin an innovation camp for students in 6th through 12th grade, and to expand its partnership with Century College in White Bear Lake, Minnesota, which is UW-River Falls' leading transfer institution.

Chancellor Van Galen said some of the outcomes that UW-River Falls anticipates coming from state funding of its capacity-building initiative include 25 new business partnerships; an increase in the percentage of graduates who complete an internship, practicum, or student teaching placement; and the creation of 80 new student internships, resulting in 150 more students employed at Wisconsin businesses.

### ***UW-Eau Claire***

Chancellor Schmidt said the UW System's capacity-building investments are designed to address four guiding principles, and UW-Eau Claire's \$1.75 million proposal would address each: expanding Wisconsin's talent pipeline, collaborating to spur innovation, ensuring affordable education attainment, and preparing students for greater success.

UW-Eau Claire is proposing investments in three programs identified as critical to Wisconsin's future: nursing, biomedical informatics, and biomedical engineering. Chancellor Schmidt explained that this request is based on a foundation of excellence in STEM and health care programming already in place at UW-Eau Claire and reflects the institution's commitment. He said UW-Eau Claire has already been reallocating internal funds to get these programs started, so when the request is approved by the legislature UW-Eau Claire will be able to hit the ground running.

Wisconsin faces a critical nursing shortage of almost 10,000 nursing graduates by 2025, according to the Wisconsin Center for Nursing. Noting that UW-Eau Claire already has a strong nursing program, Chancellor Schmidt said expanding the talent pipeline for nursing is vital, especially in ways that can ensure affordable access for place-bound students throughout rural and small-town northwest Wisconsin.

UW-Eau Claire proposes to expand its Bachelor of Science in Nursing completion program at its new campus in Barron County. The institution has already begun conversations with major medical centers in Rice Lake and in Barron County about the benefits of helping their registered nurses complete the four-year degree.

Chancellor Schmidt observed that for individuals who want to stay in Barron County, this not only provides valuable professional development but also offers students affordable access to a program where they live and already work. Due to its 31-year partnership with the Marshfield Clinic, UW-Eau Claire has the technical capabilities to make this program a reality in Barron County. The funding will enable UW-Eau Claire to create and staff a Rice Lake satellite with a simulation lab, as well as recruit students to the program.

To meet Wisconsin's increasing demand for biomedical professionals, UW-Eau Claire is proposing two new programs to meet targeted needs in northwest Wisconsin – biomedical engineering and bioinformatics. Both programs build on UW-Eau Claire's existing strength in STEM and material science and engineering, and both will capitalize on the university's existing research agreement with the Mayo Clinic. Chancellor Schmidt reported that Mayo physicians and researchers have already expressed an interest in working with UW-Eau Claire in these two new fields.

The U.S. Department of Labor predicts that employment for biomedical engineers and medical scientists will grow by 7.2 and 13 percent respectively over the next decade. Chancellor Schmidt said there is a growing list of biomedical engineering companies in Milwaukee, Madison, and Minneapolis/St. Paul that will need UW-Eau Claire graduates; these include Mertz Pharmaceuticals in Milwaukee, Nevus Medical in Madison, and Medtronic and Abbott Labs in Minneapolis.

Chancellor Schmidt noted that this program will only be the third biomedical engineering degree in the UW System, and the only such program at a comprehensive institution or in the northwest part of the state. Students who want to live and stay in the northwest part of the state will be attracted to UW-Eau Claire's program. He added that he had consulted with UW-Stout and UW-River Falls as a part of the Northwest Wisconsin Engineering Consortium in order to collaborate on these engineering programs.

Bioinformatics uses computational tools to mine, analyze, and use biological data to understand gene formation, cell regulation, and the origins of treatment of disease. Employment in this field is expected to grow by 19 percent by 2026. UW-Eau Claire graduates will find a strong pipeline to major corporations in Milwaukee and Madison, such as the Medical College of Wisconsin, Mayo Clinic, and the Morgridge Institute of Research. Bioinformatics students will be well-positioned for graduate programs at UW-Madison when their degrees are completed. Chancellor Schmidt indicated that this would also be the only undergraduate program solely devoted to bioinformatics in the UW System, and the only such program at the undergraduate level in Wisconsin or Minnesota.

Chancellor Schmidt concluded that investments in nursing, biomedical engineering, and bioinformatics will engage new partnerships in Barron County and existing partnerships with the Mayo Clinic and Marshfield Clinic to meet critical health care needs. The BSN completion program will serve rural and place-bound nursing professionals and expand programming at the Barron County branch campus. Biomedical engineering and bioinformatics programs will create new talent pipelines for emerging professions that will prepare Wisconsin students for success.

Reflecting on the proposals from his three colleagues and on those presented at the Board's October meeting, Chancellor Schmidt said he was convinced that this creative approach to allowing institutions to focus on where they can most contribute to the state as a whole is the right way to go.

### ***Discussion***

Regent Klein said this was a good presentation and that she was very pleased with where each of the institutions are going with their potential funds.

President Behling thanked Chancellors Gow, Wachter, Van Galen, and Schmidt for their presentation.

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## **RESOLUTION OF APPRECIATION TO UW-LA CROSSE FOR HOSTING THE DECEMBER 2018 MEETING**

President Behling called upon Regent Delgado to present the Board's resolution of appreciation to UW-La Crosse for hosting the December 2018 meeting.

Regent Delgado thanked Chancellor Gow for the Board's reception on campus and congratulated him on the outstanding quality of UW-La Crosse's Student Union and other facilities. He then read aloud the resolution of appreciation, which was adopted by acclamation:

### **Resolution of Appreciation: UW-La Crosse**

Resolution 11153      WHEREAS, the members of the Board of Regents are pleased to recognize the University of Wisconsin-La Crosse as the official host campus for the Board's December 2018 meeting, and are grateful for the generous hospitality extended this month by Chancellor Joe Gow and the entire Eagle community; and

WHEREAS, the Board appreciated hearing Chancellor Gow's presentation about how UW-La Crosse is "Sustaining Excellence"; and  
WHEREAS, the Education Committee thanks Provost Betsy Morgan for leading a presentation about the university's efforts related to Community-Based Experiential Learning; and

WHEREAS, the Research, Economic Development, and Innovation Committee was pleased to hear from the campus's Computer Science Team about the WiSys-funded "OnRamp" Project, which is designed to provide better understanding of interconnected systems; and

WHEREAS, the Capital Planning and Budget Committee learned how the university is Transforming Science Education at UWL; and

WHEREAS, the Board was delighted to hear from this month's Student Spotlight, Britney Trybula, a 5th-year UWL student studying Biomedical Sciences with a minor in Psychology;

BE IT THEREFORE RESOLVED that the Board of Regents hereby thanks UW-La Crosse for this month's informative presentations, its forward-thinking spirit, and its many continued contributions to the UW System and to the state of Wisconsin.

Chancellor Gow thanked Jess Lathrop from the Office of the Board of Regents for her collaboration, as well as Kjerstin Lang from the UW-La Crosse Office of University Communications for taking the lead in planning and organizing the meeting. Stating that the fantastic series of collaborations and meetings were a reminder that everyone in the great UW System is part of something very significant, Chancellor Gow said he felt very privileged to be chancellor at UW-La Crosse.

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## **REGENT COMMUNICATIONS, PETITIONS, AND MEMORIALS**

There were no communications, petitions, or memorials.

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The meeting was adjourned at 11:07 a.m.

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Submitted by:

/s/ Jess Lathrop

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