

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held at UW-Milwaukee Union
2nd Floor, Wisconsin Room
2200 East Kenwood Boulevard
Milwaukee, Wisconsin

Thursday, June 7, 2018
1:00 p.m.

INTRODUCTION OF NEWLY-APPOINTED REGENT 3

 Ms. CRIS PETERSON.....3

OTHER UPDATES AND INTRODUCTIONS 4

 FAREWELL TO DEPARTING COLLEAGUES4

 WELCOME TO NEW COLLEAGUES.....4

Karen Schmitt, UW System Interim Vice President for Academic and Student Affairs.....4

Paige Smith, UW-Platteville Interim Vice Chancellor for Administrative Services.....5

Molly Smith, UW-Superior Provost and Vice Chancellor for Academic Affairs.....5

Scott Menke, UW-Parkside Vice Chancellor for Finance and Administration5

Aaron Brower, UW System Senior Associate Vice President of Academic Affairs and Executive Director of Continuing Education, Outreach and E-Learning6

RESOLUTION OF APPRECIATION FOR REGENT EMERITUS MARGARET FARROW’S SERVICE ON THE UW SYSTEM BOARD OF REGENTS 6

Resolution of Appreciation for Regent Emeritus Margaret Farrow’s Service on the UW System Board of Regents.....7

UPDATE ON RESTRUCTURING OF UW COLLEGES AND UW-EXTENSION 10

 OVERVIEW OF RESTRUCTURING EFFORTS BY SYSTEM PRESIDENT RAY CROSS10

Key Transition Activities10

Long-Term Plans.....12

 UPDATE ON UW-EXTENSION UNITS MOVING TO UW-MADISON BY CHANCELLOR REBECCA BLANK12

 DISCUSSION15

HOST CAMPUS PRESENTATION BY UW-MILWAUKEE CHANCELLOR MARK MONE: “UWM’S IMPACT: PROGRESS, PARTNERSHIPS, AND PATHS FORWARD” 16

 INTRODUCTION.....16

 PRINCIPLES17

 PROGRESS18

 PARTNERSHIPS21

 CONCLUSION23

SEXUAL VIOLENCE AND HARASSMENT PRIORITIES WORKING GROUP 23

INTRODUCTION BY UW SYSTEM PRESIDENT RAY CROSS23

PRESENTATION BY SENIOR ASSOCIATE VICE PRESIDENT SHENITA BROKENBURR24

DISCUSSION25

EMPLOYEE PERSONNEL FILES AND REFERENCE CHECKS 26

Employee Personnel Files and Reference Checks27

CLOSED SESSION – 1ST FLOOR, FIRESIDE LOUNGE..... 30

Closed Session Resolution31

Student Request for Review of a UW-Madison Decision.....31

Student Request for Review of a UW-Stevens Point Decision31

Adoption of Decision and Order of Dismissal of a UW-Platteville Faculty Member.....32

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held at UW-Milwaukee Union
2nd Floor, Wisconsin Room
2200 East Kenwood Boulevard
Milwaukee, Wisconsin

Thursday, June 7, 2018
1:00 p.m.

-President Behling presiding-

PRESENT: Regents Robert Atwell, John Behling, José Delgado, Tony Evers, Michael Grebe, Eve Hall, Mike Jones, Regina Millner, Janice Mueller, Drew Petersen, Cris Peterson, Jason Plante, Ryan Ring, Bryan Steil, Mark Tyler, and Gerald Whitburn

UNABLE TO ATTEND: Regent Tracey Klein

- - -

President Behling opened the meeting by thanking Chancellor Mone and his team for their hospitality, noting that Regents look forward to the June Board meeting and seeing the great things happening on the UW-Milwaukee campus.

Before considering any items on the agenda, President Behling asked if any Board members wished to declare any conflicts of interest as per Regent Policy Document 2-4, "Ethics and Conflict of Interest Policy for the UW System Board of Regents." No conflicts of interests were declared with any items included on the open session agenda.

- - -

INTRODUCTION OF NEWLY-APPOINTED REGENT

Ms. Cris Peterson

President Behling said he was pleased to officially welcome the Board's newest member, Regent Cris Peterson of Grantsburg. Regent Peterson is the owner and Chief Financial Officer of Four Cubs Farm in Burnett County. She is a widely respected member of the agricultural community and has earned several prominent honors, including the 1997 Wisconsin Farm

Woman of the Year and the 2004 World Dairy Expo Woman of the Year. She has also written multiple children's books about agriculture and the farming community.

President Behling noted that Regent Peterson also brings the additional perspective of having previously served as a student regent at her alma mater, the University of Minnesota, where she earned a bachelor's degree in education. President Behling invited Regent Peterson to say a few words.

Regent Peterson said she was "thrilled and honored" to be part of the UW System Board of Regents. She shared that following the previous night's reception at Chancellor Mone's home she told her husband that she had never met such a wonderful and friendly group of people. She added that she cannot wait to learn more and expressed her appreciation to everyone.

- - -

OTHER UPDATES AND INTRODUCTIONS

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

Farewell to Departing Colleagues

President Cross indicated that congratulations were in order for Chancellor Cathy Sandeen, who accepted a position as chancellor at the University of Alaska in Anchorage beginning in mid-September. He wished Chancellor Sandeen well in her new position and thanked her for the leadership she provided during her time at UW Colleges and UW-Extension.

President Cross also recognized Holly Hassel, the faculty representative from the UW Colleges, who accepted a new position at North Dakota State University in Fargo. He offered his congratulations to Professor Hassel and wished her all the best.

Welcome to New Colleagues

Karen Schmitt, UW System Interim Vice President for Academic and Student Affairs

President Cross said it was his pleasure to welcome Karen Schmitt as the UW System's interim Vice President for Academic and Student Affairs, succeeding the recently retired Jim Henderson.

Dr. Schmitt has been serving as the Provost and Vice Chancellor for UW Colleges. President Cross observed that she brings a unique combination of leadership skills and expertise to this key position, including strategic planning and a commitment to student success, which will be an asset in her new role as the UW System implements its restructuring initiative.

Dr. Schmitt previously served as Dean of the School of Arts and Sciences and Vice Provost for Research and Sponsored Programs at the University of Alaska Southeast, as well as

Dean of the Community and Technical College at the University of Alaska Anchorage. She has also held a number of research and science coordinator/manager positions at the University of Washington, Exxon, and ITT Antarctic Services.

Dr. Schmitt's area of academic expertise is in stratigraphy (the study of rock layers) and structural geology. President Cross noted that she particularly loves to teach geology field courses that take students out of the classroom and provide them with hands-on learning experiences.

Dr. Schmitt grew up on a family farm outside Madison and earned an undergraduate degree in geology and geophysics from UW-Madison. She earned a Ph.D. in geological sciences from Columbia University and a Master's in geology from the University of Otago in New Zealand as a Fulbright Graduate Student Fellow. President Cross welcomed Interim Vice President Schmitt to UW System Administration.

Paige Smith, UW-Platteville Interim Vice Chancellor for Administrative Services

President Cross said he was also pleased to introduce Paige Smith, "a familiar face in a new role." Ms. Smith has agreed to serve as interim Vice Chancellor for Administrative Services at UW-Platteville. In this role, she will be working closely with senior leadership on the strategic planning and collaborative integration with UW-Richland Center and UW-Baraboo/Sauk County.

Interim Vice Chancellor Smith has been a member of the UW System since 2010, when she joined System Administration's Office of General Counsel. For the past two years, she has served as Chief of Institutional Policy and Compliance at UW-Whitewater. President Cross stated that her System colleagues look forward to working with Ms. Smith in this new role.

Molly Smith, UW-Superior Provost and Vice Chancellor for Academic Affairs

President Cross also welcomed Molly Smith, UW-Superior's new Provost and Vice Chancellor for Academic Affairs. Dr. Smith comes to the UW System from Saint Martin's University in Washington, where she served as Provost and Vice President for Academic Affairs and Professor of English. Dr. Smith previously held leadership positions at Wheaton College in Massachusetts; Pratham USA, an educational organization in India; Manhattanville College; and Seton Hall University.

Dr. Smith succeeds Jackie Weissenburger, who has been serving as UW-Superior's interim Provost since 2016 and will be retiring effective July 1, 2018. After again welcoming Dr. Smith, President Cross thanked Interim Provost Weissenburger for her dedication and years of service and wished her the best in her retirement.

Scott Menke, UW-Parkside Vice Chancellor for Finance and Administration

President Cross next welcomed Scott Menke, the new Vice Chancellor for Finance and Administration at UW-Parkside. Mr. Menke will succeed Mel Klinkner, who is retiring from the university later this year. Mr. Menke has been with UW-Parkside for nearly 14 years and is

currently the Director of Business Services, Controller and Budget Officer. Noting that he is the first UW-Parkside graduate to hold a senior leadership position at the university, President Cross offered his congratulations to Vice Chancellor Menke.

Aaron Brower, UW System Senior Associate Vice President of Academic Affairs and Executive Director of Continuing Education, Outreach and E-Learning

Finally, President Cross said he was pleased to introduce another familiar face in a new role: Aaron Brower, current Provost of UW-Extension, has agreed to lead the next iteration of CEOEL (Continuing Education, Outreach and E-Learning) as it moves to UW System Administration by serving as Senior Associate Vice President of Academic Affairs and Executive Director of CEOEL. The home and originator of the UW Flexible Option, CEOEL is also home to 15 collaborative degree programs – in fact, every campus in the UW System now collaborates on one or more of these degrees. President Cross welcomed Senior Associate Vice President Brower, who has more than 30 years as a professor, program director and administrator within UW System.

- - -

RESOLUTION OF APPRECIATION FOR REGENT EMERITUS MARGARET FARROW’S SERVICE ON THE UW SYSTEM BOARD OF REGENTS

President Behling announced that the Regents would next officially recognize the service, commitment, and contributions of one of their colleagues who stepped down from the Board in late 2017, Regent Emeritus Margaret Farrow. Stating that former Lt. Governor, State Senator, and Regent Farrow has been “one of the greatest leaders in our state,” President Behling called on Regent Grebe to lead the Board’s resolution of appreciation.

Regent Grebe said it was “a bittersweet privilege” to have the opportunity to provide a few brief remarks regarding Margaret Farrow’s service as a member of the Board of Regents, whose many accomplishments “could fill a book.”

In thinking about Regent Farrow’s service, Regent Grebe said there are a few key words and phrases that come readily to mind. First, she has been a pioneer in many ways – from her service in Elm Grove, to the State Assembly, to the State Senate, as Lt. Governor, and as a member of the UW System Board of Regents, as well as in numerous other ventures. Regent Grebe argued that her pioneering role was always less about who Regent Farrow was than what she did, and how she did it. He noted that Regent Farrow’s colleagues on the Board had the privilege of working alongside her and witnessing firsthand why she continued to be asked and elected to hold positions of leadership in Wisconsin.

Regent Grebe observed that Regent Emeritus Farrow has also been selfless in her service. She was always a public servant, not a politician; she never sought to achieve any role for the purpose of advancing her own interests. He added that Margaret Farrow’s service as a Regent exemplifies that selflessness: she accepted the position with no personal agenda, but rather

viewed it as an opportunity and a recognition that she could make another positive difference on one of the state's most important institutions.

Regent Emeritus Farrow has also recently been a champion for WisconsinEye, which Regent Grebe noted is a perfect representation of her history of serving the citizens of Wisconsin by pursuing ventures that make the state a better, more responsive place for all its residents. Similarly, any time Regent Farrow speaks with students she emphasizes the need for each generation to serve locally and for the common good, and not for personal aggrandizement.

Calling Regent Emeritus Farrow "the epitome of a happy warrior," Regent Grebe noted that "she certainly does not suffer fools gladly," but she has also been joyful in her service. From her references to the capitol building as "that wedding cake on State Street" to her delightfully frank commentary, always delivered with a smile and a twinkle in her eye, Regent Farrow has fought hard consistently for what she believes is right and good for the state, but in a positive and upbeat manner that often seems to be missing in today's environment. He added that Regent Farrow once said one of her favorite things about serving as a member of the Board of Regents was that it was actually a lot like being back in the legislature...only with no staff and no pay.

Finally, Regent Grebe said it is impossible to think of Margaret Farrow and not think of her faith and her family. She is a devoted wife, mother and grandmother, and that devotion is demonstrated anytime she speaks of any of them. As much passion as she has had for her various roles in the state and her countless hours of service, Regent Grebe observed that those who know Margaret Farrow understand that her family roles mean more to her than any office, position, award, or acknowledgement.

Regent Grebe reiterated that this is a bittersweet moment for all of Margaret Farrow's colleagues and friends on the Board and throughout the UW System. He recalled a former member of the Board of Regents once said, "No matter how vital you think you are, we are all ultimately footprints in the sand." He concluded that Regent Emeritus Margaret Farrow's footsteps are very deep and will last a long, long time.

Saying it had been an honor for all of her colleagues to serve with her, he concluded Regent Farrow would be missed. Regent Grebe then read aloud the resolution of appreciation for Regent Emeritus Margaret Farrow's service on the UW System Board of Regents, which was adopted by acclamation.

Resolution of Appreciation for Regent Emeritus Margaret Farrow's Service on the UW System Board of Regents

Resolution 11037 WHEREAS, Margaret Farrow dedicated four and a half years of exemplary service as a Regent of the University of Wisconsin System, from June 2013 to December 2017; and

WHEREAS, Margaret has been a steadfast proponent of maintaining high-quality, affordable public higher education for UW students, serving on

the Education Committee; the Capital Planning and Budget Committee; the Research, Economic Development, and Innovation Committee; and the Committee on Student Discipline and Other Student Appeals, including chairing that committee for more than two years; and

WHEREAS, as chair and member of the Regents Teaching Excellence Awards Committee, Margaret was inspired by the gifted teachers receiving the award, and the creative energy and passion for their craft that they share with their students, colleagues, campus community, and beyond; and

WHEREAS, Margaret served as an effective steward of state and university resources as a member of the Business and Finance Committee, as well as the Audit Committee, including one year as the Audit Committee's vice chair; and

WHEREAS, she served as the Regent member of the Higher Educational Aids Board for more than two years as a Gubernatorial appointment; and

WHEREAS, Margaret chaired the Special Regent Committee for the UW-Whitewater Chancellor search and also helped select Chancellors for UW-Milwaukee, UW-Oshkosh, and UW-Stout; and

WHEREAS, Margaret brought to the position her extensive experience from her career in government, including as a state representative and senator, as well as the first woman to serve as Wisconsin's Lieutenant Governor;

BE IT THEREFORE RESOLVED that the Board of Regents of the University of Wisconsin System commends Margaret Farrow for her distinguished service on behalf of higher education in Wisconsin and wishes her well as she spends more time with her husband, family, and grandchildren.

Regent Emeritus Farrow thanked the Board of Regents for its resolution and Regent Grebe for his kind words, adding that she misses all of her colleagues. Recalling that Regent Emeritus Charles Pruitt had delivered an eloquent farewell speech several years earlier that "knocked us all off our seats," Regent Farrow warned that her own remarks were going to be emotional rather than eloquent, "because what I'm going to say comes from my heart."

Regent Farrow stated, "The students are the whole reason we are here." Speaking to her colleagues, she told them that what they do as Regents is not about their own prestige or the prestige of the University of Wisconsin as an institution. Instead it is about acting for the students in a way that teaches them to be responsible, learn the facts, and go out and change the world: "That is what has motivated me through most of my life, quite frankly."

Observing that “there is so much to be done for our students,” Regent Farrow said that it is now in the Board’s “very capable” hands to do it in every way possible, because if the students succeed the state will succeed. She thanked the Regents for serving in this capacity, especially the two newest members who had joined since her departure, and wished them well.

Regent Farrow added that System President Ray Cross “is such a marvelous leader for this System,” recalling that she had served on his selection committee. Noting that President Cross is open to criticism, she encouraged the Regents to cooperate with him and to bring any concerns forward, because “nobody can get their hands around” all of the campuses and their diverse activities completely.

Even after 16 years in that “wedding cake” Capitol building, where she served on the Joint Finance Committee for two sessions, Regent Farrow admitted that she did not always know what she should have known despite doing her homework, reading all the papers and talking to others. She encouraged the Regents to talk to the legislators: “Don’t let them think that a one-paragraph summary of something is going to give them what they need to know about it. You have to make it real for them.”

In addition to President Cross, Regent Farrow said she had also been “blowing the horns” of the chancellors and provosts and sharing her pride in the UW System’s various institutions. Saying that people do not always realize what a wonderful university system Wisconsin has, she told the chancellors to make sure to get to know the legislators and let them know the campuses’ needs.

Regent Emeritus Farrow said that one thing she regretted not getting to do during her time on the Board of Regents was beginning a tuition remission program for the children of the UW System’s faculty members. She indicated that every school she had ever known about or had a relationship with before she became a Regent had offered tuition remission of some kind for the children of the faculty. She argued that such programs demonstrate a strong belief in family on the campuses, and she encouraged the Regents to explore that option in the future.

Regent Emeritus Farrow also said that she does not go within ten feet of a high school or college student these days without telling them that they can find somewhere in Wisconsin to get the best education in any area of study. She added that she also encourages them to stay in Wisconsin and build its future after they are finished with their education, explaining that students need to be told that they are needed and wanted in Wisconsin after graduation.

Regent Emeritus Farrow predicted that in the next 10 years the state’s economy will go “right up through the ceiling,” particularly due to the impact of Foxconn. She pointed to the state’s great abundance of freshwater, which it is carefully protecting, as one of its greatest opportunities to grow. Recalling a conversation she had with students at UW-Eau Claire the prior year, Regent Farrow said that upon learning that they were all from Minnesota, she informed them that they could not go back because they had benefited from Wisconsin’s investment in them: “We need you to build our future.”

Regent Emeritus Farrow asked her colleagues to continue pushing hard to create a marvelous education system, because the state needs its students to take advantage of it and later return to continue building it. Concluding that she missed everyone terribly, Regent Farrow wished her colleagues all the best.

- - -

UPDATE ON RESTRUCTURING OF UW COLLEGES AND UW-EXTENSION

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

Overview of Restructuring Efforts by System President Ray Cross

President Cross indicated that the UW System is now less than a month away from July 1st, the official start date of the UW Colleges and UW-Extension restructuring project. He said he was pleased to report that the System is “on track, on time, and ready to deliver.”

The previous week, the UW System received a letter from the Higher Learning Commission (HLC) which included the HLC’s summary report on the UW System’s requested change of control, structure or organization. While this is not yet the final report, President Cross indicated that its preliminary conclusions are encouraging, as it suggests that the System’s proposal generally meets the expectations of the HLC and that its institutions, following restructuring, would continue to meet the HLC’s criteria for accreditation.

The UW System expects to hear the HLC’s official decision later in June when the Commission’s Board of Trustees meets to consider the System’s application and the findings of the summary report. In the meantime, President Cross noted that “a lot of people are continuing to invest a great deal of thought and energy into making this project a success.”

Key Transition Activities

There are several key transition activities that the UW System is focusing on: changing the reporting structure for UW Colleges and UW-Extension employees; reconfiguring the Student Information Services; and launching the revised EApp.

First, President Cross indicated that the reporting structure of UW Colleges and UW-Extension employees will be changing effective July 1st, and that the Human Resources functional team has been working diligently to ensure a smooth transition.

In coming days, receiving institutions will send transitioning employees detailed letters on their individual transition, including their title, new department or division, supervisor, tenure and rank (for faculty members), and orientation information. This follows a series of town hall

meetings and other communications to clarify the transfer of benefits, governing policies, and HR services.

President Cross said that as part of the Education Committee's report during the Board's Friday session, the Regents would be asked to memorialize the transfer of UW Colleges' faculty to the receiving institutions in a Board resolution. The Regents will also be asked to consider the creation of new colleges at UW-Milwaukee and UW-Whitewater, in part to address transitioning tenure, as well as a name change request from UW-Eau Claire.

A second key transition activity is the necessary reconfiguration of Student Information Systems (SIS). President Cross reported that technical support staff have been working hard to prepare for the conversion of data from UW Colleges' current PRISM system to the Student Information Systems at receiving institutions. This data includes student biographic and demographic information, admissions data, and student enrollment history. All of this information must be up-to-date to ensure students' financial aid is ready for 2019-20, that they can register for courses for 2019-20, and that they are billed the appropriate tuition rates as the academic and tuition structures for 2019-20 are being finalized and developed.

President Cross indicated that the UW System's "aggressive" goal is to have the preliminary work completed by August 1st in order to provide continuity of services with as little disruption to the student experience as possible during this transition.

Third, President Cross said the EApp Redesign Task Force is on-track to launch a revised EApp in time for the 2019-20 application cycle, which opens August 1st. A key goal of the redesign is to allow students to apply to multiple UW institutions through one set of application materials. Admissions directors from across the UW System have met and agreed to 23 core application processes, as well as removing a quarter of existing questions on admissions applications, which will make applying to the University of Wisconsin easier and more efficient. President Cross pointed out that currently it takes the average applicant about 40 minutes to complete a UW application, compared to under 20 minutes for its competitors' applications.

President Cross noted that work has also been completed to push applications from students seeking admission to two-year institutions to the receiving institutions for review and processing. As with any organization going through significant structural change, he indicated that a decline in sales – or in the UW System's case, enrollments – is usually expected at first. Recognizing that the restructuring may have caused uncertainty among prospective students about the future of the two-year campuses and delayed their applications, he stated that during this transitional period of restructuring, the UW System wants to reassure prospective students that all campuses remain open and encourage them to apply and enroll.

To further encourage applications, President Cross announced that effective immediately the UW System will waive application fees for all students applying to any of the 13 two-year UW Colleges campuses for the Fall 2018 term. This one-time application fee waiver applies through September 7, 2018.

President Cross added that it is also important during this transition phase that the process of awarding of student financial aid at the two-year institutions is protected and preserved, so students get the resources they need.

Long-Term Plans

Turning to long-term plans, President Cross reported that many functions will continue to be provided centrally for the first year of the restructuring project, through June 2019, to ensure continuity of operations for students and employees. In Phase Two of restructuring, starting in July 2019, the four-year receiving institutions will take on operational planning and their centralized services will be integrated into the two-year campuses.

At around the same time, certain functions in the areas of human resources, information technology, and procurement will begin to be provided as shared services. President Cross explained that this advances the CORE (Commitment to Operational Reform and Excellence) initiative, a key element of the 2020FWD strategic framework. The services will be provided by UW Shared Services, a consolidated administrative service organization that may offer opportunities for cost reduction, greater efficiencies, and better service through process standardization, consolidation, and streamlining.

President Cross stated that the focus of UW Shared Services will be on the comprehensive campuses. Payroll, benefits processing, and background checks are likely candidates for initial services within human resources. Application hosting, network services, and disaster recovery will be assessed for possible inclusion in information technology. Contract administration, bid administration, and procurement training may be part of the procurement services. Finally, a customer council will be established from the comprehensive campuses to guide the shared services and help set service needs, while holding the UW shared services group accountable to those whom they are providing with services.

Additional restructuring efforts to come before the Board include the Fiscal Year 2019 Budget, which would be presented during the Board's Friday session by Vice President Sean Nelson. Pending HLC approval, the budget includes pro forma budgets for the seven receiving institutions that map the current fiscal year resources from the UW Colleges to their respective regions.

In closing, President Cross acknowledged the dedication and hard work that has been invested in this restructuring project by many people, without whose efforts this project would not be possible.

Update on UW-Extension Units Moving to UW-Madison by Chancellor Rebecca Blank

In April 2018, the Board of Regents had an opportunity to hear directly from the chancellors of most of the receiving institutions about their restructuring experiences. President Cross said the Board would next hear an update from Chancellor Rebecca Blank on the transition of UW-Extension units – including Cooperative Extension, the Conference Centers/Mail

Services, the Department of Labor Education, and Wisconsin Public Television and Wisconsin Public Radio – to UW-Madison. He also noted that UW-Extension is not on the same timeline and does not face the same academic calendar or HLC accreditation issues as the UW Colleges.

Chancellor Blank thanked the Board of Regents for the chance to say a few words about what UW-Madison is doing to bring in the UW-Extension units that it has acquired.

She indicated that Cooperative Extension, Wisconsin Public TV and Wisconsin Public Radio will combine into a new division at UW-Madison under the Office of the Provost, though each will continue to operate as its own unit. The Conference Centers and Mail Services will fall under the Vice Chancellor for Finance and Administration. Finally, the relatively small Department of Labor Education will be folded into UW-Madison's Department of Continuing Studies.

These units involve almost 1,000 employees, including 808 full-time and 150 part-time employees, and over \$1 million in funds. There are also over 35,000 volunteers who work with these units on a wide range of activities.

Chancellor Blank said that UW-Madison has been taking as organized of an approach as possible, and she recognized Provost Sarah Mangelsdorf and Special Assistant Casey Nagy for their efforts. The Joint Steering Team includes people from both the UW-Madison campus and from the various UW-Extension groups. Below the steering team are nine working groups covering different issues: human resources, information technology, finance, facilities, auxiliary services, public media, volunteers, risk management, and communications. The UW-Madison and UW-Extension governance groups have been meeting together as well. Chancellor Blank estimated that over 250 people have been involved in the planning and execution of this reorganization.

Cooperative Extension has over 600 full-time employees and almost all of the 150 part-time employees moving from UW-Extension. An additional 100+ faculty – mostly at UW-Madison, but also from UW-Platteville, UW-Stevens Point and UW-River Falls – have joint appointments with UW-Extension. Cooperative Extension has a presence in all 72 counties and three tribal partners, and has many volunteers. The unit has a \$68 million budget, with almost half coming from state GPR; Chancellor Blank noted that Cooperative Extension had really taken a hit given the budget cuts of the last five to 10 years. The USDA provides about 20 percent of its dollars, counties provide about 18 percent, and it also receives federal grants.

Cooperative Extension conducts Wisconsin's 4-H program, and UW-Madison will be acquiring the 4-H camp at Upham Woods. The unit also does a great deal of work in agriculture, natural resources, family education and outreach, community leadership, and economic development.

Wisconsin Public Television (WPT) and Wisconsin Public Radio (WPR) together have about 250 employees. UW-Madison will be acquiring 32 radio transmitters and six television stations, as well a great deal of other transmission equipment. In addition to public broadcasting these units also create educational programming for K-12 schools. Chancellor Blank indicated

that both will continue to report to the Educational Communications Board as well as the university, reflecting a shared responsibility for much of their work.

The public broadcasting units also have many volunteers involved in their work. Their \$27 million budget includes a wide range of funding, with about one-third coming from state GPR dollars and about 28 percent from federal dollars via Wisconsin's Educational Communications Board. Chancellor Blank said that as federal and state dollars have decreased in recent years, WPT and WPR have begun fundraising extensively: combined endowment income and annual gifts represent more than one-third of their budget. She observed that one advantage of the restructuring is that UW-Madison also has a very extensive development operation, which will help the two groups work well together.

The Conference Centers and Mailing Services – which respectively operate the Pyle Center hotel and handle bulk mailing services for UW System Administration, UW-Madison, and a few other groups – together employ 65 people. The majority of their funding comes from auxiliary operations, but GPR accounts for 36 percent of their budget.

As the smallest group, the UW-Extension Conference Centers and Mail Services will be fully transitioned to UW-Madison by July 1, 2018. Chancellor Blank said these changes are largely on-time and on-track despite the enormous amount of complex work involved over the last four months.

As of July 1st, the senior leadership in all of the transitioning units will transfer to UW-Madison. For all of the other employees who will not transfer yet for a variety of reasons, Chancellor Blank indicated that UW-Madison is also creating MOUs with System Administration that will give the campus operational control over these units. Those employees will continue to directly report to their senior leadership despite being classified as System Administration personnel.

UW-Madison is also working to put in place policies and procedures that will allow units to continue operating as they have been. Over the next year the campus will slowly move towards a full transition of all employees by July 1, 2019, or sooner if feasible. Chancellor Blank noted that the working groups have identified many issues that must be resolved, particularly around payroll and position descriptions.

Turning to challenges, Chancellor Blank observed that Cooperative Extension has been experiencing major budget cuts for quite a while. As a result, the unit launched a complete restructuring almost two years ago that resulted in much more coordination in how they serve the counties. Rather than having UW-Extension personnel in every county, instead the personnel serve multiple counties but are more specialized. This major reorganization is not yet complete, and at the same time it will begin making the major transition to UW-Madison. Acknowledging that a lot is being asked of these employees, Chancellor Blank explained that this is one reason why the campus is not pushing ahead as fast as it possibly could.

Both Cooperative Extension and Wisconsin Public Broadcasting began at UW-Madison and stayed there for more than 50 years. However, they have since been located in a separate

unit for 50 years, and Chancellor Blank pointed out that this was a long time for them to develop a wholly different culture and ways of doing business. She warned that bringing policies, procedures, and common systems into compliance is going to take some time.

There is also variation in employee compensation and benefits: all of the UW-Extension units have people located across the state, and there are differences in their pay expectations and markets from those located in Madison. Chancellor Blank said it was good to have the UW System's Title and Total Compensation Survey ongoing at the same time. UW-Madison and UW-Extension also have very different HR systems, and the human resources working group has identified over 50 policies and processes that will need to come into alignment for these groups to be fully coordinated.

Chancellor Blank mentioned that other issues include naming and fundraising development.

Chancellor Blank indicated that her Chancellor's Advisory Board includes a number of people who have been CEOs or senior leaders of very large organizations, many of whom had been through mergers and acquisitions in those private enterprises. Months ago she asked this group, "What did you learn that we need to know about this particular merger and transition?" She indicated that the very first thing every one of them unambiguously said was, "Don't change anything immediately that you don't have to change. Don't give people the sense you're taking them over. Change the things you absolutely have to, but then take time to talk and collaborate, and move forward with more deliberate speed in places where you have that time available." Chancellor Blank said UW-Madison is changing its timetable and approach as a result of that very good advice to make the transition a more collaborative process moving forward.

Chancellor Blank observed that there are challenges as well as enormous opportunities in this endeavor, and said she was glad for the opportunity to bring these units into the operational offices of UW-Madison – not only because of the campus's long historical affiliations with these units, but also because doing so could strengthen all of the units involved. She suggested that a closer affiliation with some of UW-Madison's educational and research programs could provide greater substance and new opportunities for both WPT and WPR, as well as Cooperative Extension and their work throughout the state. While UW-Madison currently has a presence across the state, this restructuring will also give the flagship university an opportunity to listen better and be more connected on a whole range of issues across the state.

Chancellor Blank concluded that her goal is to end up in a win-win situation, so that when looking back in years to come everyone will agree that all units involved are better off because of this transition.

Discussion

President Behling opened the floor to questions from the Regents.

In response to a question from Regent Mueller about the feedback UW-Madison is receiving from the counties, Mr. Nagy said there are a number of components. First is general

apprehension about what the restructuring might mean for the counties. UW-Madison has put significant effort into corresponding with county partners and county executives about its intentions to simply further the activities of Cooperative Extension rather than disassemble, disaggregate, or change it in any particular way. UW-Madison is looking to create new synergies and find new ways to populate what Cooperative Extension is currently doing with some of the benefits of the research going on in Madison.

Some residual issues that have received recent publicity concern some of the commitments that overextended the abilities of Cooperative Extension to actually fulfill the counties' various needs, which resulted in a dialogue in certain counties about how best to respond to that particular situation. The transitional process is bringing new eyes to the way Cooperative Extension does business, and UW-Madison is looking at ways to avoid the recurrence of this kind of difficulty.

Chancellor Blank said UW-Madison has basically acquired the county executives as a whole new set of stakeholders; she met with the county executives at their annual meeting and has begun visiting them as she travels around the state. She noted that the counties are still worried about the restructuring that started two or three years ago and is not yet complete, and said UW-Extension has to deliver on that so it can serve the counties effectively. She said UW-Madison will be working closely with the counties over the next several years to make sure that happens.

In response to a question from Regent Whitburn on the timeline, Chancellor Blank said that by July 1, 2018, UW-Madison will fully take over all Conference Centers and Mailing Services employees as well as the senior leadership of the other UW-Extension units. UW-Madison will also have signed MOUs with System Administration to arrange operational authority over all units by that date, even though the rest of their employees will not yet have transferred.

With no further questions, President Behling thanked Chancellor Blank and her staff.

- - -

HOST CAMPUS PRESENTATION BY UW-MILWAUKEE CHANCELLOR MARK MONE: "UWM'S IMPACT: PROGRESS, PARTNERSHIPS, AND PATHS FORWARD"

President Behling turned the floor over to Chancellor Mark Mone for a presentation from the meeting's host, UW-Milwaukee.

Introduction

Chancellor Mone welcomed everyone to UW-Milwaukee and said it was wonderful to have the Board of Regents visit again. Noting that each of the UW System institutions offers a significant impact to their different locations or regions, the chancellor said he was delighted to

share his campus's unique qualities with the Regents and give an update on the progress of UWM's work.

Chancellor Mone began by sharing some background on UW-Milwaukee. As the only public urban research access university located in such a large metropolitan area, UW-Milwaukee brings to mind both its Research I-quality education as well as the diversity of the population that its vitally important access mission serves. He indicated that the university is simultaneously pursuing both aims of its mutually-reinforcing mission: "UW-Milwaukee transforms lives and powers partnerships in remarkable ways."

Highlighting a few of UW-Milwaukee's "best kept secrets," Chancellor Mone noted that its College of Nursing is the largest nursing program in the state and consistently ranks in the top 10 or 15 percent among undergraduate or master of nursing degrees. UWM has the largest business school in the state with over 1,000 graduates a year, one of the nation's top 20 film programs, and Wisconsin's only architecture program. UWM is one of the top 25 universities in the nation for its LGBT-safe, supportive and friendly environment. The university also serves over 1,500 student veterans – including 1,086 who are supported by the G.I. Bill – and was recently recognized as a Silver-level Military Friendly campus.

Principles

Chancellor Mone next shared some principles that underlie almost everything that UW-Milwaukee does, including accountability and efficiency, or the importance of stewardship. For all of UW System institutions – and for much of higher education today – budgets, enrollments, and technology costs are tremendous challenges. The chancellor indicated that UW-Milwaukee had shown remarkable fiscal responsibility with the cuts that were made in a very short period by a great team of faculty, staff, shared governance and university leaders working in a very collaborative manner.

On efficiency, Chancellor Mone pointed to UW-Milwaukee's integrated support services. The first of three hubs focused on procurement, human resources, and information technology functions will officially roll out on June 11, 2018. In addition to greater efficiency, he indicated that this would result in cost savings and ultimately even better services, consistent with the CORE (Commitment to Operational Reform and Excellence) initiatives that are part of the UW System's 2020FWD strategic framework.

UW-Milwaukee developed and is currently implementing its first strategic enrollment management plan. This coordinated action across the campus is intended to grow enrollment and retention, leading to more effective graduation rates. Chancellor Mone said the campus has invested \$1.1 million in targeted areas on an annual basis. Progress in the first year included an increase of over 1 percent in the first-to-second-year retention rate; an increase in the first-year retention rate of African American males of over 6 percent; and an increase of more than 31 percent in the recruitment of Illinois freshmen. UWM is on a pace to grow its freshmen and Illinois recruitments even more dramatically in future years. While any efforts to undertake enrollment and graduation changes will take a long time, he said UWM is pleased with the progress so far.

UW-Milwaukee's principles include eight guiding values which were established on the campus in 2013. Stated briefly, these include innovation, leadership and collaboration; a caring, compassionate, and collegial community; diversity in all of its definitions; opportunities for open inquiry; ethical behavior; transparent and inclusive decision making; pride in UWM as an institution; and stewardship of resources. Chancellor Mone explained that these important guiding values are not just simply words. To reinforce these values, UWM started a stronger campaign this year that included monthly messages, videos, and other outreach to bring them to life and engage the campus.

Using the value of diversity as an example, the chancellor indicated that UW-Milwaukee has been working to change the campus culture from both an employee and student perspective to emphasize that the next generation of the workforce must embrace diversity and inclusion as a common practice. The Chancellor's Diversity and Inclusion Council will encompass all of the different activities across UWM's administration, schools and colleges to bring together a focused quarterly report to the chancellor. UWM is also developing a speaker series and creates new modules each year for its online diversity and inclusion training.

Chancellor Mone stated that many in the campus community have participated in the freedom of expression series centered on UW-Milwaukee's guiding value of open inquiry. In fall 2017, Pulitzer Prize-winning author, speaker, and senior member of the *Chicago Tribune* editorial board Clarence Page visited campus to discuss fundamental issues along with a panel of UW faculty and students, an event which generated great community interest. The series continued with Professor Geoffrey R. Stone from the University of Chicago, a prominent author who often speaks on the First Amendment, protests and protected speech. In 2018 the series concluded with a discussion on the topic of free speech and social media.

Through education and the modeling of expected behaviors, Chancellor Mone said that university campuses can have a respectful and more open dialogue, and bring together both sides in a polarized society to engage in a more coherent, respectful, and collegial manner.

Chancellor Mone said that UW-Milwaukee's principles also include the prevention of sexual misconduct on campus. He stated that everyone in UWM's administration, shared governance, and campus leadership positions are committed to zero tolerance for sexual misconduct. All employees and student workers completed online training in the last year, and the chancellor indicated that this was just the start of how UWM will help raise awareness of sexual violence and harassment. The campus will provide training for all of its new students this year, as well as refresher training for ongoing students. He concluded that the UWM is committed to having its campus be a safe, appropriate, and supportive environment.

Progress

Chancellor Mone said UW-Milwaukee is the first campus in Wisconsin – and one of about 20 percent across the country – to receive an Innovation and Economic Prosperity designation from the American Association of Public and Land Grant Universities. This significant accomplishment is a recognition of the types of engagement that UWM does.

The campus has addressed food insecurity, which is a huge challenge nationally: Surveys have shown that anywhere from one-third to one-half of college students have food insecurity. UW-Milwaukee has both a mobile food pantry and a dedicated food pantry in its student union. A partnership with Pick 'n Save grocery stores also delivers greatly-discounted groceries to UWM for the entire campus community population. Chancellor Mone recognized UWM's Student Association for taking the lead on this issue.

Over the last four years, UW-Milwaukee has maintained both its campus-wide Higher Learning Commission accreditation as well as accreditation for each individual program that has sought that standing. The College of Nursing was recently awarded a full ten years of accreditation, and a recent interview with the accrediting body of the Lubar School of Business included positive feedback about the strength of its program.

The original \$175 million goal for UWM's "Made in Milwaukee, Shaping the World" fundraising campaign was raised last year to \$200 million. Chancellor Mone reported that the campaign is on track to achieve its new goal in July 2018 and will look to finish as strongly as possible in June 2019. He noted that almost 60 percent of the campaign is dedicated to student scholarships.

UW-Milwaukee's focus on research excellence will continued to be supported through faculty and graduate student fellowships and new equipment.

Chancellor Mone said he is also very proud of UWM's progress in community engagement and immensely grateful for the tremendous support for the people who believe in the campus.

Next the chancellor updated the Board on UWM's strategic opportunities in three areas: an outstanding learning environment; exceptional research; and community engagement and building the talent pipeline.

UW-Milwaukee's efforts towards creating an outstanding learning environment are focused on student success around graduation. The Summer Bridge program, which has seen a 25 percent increase in participants, takes an intense focus on mathematics or literacy to help students succeed. The campus also has a comprehensive student success network and is implementing meta-majors, which it is also re-designing its intensive advising around.

Chancellor Mone reported that UWM's Student Affairs IT Services has a number of projects involving STEM innovation and design, and all participating students are hired within six months of graduation. UWM is also undertaking efforts to become a Hispanic-serving institution, as 11 percent of its student body population is Hispanic.

Chancellor Mone explained that these efforts are important for improving retention, graduation, and success after graduation. Through these efforts, UWM has increased its first-to-second year retention rate over 1 percent each of the last four years (4.25 percent overall), which will in turn lead to improved future graduation rates.

Wisconsin ranks last in the nation for having the most challenged achievement gap from high schools. UW-Milwaukee serves a population that has significant challenges, due to financial or academic preparation, and its goal is to bring that gap as close to zero as possible. Chancellor Mone said the university would hold a retreat next month towards reducing the achievement gap completely. After implementing its seven-point plan over the last several years, UW-Milwaukee closed the gap for African American males by 6 percent in fall 2017.

The chancellor highlighted UWM's significant math reforms and partnerships with the UW Colleges, the technical colleges, and a number of different organizations. In 2014, only 24 percent of students completed their college credit for math in the first year. Now more than 50 percent of students complete credit-bearing math courses in their first year, which in turn accelerates time to degree. Differentiated pathways, co-requisite programming, intensive advising, the Summer Bridge Program, and many other initiatives allow students to move on to credit-bearing math courses in just one semester (down from three semesters), and the campus has seen an 83 percent increase in the success rate for students enrolled in these co-requisite courses.

Returning to the achievement gap, Chancellor Mone said that both African American and Latino students today are four times more likely to complete remedial math in their first year; he stressed how critical these improvements are for student success in so many other areas. The post-reform completion rate has more than doubled independent of ethnicity, so all students are experiencing a dramatic increase in success rates and shortening the time needed to complete remedial math.

UWM's strategic activities around exceptional research include focusing the direction of its research collaborations in the College of Letters and Science, the health schools, and a number of different target areas. \$1.5 million new-base funding has been allocated to faculty retention salaries in the most important areas, and UW-Milwaukee has been holding workshops on cluster collaborative research and infusing multiple rounds of collaborative research team development awards to focus research in different areas.

UW-Milwaukee is also engaged in strategies to attract and retain its graduate students, investing over \$1 million dollars over the last two years to better support them through stipends, because they are so fundamental to the university's future work and growing undergraduate research.

Chancellor Mone explained that this focus on research is about increasing the university's reach and having a greater impact. UWM researchers are collaboratively working on real-world problems to make life-saving, life-impacting differences all of the time, including in the areas of health, the environment, and business. This advanced research also helps the university place alumni in top companies like Microsoft, Intel, Apple, and others. He added that the restructuring will expand UWM's reach and allow its new colleagues in Waukesha and Washington County to participate and build on its research strengths.

Regarding community engagement and the talent pipeline, Chancellor Mone highlighted the remarkable things that the Social Entrepreneurship, Justice & Equity Compact is doing

through community partnerships. For example, the Explorer’s Program is a pre-college cohort that involves a parent skill-building conference. UWM faculty and staff partner with more than 30 different community groups related to poverty talent development.

Another small grant, provided with the support of UW System, helped fund the “Advancing the Village” initiative which brought the College of Nursing, the House of Peace, and Milwaukee’s community services together to create a program for positive parenting and strong family growth for those living in poverty.

Almost 80 percent of UW-Milwaukee’s students have internships or other types of work experience – such as fieldwork, co-ops, clinical rotations, or student teaching activities – related to their degrees, leading to very high placement rates. Chancellor Mone added that UWM has greater alumni programming than ever.

With respect to something Regent Hall asked about in an earlier committee meeting, Chancellor Mone said he would speak briefly on what UW-Milwaukee is doing to improve its efforts to help under-represented students. One of the many initiatives led by Vice Chancellor of Global Inclusion and Engagement Joan Prince is the “Panther Foundations for Success” program. Local companies came together in an effort to further diversify the workforce by sponsoring full-time internship programs for the last several years which have increased both academic success and soft skills for participating students, most of whom are later placed for full-time employment.

The Lubar School of Business also has a minority mentoring program, and UW-Milwaukee offers a number of scholarship programs – from the McNair Scholarship Program to a number of different scholarships funded by foundation and individual philanthropic support – for under-represented students and Milwaukee residents who are academically strong but do not have the financial means to attend university.

Partnerships

Chancellor Mone said UW-Milwaukee has established partnerships to address big, high-impact areas. These partnerships involve more than one school or college; offer significant student gateway opportunities; usually involve state, federal, and/or philanthropic support; and are very important for the future of the region.

The Lubar Entrepreneurship Center is important because Wisconsin ranks lowest in the nation in terms of the number of start-ups, and Milwaukee ranks 39 out of 40 metro areas in start-up activity. The generosity of Shel and MaryAnn Lubar, with additional support from the UW System, helped to build the Lubar Entrepreneurship Center. UW-Milwaukee has raised over \$15 million to-date to operate the center’s many programs. In the last few years, there has been an over 300-percent increase in the number of students participating in these entrepreneurial and innovative programs.

The Connected Systems Institute is focused on preparing students across different majors for opportunities in the area of connected systems, also known as “the internet of things.”

Companies are looking for employees who understand how these systems talk to each other, the role of sensors, and the role of cultural change. Through the institute UWM is working with a number of partners to create a system of connectivity, with a focus on students in both undergraduate and graduate programs, as well as executives and those managing organizations today.

UW-Milwaukee has developed partnerships with UW-Parkside, Gateway Technical College, and all of the UW System's engineering schools. Chancellor Mone said that focusing on higher education at all levels – technical, four-year and graduate – as well as bringing industry curricula to high schools is pivotal for Wisconsin's future. Corporate and support partners include Rockwell, Microsoft, and various other companies. The Wisconsin Economic Development Corporation has also invested almost \$1 million dollars over three years.

Addressing the ongoing restructuring, Chancellor Mone reminded Regents that UW-Milwaukee will be joined with UW-Waukesha and UW-Washington County. He indicated that for the last six months, over 160 people have been working incredibly hard on this transition. As discussed by the Education Committee earlier that day, UWM is seeking to form a new college that will create more opportunities for student access to four-year institutions, but also for the university to explore and develop programs to be implemented at the two-year campuses.

The M³ partnership involves three public education organizations – Milwaukee Public Schools, Milwaukee Area Technical College, and UWM – working together in an exponential manner. With a combined 140,000 students in K-12, two-year and four-year education, Chancellor Mone said this partnership is absolutely foundational for these organizations to improve their efforts. UWM has long been the largest provider of teachers for not just Milwaukee Public Schools but also the state; through its masters and doctoral programs, UWM has also been the largest provider of principals and superintendents.

Through the M³ partnership, the university has also had to engage in curricular development and work with students at the K-12 level in dramatically different ways, as with the Career Focus math and English curriculum and Career Path summer math programs. Over 1,000 MPS juniors and seniors gathered at UWM for a job fair after learning how to dress and put resumes together; sixty-four employers attended that event. A similar program at the Milwaukee Area Technical College involved 850 students.

Chancellor Mone said that UWM also offers parenting programs to grandparents or aunts and uncles who provide care for their families' children in an effort to change that culture "one piece at a time."

The Higher Education Regional Alliance represents all academic institutions – two-year and four-year, public and private – in southeastern Wisconsin. Noting that the talent gap is one of the biggest impediments facing the economy, Chancellor Mone said it will be pivotal for academic institutions to come together with businesses and other organizations to develop the agile, nimble workforce of the future. Three strategic focus areas for this work are college completion, program innovation, and access to talent. He indicated that UWM is currently about

60 percent aligned with many of the great academic needs of high-growth professions, but HERA will help enable and strengthen programming to further improve its efforts.

Conclusion

Chancellor Mone played a video of students discussing study abroad, internship, student organization, research, and scholarship opportunities offered at UW-Milwaukee to demonstrate how UWM's principles, progress and partnerships contribute to student success. He stated that UWM creates life-changing impact for thousands of students every year. In 2018 UW-Milwaukee graduated 5,400 students, and it has added over 30,000 students to the workforce over the last 5½ years. Almost 80 percent of its 184,000 alumni have stayed in the state of Wisconsin.

He then summarized his remarks by stressing three key points: First, UWM is partnering with leading business, health, education, and government organizations to grow the southeast region of the state. Second, UWM is evolving to meet a new future with a restructured, responsive, and proactive campus that is anticipating and advancing to meet the needs of the southeastern region and all of Wisconsin. Finally, every one of the UW System institutions is vital for their respective regions, and further investment is going to enable each institution to do more.

Chancellor Mone concluded by thanking the Regents for their continued support so that UW-Milwaukee can meet the region's needs, seize opportunities, and continue to strengthen the state of Wisconsin.

President Behling thanked Chancellor Mone for his presentation.

- - -

SEXUAL VIOLENCE AND HARASSMENT PRIORITIES WORKING GROUP

President Behling announced that the Board would next hear a report on the System President's new Sexual Violence and Harassment Priorities Working Group.

Introduction by UW System President Ray Cross

President Cross explained that this new working group is the successor to the UW System Taskforce on Sexual Violence and Harassment, which was formed in 2014 with cross-disciplinary representatives from all UW System institutions. The Taskforce presented its final report to the Board in December 2016, with a series of recommendations that included, among other things, a requirement that all UW System employees and students complete sexual violence and harassment training.

Since the presentation of that report, former Taskforce Co-Chair Anne Bilder and Research and Policy Project Manager Janelle Ramsel had been largely responsible for

coordinating the implementation efforts. President Cross thanked both of them for their commitment to this work and for keeping things moving.

Going forward, President Cross called for the creation of this new workgroup to be led by Shenita Brokenburr, Senior Associate Vice President and Chief Human Resources Officer, and Quinn Williams, UW System General Counsel.

President Cross indicated that the working group has been charged with monitoring and reporting on the implementation of recommendations provided in the Taskforce's report. To update the Board of Regents on progress made, he turned the floor over to Senior Associate Vice President Brokenburr.

Presentation by Senior Associate Vice President Shenita Brokenburr

Ms. Brokenburr said that she would provide a progress report on two very important recommendations made by the Task Force on Sexual Violence and Sexual Harassment in December 2016. The first was in the area of policy changes: Regent Policy Document 14-2, "Sexual Violence and Sexual Harassment," covers the prevention of those incidents in the workplace and the academic environment, while Regent Policy Document 14-8, "Consensual Relationships," is situated to ensure that the environment is free of conflicts of interest around consensual relationships. The Task Force's other recommendation was to provide mandatory training on harassment and discrimination prevention for both students and employees.

Since these recommendations were approved, UW System Administration has been working on the implementation of the mandatory training on sexual harassment prevention in the academic workplace and online environments. UW System Administration sponsored the web-based training, which was provided to students and employees at no cost to the institutions. UW System Administration also provided a policy template for institutions to use in developing their own local policies for implementation.

In 2017, Title IX coordinators across the System began to build a community and were charged with developing a web space for information on sexual harassment. A collaboration was established for this group to share information and documents and to conduct a policy review.

In 2018, System Administration conducted a comprehensive poll survey to learn where institutions were with regard to implementing the policies at the local level and in their training efforts. With that information, President Cross asked Ms. Brokenburr and General Counsel Quinn Williams to oversee the activities of the Sexual Violence and Harassment Priorities Working Group.

Ms. Brokenburr indicated that 80 percent of institutions reported to have either revised or be in the process of revising their policies on sexual harassment and sexual violence prevention. The training compliance rates for all full-time employees is approximately 99.6 percent across UW System institutions. Ms. Brokenburr noted that the compliance rate for students will be reported to the Board after October 2018.

The Sexual Violence and Harassment Priorities Working Group has been charged with: assessing the current state of the Title IX environment; conducting a comprehensive policy review; developing advanced training; determining how to collect data on allegations and the disposition of those cases; exploring technology to facilitate easier data collection and reporting; and issuing a summary report and recommendations.

In addition to Ms. Brokenburr and General Counsel Williams as executive sponsors, UW-Green Bay Assistant Vice Chancellor for Policy and Compliance Christopher Paquet is serving as chair. The remaining members represent a cross section of employees and subject matter experts on student affairs, human resources, and equity and diversity.

Ms. Brokenburr then elaborated further on the working group's priorities:

- 1) Current state assessment of Title IX function: The working group will review the reporting structure, determine when claims are escalated, determine when chancellors should be informed, and assess compliance with the policy changes and training efforts for both students and employees.
- 2) Comprehensive policy review: The working group will ensure that policies are consistent across all institutions.
- 3) Develop an advanced training curriculum: The working group will focus on gaps in campus resources, barriers to completing the training, and any other issues that the work group members may want to bring forward. The focus for the advanced training will be on administrators, intake specialists, Title IX coordinators and their deputies, and professionals working with victims of trauma.
- 4) Data collection: The working group will examine all institutions' current processes from intake through escalation, with the goal of standardizing all or a portion of the work flow.
- 5) Technology: The working group will attempt to identify a central database for data collection and opportunities for greater efficiency or cost savings.
- 6) Report of findings: The working group will issue a comprehensive report that includes its analysis, the future state of the Title IX function, recommendations, and an advanced training schedule by October 31, 2018.

Discussion

President Behling opened the floor to questions from the Regents.

In response to a question from Regent Whitburn, Ms. Brokenburr confirmed that some of the campuses have not yet implemented the Regent policies that were approved by the Board in December 2016. She indicated that the Sexual Violence and Harassment Priorities Working Group is charged with finding out why implementation has been delayed.

Regent Whitburn asked President Cross if it would be unreasonable to have a report in August rather than in October, and whether it was unreasonable to expect campuses to be implementing policies of this significance with appropriate sense of urgency.

President Cross noted that the working group's report will include a number of items beyond campus compliance with the Regent policies, but agreed that it was not unreasonable to expect the policies to be fully implemented before October. He suggested that much of the policies have been implemented, but that the UW System wants to verify that and understand what portion or aspect has not been implemented. He also observed that compliance numbers for the extensive mandatory training for both employees and students are very high.

President Cross indicated that he had also requested a flowchart that showed exactly how and when these decisions are made on campuses. The goal is to make it simple and easy to both identify a problem and treat the complainant properly in this process, both of which had been exposed as issues at other higher education institutions. He concluded that Chief Audit Executive Lori Stortz and her team at the Office of Internal Audit will be checking on this issue regularly.

President Behling stated that Regent Whitburn had raised a good point and asked that an update on this issue be added to the August agenda to ensure that the institutions are fully compliant by the time the working group's report is issued in October.

- - -

EMPLOYEE PERSONNEL FILES AND REFERENCE CHECKS

President Cross suggested that the previous item would tie directly into the next subject on the agenda, employee personnel files and reference checks. He then issued this statement:

“Recent media reports that allegations of sexual harassment by a UW employee at one institution were not shared with another UW institution as part of a reference check for employment revealed a gap in current hiring and reference check practices within our System. We acknowledge that unfortunate gap, and we are proposing to take prompt action to address it. As I have said previously – both before this Board and elsewhere – the UW System has zero tolerance for sexual harassment. There is no room for compromise on that whatsoever.”

At the request of Governor Walker, President Behling stated that he, Vice President Petersen, and System President Cross were recommending that the Board of Regents consider a resolution calling for the UW System to develop more robust hiring and reference checks processes, particularly related to sexual harassment, to be implemented at all UW System institutions.

If the Board of Regents were to approve the resolution calling for the UW System to take action on this issue, President Behling indicated that “action should be swift and

decisive.” He proposed bringing new or revised System policies before the Board at the August meeting. He then asked Vice President Petersen to introduce the resolution.

Vice President Petersen observed that the Board of Regents has “a paramount responsibility to ensure the safety of our students and our employees at every institution.” Stating that the hiring and reference check situation that occurred between UW-Stevens Point and UW-Eau Claire is “wholly unacceptable,” Vice President Petersen noted that the University of Wisconsin is often asked to act more like a system, rather than a series of independent institutions: “This is without question one of those instances.”

Vice President Petersen argued that creating this policy is necessary; though it would not be made without open discussion, he said it would be made swiftly. He indicated that the UW System will work closely with Governor Walker and his administration to find uniform standards and alignment with state practices. When those policies and procedures are in place, Vice President Petersen emphasized that the end result must ensure that employee misconduct at one UW System institution cannot be hidden as they seek to work somewhere else within the UW System.

Finally, Vice President Petersen thanked President Cross and his team for acting quickly once this situation was uncovered, and for their efforts to find a workable policy solution. Noting that this is an issue being faced across the country, Vice President Petersen also urged UW System leaders to seek guidance from the national associations and other systems which are already working to solve this problem elsewhere.

Vice President Petersen then moved adoption of Resolution 11038, “Employee Personnel Files and Reference Checks.” The motion was seconded by Regent Whitburn. President Behling then opened the floor to discussion by the Regents.

Employee Personnel Files and Reference Checks

Resolution 11038 That, upon the recommendation of the President of the University of Wisconsin System and the President of the University of Wisconsin System Board of Regents, the Board of Regents directs that University of Wisconsin System Administration develop policies that require:

- 1) all UW institutions to share personnel files of all current or former employees with other UW institutions and to the State of Wisconsin Department of Administration’s Division of Personnel Management when a current or former employee is being reviewed for employment in any UW institution or state agency; and
- 2) all UW institutions to document allegations or investigations of sexual harassment involving an employee appropriately in personnel files of any employee accused of sexual harassment and the ultimate disposition of the allegation or investigation (i.e., accused employee found not responsible, resigned, disciplined, or terminated); and

- 3) all UW institutions to have appropriate reference check procedures regarding allegations or investigations of sexual harassment for any current or former employee being hired by, or that transfers from, another UW institution or outside employer.

Regent Jones asked whether there might be some due process issues around this sort of policy; for example, if a campus includes an unsubstantiated allegation in a file that could actually be untrue, it would effectively be destroying someone's career. Saying he supported what the university is trying to do by sharing information of this nature, Regent Jones cautioned that this policy might cause some harm to UW System employees.

Vice President Petersen said he wholeheartedly agreed with Regent Jones's sentiments. He explained that this action would put forward the Board of Regents' recommendation that the UW System Administration consider all of those items in a thoughtful, appropriate, and swift manner so the Board can consider a resolution and policy by August 2018. Vice President Petersen affirmed that individuals are innocent until proven otherwise and that the UW System wants to ensure that employees and others are not put into positions where untrue or misguided allegations could be brought forward. Reiterating that this would need to be done thoughtfully, he concluded that the university must also ensure that it is compliant with the State of Wisconsin's policies on sharing personnel files.

Regent Steil reminded his colleagues that one of their most important obligations as Regents is the safety of UW students. Noting that the university usually leverages the sharing of knowledge across the UW System in the search for truth, he said today the sharing of knowledge would protect students and staff. Regent Steil stated his support for Resolution 11038, which protects students and leverages the structure of the UW System. He also requested that President Cross notify the Board of Regents if anything were to get in the way of System Administration diligently producing these policies between now and the Board's August meeting.

Regent Mueller said she was very supportive of the recommendation that the UW System strengthen its policies in this area. She then asked for clarification on whether the resolution's first clause, which requires personnel files to be shared with the state Department of Administration, would apply to all finalists for a position or just a single individual.

General Counsel Williams suggested that it would likely apply to all finalists, but added that this could be reviewed as part of the System's policy. He said the recommendation is broad enough to encompass the potential risks under either scenario.

Regent Mueller expressed concern that sending all finalists' names to DOA for approval could open the hiring process to partisan influence.

President Cross explained that the intent would be to only share a personnel file if that individual is a finalist or will actually be offered a position, similar to reference checks. He agreed that the UW System will have to be very careful that allegations do not become verdicts this process; however, he said he would want to know if there were any allegations of sexual misconduct if he were hiring someone. He concluded that this delicate situation will require that

the UW System crafts its policy with thought and care, and without opening the university up to more problems than it solves.

Regent Ring said he agreed with Vice President Regent Petersen and Regent Steil that the UW System needs to do more to protect students. Saying that this resolution is the first step, Regent Ring said he was proud that the Board of Regents is taking up this issue shortly after learning about the incident between UW-Stevens Point and UW-Eau Claire.

Regent Millner stated her agreement with the points made by Regent Jones and Regent Mueller and expressed appreciation for the responses given by President Cross and General Counsel Williams. She recalled watching the broadcast meeting of the Michigan State University Board of Trustees discussing the sexual abuse situation which happened on that campus – despite their grief for the victims, Regent Millner said they did not acknowledge the mistakes that were made in how they managed the reporting system. “Unless a governance group manages a reporting system thoughtfully for employees, but with the ability to find out things that are happening within a system or within an institution, then that’s the error by the governance group.” She indicated that this is an opportunity for the Board of Regents to improve the UW System’s reporting system and its own ability to gather information, with the caveat that it does need to protect UW employees. She then expressed her support for Resolution 11038 as the first step.

Regent Atwell said he shared the concerns of Regent Mueller, Regent Jones, and others. He cautioned against making a policy out of an incident, though the one between UW-Stevens Point and UW-Eau Claire was apparently quite serious. He asked whether other state agencies or secondary school systems which have had similar problems responded in ways equivalent to the UW System’s proposed actions.

President Behling indicated that this would be reviewed before a policy is brought to the Board in August, consistent with how tenure, budget matters, and other issues have been handled. He confirmed that System Administration should take into consideration how this matter has been handled at the Big Ten campuses and other public education systems across the country.

Regent Atwell pointed out that if someone is considering a candidate and during reference checks learns about an allegation, even one that is unsubstantiated, that is likely to be sufficient to prevent the person from being hired. He questioned how the UW System can address that if it plans to provide the entire personnel file.

President Cross said System Administration has also been asking that question.

Vice President Petersen indicated that the State of Wisconsin Division of Personnel Management has been consulted on how to reconcile these questions. He noted that the flipside of this situation could result in potential litigation for the UW System, which is not the Board’s intent: “Our intent is safety first.”

Regent Atwell stated that such an outcome would be a grave injustice to the individual involved. Observing that unsubstantiated allegations are not an unknown, he concluded that sometimes policies are a blunt instrument to use for a personnel matter.

President Behling assured Regent Atwell that those concerns would be taken into consideration.

In the context of the speed with which the UW System investigates and takes action, Regent Tyler noted that an allegation works its way through the process for several months before resolution is finally reached. He expressed concern that someone could file an unsubstantiated allegation against someone they dislike after learning that the individual has applied for a position.

Regent Tyler asked whether the UW System receives similar information on allegations and resulting disciplinary action when it conducts reference checks on individuals from out-of-state institutions. He also asked whether the UW System would provide that information to outside institutions under the proposed policy: “If we’re protecting students, are we protecting students in somebody else’s system?”

President Behling thanked Regent Tyler for raising a good point and said this would also be taken into consideration as System Administration prepares and presents its policy to the Board of Regents in August.

Regent Grebe pointed out that this is essentially “a resolution to adopt another resolution,” as the Board of Regents will not act on any policy until one is proposed in August. Stating that a number of excellent concerns had been expressed by Regents, and that all of those should be taken into consideration as the UW System moves forward, Regent Grebe concluded that this is a serious matter and the Board of Regents must do the right thing. Given that the Board will have the opportunity later to look at the final policy, Regent Grebe said he would support Resolution 11038.

With no further discussion, Resolution 11038 was adopted on a voice vote.

- - -

CLOSED SESSION – 1st FLOOR, FIRESIDE LOUNGE

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

Closed Session Resolution

Resolution 11039 That the Board of Regents move into closed session to: (a) deliberate regarding a recommendation for dismissal with cause of a UW-Platteville faculty member, as permitted by s. 19.85(1)(a) and (b), Wis. Stats.; (b) consider a student request for review of a UW-Madison disciplinary decision, as permitted by ss. 19.85(1)(a), (f), and (g), Wis. Stats.; (c) consider a student request for review of a UW-Stevens Point disciplinary decision, as permitted by ss. 19.85(1)(a), (f), and (g), Wis. Stats.; (d) consider personal histories or disciplinary data of specific persons relating to the UW-Oshkosh Foundation matter which, if discussed in public, would be likely to have a substantial effect upon the reputation of such persons, as permitted by s. 19.85(1)(f), Wis. Stats.; (e) confer with legal counsel regarding pending litigation (Bank First National v. UW-Oshkosh Foundation; Board of Regents v. Sonnleitner and Wells; University of Wisconsin-Oshkosh Foundation, Inc. v. Board of Regents; UW-Oshkosh Foundation, Inc. Chapter 11 Bankruptcy Filing) and potential litigation, as permitted by s. 19.85(1)(g), Wis. Stats.; and (f) discuss ongoing personnel matters, as permitted by s. 19.85(1)(c) and (f), Wis. Stats.

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

The following resolutions were adopted during the closed session:

Student Request for Review of a UW-Madison Decision

Resolution 11040 That the Board of Regents adopts the attached Proposed Decision and Order as the Board's final Decision and Order in the matter of a student request for Regent review of a UW-Madison decision.

Student Request for Review of a UW-Stevens Point Decision

Resolution 11041 That the Board of Regents adopts the attached Proposed Decision and Order as the Board's final Decision and Order in the matter of a student request for Regent review of a UW-Stevens Point decision.

- - -

Following the closed session, the Board of Regents reconvened in open session and adopted Resolution 11042 on a voice vote.

Adoption of Decision and Order of Dismissal of a UW-Platteville Faculty Member

Resolution 11042 That the Board of Regents adopts the attached Proposed Decision and Order as the Board's final Decision and Order of Dismissal in the matter of Sabina Burton, UW-Platteville.

- - -

The meeting was adjourned at 5:15 p.m.

- - -

Submitted by:

/s/ Jess Lathrop

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