

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held at UW-Parkside Student Center  
2<sup>nd</sup> Floor, Ballroom A & B  
900 Wood Road  
Kenosha, Wisconsin

Thursday, October 4, 2018  
1:15 p.m.

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-President Behling presiding-

PRESENT: Regents Robert Atwell, John Behling, Tony Evers, Michael Grebe, Mike Jones, Regina Millner, Janice Mueller, Drew Petersen, Jason Plante, Ryan Ring, Bryan Steil, Mark Tyler, and Gerald Whitburn. (Regents José Delgado and Tracey Klein joined the meeting after the roll was called.)

UNABLE TO ATTEND: Regents Eve Hall and Cris Peterson

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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.

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## UPDATES AND INTRODUCTIONS

President Behling thanked Chancellor Ford and her team for welcoming the Board of Regents to UW-Parkside. Indicating the Regents were pleased to help celebrate UW-Parkside's 50<sup>th</sup> anniversary, he offered his best wishes to Chancellor Ford for a successful anniversary gala planned for the following week.

President Behling turned the floor over to President Cross for some introductions.

President Cross introduced Jackie Joseph-Silverstein, who will serve as the Executive Officer in charge of UW Colleges and UW-Extension. In this new role, Dr. Joseph-Silverstein is

responsible for oversight of services specified in the MOUs between restructured receiving institutions and UW Colleges and UW-Extension. She will also support UW-Extension shared governance until it has fully transitioned to UW System Administration and UW-Madison. Dr. Joseph-Silverstein earned a Ph.D. from the City University of New York in biological sciences, and most recently served as the UW Colleges Regional Executive Officer for the Southeast Region. Before joining UW Colleges, she served as the executive vice president and provost at Cuyahoga Community College in Cleveland.

President Cross said he was also pleased to introduce Jack Jablonski as Executive Director of Public and Community Affairs. Mr. Jablonski comes to the UW System after nearly two decades in legislative affairs, communications, and public management. Most recently, he held positions with the Governor's Office as director of communications and deputy chief-of-staff. He previously served as chief-of-staff for State Senator Sheila Harsdorf, a long-time supporter of the UW System.

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## **HOST CAMPUS PRESENTATION BY UW-PARKSIDE CHANCELLOR DEBORAH FORD, "VALUED PARTNERSHIPS: BOLD BEGINNINGS, FUTURE FOCUS"**

President Behling turned the floor over to the meeting's host, UW-Parkside Chancellor Deborah Ford.

Chancellor Ford welcomed the Board of Regents, President Cross, colleagues from across the System, and community partners to UW-Parkside. In addition to thanking those who helped plan the meeting, she also thanked Representative Peter Barca and Representative Tod Ohnstad, both of whom were present in the gallery, for joining the meeting and for their work.

Before beginning her remarks, Chancellor Ford noted that UW-Parkside had been featured in that morning's issue of *The Journal Times*. The Racine newspaper's front page included a story and photo from the previous night's tour of the UW-Parkside Digital Fabrication and Design Lab.

Chancellor Ford said that on display near the meeting room's entrance were documents and proclamations from the mayors of Kenosha and Racine, the county executives of Kenosha County and Racine County, and the board president of the Village of Somers, all honoring September 16<sup>th</sup> as UW-Parkside's Founders Day. On Monday, September 16, 1968, UW-Parkside welcomed its first students and began serving southeastern Wisconsin, the state of Wisconsin and beyond. Chancellor Ford announced that the theme of UW-Parkside's 50<sup>th</sup> anniversary celebration would be "Bold Beginnings, Future Focus."

## ***Bold Beginnings***

Chancellor Ford first offered a brief look back at the “bold beginnings” of UW-Parkside. In 1965, the Wisconsin Senate passed Senate Bill 48 calling for the expansion of the University of Wisconsin to two new locations – one in Green Bay, and one in the Racine/Kenosha area. Irvin Wyllie, chair of the UW-Madison history department, was chosen as the first chancellor of the university which would become UW-Parkside.

To find a suitable piece of land on which to build the university, a site selection committee assessed various places around Racine and Kenosha looking for a location with ample space and easy access to the highways. The township of Somers proved to be an ideal location, situated right between the target communities of Racine and Kenosha. The land that would become the UW-Parkside campus was purchased in 1966.

The St. Louis architecture firm of Hellmuth, Obata + Kassabaum was selected to design the campus, with founding partner Gyo Obata taking the position of lead architect. After several months of drafting designs, Obata submitted his final plans and construction began. Groundbreaking ceremonies took place on November 21, 1967, with guests from around the UW System and local communities in attendance.

While the first buildings were under construction, a nearby farmhouse served as the chancellor’s office. Chancellor Wyllie occupied the temporary space until the opening of the Library Learning Center – now Wyllie Hall, named in his honor. Greenquist Hall provided space for classrooms and labs, and Tallent Hall, named in honor of the UW-Kenosha Center Dean Bernard Tallent, housed the administrative offices.

UW-Parkside opened its doors to students for the first time in the fall of 1969, but Chancellor Ford noted that the first UW-Parkside students took classes during the 1968-69 academic year at the former UW Center campuses in Racine and Kenosha. She indicated that students registering for classes in 1969 did so in Greenquist Hall, while the final touches were being put on the building. Classes on the new campus began in September 1969, with 2,911 students enrolled.

UW-Parkside’s initial academic structure was designed to emphasize industrial programs, with the university organized under the School of Modern Industry and the College of Science and Society. Chancellor Ford explained that the focus on industry was intended to prepare students for positions in the robust manufacturing sector in southeastern Wisconsin 50 years ago; she observed that the demands of the region then were similar to what is happening in the area today.

Chancellor Ford noted that another unique feature of UW-Parkside’s early years was its three-part campus structure. In 1968, the two-year UW-Kenosha and UW-Racine Centers were under the control of the main campus. Shuttle service was available between the three campuses in Somers, Kenosha, and Racine, allowing students easy access to classes and resources at each location.

In 1970, the first 36 graduates received their diplomas in Greenquist Hall. More than 500 guests from the surrounding communities attended the commencement ceremonies. The first person to receive a UW-Parkside diploma was George Becker. Other members of the first graduating class were Bob Wirch, who served the State of Wisconsin for more than 26 years as an assembly representative and a state senator; and Isom Fearn, Jr., UW-Parkside's first African American graduate. Today the Fearn House at UW-Parkside, named in Isom's honor, is an on-campus living experience focused on improving the retention and graduation rate for African American men.

### ***Valued Partnerships***

Chancellor Ford said one important reason for founding the university was to provide knowledge and talent for businesses and organizations in southeastern Wisconsin. Many successful companies from the late 1960s, such as Case New Holland, Snap-On, S.C. Johnson, and others, formed the foundation for today's growing economy. Fifty years later, an important role for UW-Parkside remains the same: to provide knowledge and talent for vibrant businesses and organizations across the region.

Chancellor Ford stated, "Whether the calendar reads 1968 or 2018, the marketplace demands individuals who will be relevant and valued contributors today and decades from now. An important element to developing that talent and reaching that goal is through university and business partnerships. UW-Parkside is connected to and working with leading businesses and organizations in our area."

Chancellor Ford then introduced the president and founder of Kane Communications Group, Kimberly Kane. Ms. Kane is an experienced professional in public, community, and government relations; internal and employ engagement programs; crisis communications; and communications research. She is also an award-winning health care journalist and is currently serving on the UW-Milwaukee College of Health Sciences Advisory Board and the UW-Parkside Foundation Board of Directors.

Chancellor Ford announced that Ms. Kane would moderate a panel with some of UW-Parkside's valued partners about the impact UW-Parkside makes in the region, both today and well into the future.

### **Introductions**

Ms. Kane thanked the Regents for their commitment and contributions to shepherding Wisconsin's education system forward – "a system that impacts hundreds of thousands of lives every year" – as well as its businesses, communities, and global economy.

As a member of the UW-Parkside Foundation Board of Directors, Ms. Kane said it was energizing to work with Chancellor Ford and to consider the impact of UW-Parkside's relationships and partnerships throughout the region. Having spent some time with each of the panelists, Ms. Kane said she was impressed to learn the impact these partnerships have had – an impact that has led UW-Parkside to graduate more students year after year; that has enabled

UW-Parkside to become the most diverse campus in the UW System; and that helps students graduate from UW-Parkside with degrees and enter the workforce, ready to contribute at the highest level with companies in the southeastern region.

Ms. Kane added that these partnerships solve problems that global corporations face – from finding and hiring talent to research, innovation, and collaboration – and have also created a pathway for impoverished individuals and families to leave poverty and earn university degrees. Observing that UW-Parkside is currently at the center of a “mega-region” and is part of a global economy “where the competition is fierce, and the stakes are high,” she said the panelists would talk about how the university can create partnerships that enable people to be successful.

Indicating that relationships between the university and businesses are changing and can become a nexus for opportunity, Ms. Kane said the panel discussion would examine what these partnerships look like, how they are formed, and what outcomes they can produce, as well as any lessons that the UW System can turn into best practices for helping businesses, individuals, and communities achieve critical goals.

Ms. Kane began by asking each panelist to introduce themselves and their partnerships with UW-Parkside.

*Kelly Semrau, Senior Vice President, S.C. Johnson*

Ms. Semrau is a Senior Vice President at S.C. Johnson, an international global consumer packaged goods company that produces iconic brands such as Ziploc, Off!, Glade, Raid, Windex, and Scrubbing Bubbles. She indicated that the company is embarking on large growth vectors and has recently purchased many health and wellness brands, such as Method and Mrs. Meyers.

Ms. Semrau said S.C. Johnson leans on Chancellor Ford very often for three major reasons, the first and foremost being to recruit wonderful talent; the second being to seek UW-Parkside’s assistance when S.C. Johnson invested more than \$12 million to set up a charter school in Racine; and the third being to seek the university’s help with the company’s many literacy programs.

Ms. Semrau stated that S.C. Johnson is invested and believes strongly in the institution: “We wouldn’t be who we are today without Parkside.” Hundreds of UW-Parkside students and graduates intern and work at S.C. Johnson. She added that having an institution like UW-Parkside is also very important to the company’s work in recruiting employees into the southeastern region of Wisconsin from all over the world.

*Brian French, Vice President for Human Resources, CNH Industrial*

Brian French is the vice president of human resources for the NAFTA region of CNH Industrial, which includes two major brands: Case IH and New Holland. CNH Industrial has had a presence in Racine for over 175 years, as well as a strong relationship with UW-Parkside over the last 50 years.

Mr. French said CNH Industrial has 8,500 employees in the region and over 70,000 throughout the globe. UW-Parkside is one of the top four institutions represented among CNH employees in the region, with over 140 graduates employed. He suggested that this speaks to three things: the value UW-Parkside adds to the company, the respect CNH Industrial has for the UW System, and the community.

Mr. French indicated CNH Industrial's relationship with UW-Parkside is evolving. Historically the company has actively recruited from the campus, offering co-ops and internships. Over the last two years, as a result of Chancellor Ford reaching out to the prior COO of CNH Industrial, the company has changed how it views the campus.

Mr. French stated that CNH Industrial's global reach can provide students with a valuable perspective. In one example, two UW-Parkside students completed co-op and internship experiences with the local branch of CNH Industrial and then went on to have similar co-op experiences in Italy; one of these students later became a full-time employee.

Mr. French concluded that CNH Industrial's senior leadership are committed to creating effective and strong relationships with "not every university, but a few" – and they chose UW-Parkside.

*Michael Bond, Supply Diversity Manager, Snap-on, Inc.*

Michael Bond, supply diversity manager at Snap-on, Inc., said Snap-on has had a "tremendous" history with UW-Parkside since 1933, when it was part of the UW-Extension program, and that the company helped support the new university in 1968 with scholarships and internship opportunities. He indicated that part of UW-Parkside's value to the company is its presence in the Racine and Kenosha communities, which are among the most diverse in the state not just in terms of their population, but also their industries: agriculture and manufacturing.

Mr. Bond described an initiative started by Snap-on to develop channels to increase the diversity of the organization, which in turn has an impact on its innovation processes. He said the company recognized that UW-Parkside could be a tremendous partner in developing diverse talent, which could position the company globally in terms of its customer base: "Racine and Kenosha and Somers, and all points in between, represent what our customers look like."

*Jeffrey Medin, MACC Fund Chair of Pediatrics and Biochemistry, Medical College of Wisconsin*

Professor Jeffrey Medin is a UW-Parkside graduate, former soccer All-American, and current inaugural MACC Fund Chair of Pediatrics and Biochemistry at the Medical College of Wisconsin. Dr. Medin is also the principal investor on a novel gene therapy trial which treats an inherited disease by using a virus to put genes back into cells. This trial, which will soon begin treating its fourth patient, is moving towards Phase 2 and Phase 3 trials with a biotech start-up in Boston. For the last six years, Dr. Medin has brought UW-Parkside students into his lab each summer to give them exposure to cutting-edge, high-powered science in a medical setting.

*Tatjana Bicanin, Executive Director, Building Our Future (Kenosha County)*

UW-Parkside alumna Tatjana Bicanin is the executive director of Building Our Future, an organization created in August 2016 by Kenosha County using the Strive Together framework to ensure the success of every child, “from cradle to career.” She said UW-Parkside has been a thought partner since the beginning on how to get better results for Kenosha County’s students. UW-Parkside faculty, students, and staff are supporting the work of Building Our Future through their expertise and experience, sharing of local data, and willingness to get involved in the community. UW-Parkside hosted the initiative’s first community summit, with 130 to 150 people from Kenosha County in attendance.

*Jeff Neubauer, Executive Director, Higher Expectations for Racine County*

Jeff Neubauer is the executive director of Higher Expectations for Racine County, also part of the national Strive Together network. Higher Expectations is working “from cradle to career” to create a fully capable and employed workforce in Racine County, which has had the highest unemployment rate in Wisconsin since 1990.

Mr. Neubauer said his organization’s experiences with UW-Parkside have been “amazing and unique.” He highlighted Chancellor Ford’s “extraordinary leadership,” as well as the efforts made by DeAnn Possehl, Executive Director of Persistence and Completion at UW-Parkside and the post-secondary network facilitator at Higher Expectations, to enroll and graduate more students.

Ms. Possehl, who also works with Building Our Future in Kenosha County, secured one of 17 competitive Talent Hub grants from the Lumina Foundation designed to bring together different sectors of the community in an effort to get more people to enroll in and graduate from post-secondary experiences. Mr. Neubauer said these efforts are happening in southeastern Wisconsin largely because of Ms. Possehl’s work and the investment UW-Parkside has made in this partnership.

Mr. Neubauer also highlighted research done by Professor Norm Cloutier and one of his students, Carolyn Eastman, on why the region has had such a high unemployment rate for such a long time and what is needed to solve that problem. Dr. Cloutier and Ms. Eastman’s research suggests that half of the gap between Racine’s unemployment rate and the state’s unemployment rate could potentially be attributed to single mothers who lack high school or post-secondary degrees, and who most often are either African American or Hispanic and Latino.

To address this issue, Higher Expectations began pursuing a two-generation strategy working with mothers and their children simultaneously to address this issue. The organization was awarded a national grant through the Strive Together network on behalf of the Ballmer Group, co-founded by former Microsoft CEO Steve Ballmer, and will receive \$1.5 million over the next three years to work on this initiative. Mr. Neubauer said because of its partnership with UW-Parkside, his organization is able to do potentially groundbreaking work that will impact not just women and children in the local community, but could become a national model.



## **How Do University-Business Partnerships Begin and Evolve?**

Ms. Kane observed that the panelists' organizations are doing extraordinary work with UW-Parkside, including creative and transformative research, internships, community programs, and talent acquisition. She asked the panelists to discuss how these partnerships with UW-Parkside began, and how the relationships evolved over time.

Ms. Semrau said S.C. Johnson's relationship with UW-Parkside began with the university's groundbreaking. She explained that as a family-owned company, S.C. Johnson cares deeply about the community, and UW-Parkside is a community leader. She pointed to Chancellor Ford's involvement with other local education institutions, including K-12 and the technical schools. Ms. Semrau noted that UW-Parkside welcomes and seeks out input from S.C. Johnson. Calling it a "symbiotic relationship," she said her company contributes funding to the university, but also receives support from UW-Parkside for its own initiatives, such as establishing a charter school.

Mr. French said CNH Industrial also has a long-standing relationship with UW-Parkside, but credited Chancellor Ford and her executive team for being proactive in reaching out with an offer to help the company with the challenges it faces. He explained that although the Foxconn development is good news for the southeast Wisconsin region, it poses unique challenges for other employers to find the right people. UW-Parkside reached out just as CNH Industrial's executive team was looking at how to create more substantial relationships with a few specific universities in the region.

Ms. Kane noted the important nuance of UW-Parkside coming to CNH Industrial with a solution, rather than to ask about a job fair or contribution to the foundation. Mr. French agreed, stating that it is a symbiotic relationship between the company, the university, and the community.

Mr. Bond said Snap-on has always had a history of supporting UW-Parkside, but in the past five years the company recognized that UW-Parkside had something to offer in return. After being asked to participate on a multicultural committee developed by UW-Parkside, Mr. Bond said he tried to capture that energy to impact change in the community and take it back to Snap-on to create a strategy for expanding the company's own diversity processes.

Observing that Snap-on's customers are diverse, Ms. Kane suggested that partnering with UW-Parkside to help build a diverse talent pool that reflects those customers will be more important than ever in order for the company to compete on a global scale. Mr. Bond confirmed that a number of Snap-on's customers are asking the company to develop labor supply chains that reflect the customers' diversity and values.

Professor Medin said his partnership with UW-Parkside evolved from a grassroots level of collaboration which started six years earlier, while he was at the University of Toronto, and continued after he was recruited to the Medical College of Wisconsin. In discussions with Dr. Traci Lee, associate professor of biology at UW-Parkside, he learned there was a group of very

well-trained students at UW-Parkside. Through highly competitive summer programs, these students are able to gain lab experience in the fast-moving biomedical research field.

### **How Do University Collaborations Build Capacity and Innovation in the Community?**

Ms. Kane noted recent research about test scores and student readiness in Wisconsin has demonstrated that some students have a way to go before they are ready to thrive in environments like the one described by Dr. Medin. She asked Ms. Bicanin and Mr. Neubauer to discuss how their organizations' partnerships with UW-Parkside are helping to prepare youth in the region.

Ms. Bicanin indicated that it was Chancellor Ford who introduced the Strive Together initiative to Kenosha County by connecting Jean Moran, executive director of Building Our Future, with Mr. Neubauer at Higher Expectations. She said the community agreed on the importance of having a shared vision, sharing student data, and using data towards continuous improvement. UW-Parkside is involved in all of Building Our Future's outcome areas, which include smart beginnings, early grade reading, high school graduation, post-secondary education, and career preparation. UW-Parkside is providing expertise and research on how all children can succeed from their first day in the K-12 system and on to college or a career.

Ms. Kane said universities are traditionally focused on education, research, and innovation, but UW-Parkside's collaborations with community-based organizations go beyond that to build capacity and innovation in the community.

Mr. Neubauer said he recently met with Chancellor Ford and Provost Rob Ducoffe to discuss best practices for advancing graduation rates and eliminating disparities, as well as how Higher Expectations can use its grant to implement a two-generation strategy related to Dr. Cloutier and Ms. Eastman's research on high unemployment rates in the region. In their discussions, Mr. Neubauer said Chancellor Ford and Provost Ducoffe suggested engaging faculty and students across the university in a network with community-based organizations, other educational institutions, and private sector partners, in an effort to gain a deeper understanding of the issues and help local mothers and their children achieve greater economic mobility.

Mr. Bond noted that a large percentage of UW-Parkside students come from single parent households and struggling environments; 60 percent of students come from Kenosha and Racine; and 48 percent of the incoming class of 2017 were from under-represented communities. He said one of Snap-on's key strategies is to promote innovation, which requires diversity of thought, and that UW-Parkside students from under-represented communities are brimming with high empathy, which is necessary for an innovative workforce and culture. Observing that students who grew up in risky areas or challenging situations and have navigated their way to UW-Parkside are often mindful and focused, he said Snap-on wants those kinds of people who can transform a culture.

## **What Can the UW System Do to Help Build Effective Partnerships?**

Ms. Kane noted that the UW System is in the midst of an unprecedented restructuring to address some demographic challenges, including a decline in System enrollment. Earlier that week, the UW System announced a \$25-million capacity-building initiative to expand access to high-demand fields, increase internship opportunities, enhance undergraduate research, and more. She asked each of the panelists to share best practices or ideas that could be implemented or considered by the UW System to help other universities across Wisconsin evaluate and build business and community partnerships.

Mr. Neubauer said Higher Expectations tries to focus on the results it is trying to achieve – recreating economic mobility and a fully-capable, employed Racine County workforce – rather than the institution or the program. He suggested that the university’s focus might be on advancing the Wisconsin Idea and fulfilling the unmet needs of Wisconsin’s people and employers, and specifically on building capacity to bring more people into Wisconsin’s workforce and helping Wisconsin employers to compete globally.

Ms. Bicanin said it is necessary to have a collective vision. Building Our Future has three shared goals: for students to enter school ready to learn; for students to succeed in school; and for students to go on to have successful careers. She indicated that bringing business, K-12, and higher education partners into alignment allows the organization to have a laser focus on supporting students and eliminating disparities and inequities in the community.

Noting that his lab includes people from Tanzania, the Czech Republic, Italy, Kenya, and a variety of other places, Professor Medin suggested that the UW System needs to increase opportunities for undergraduate research and for students to experience diverse environments.

Saying the UW System is a thought leader, Mr. Bond told the Board of Regents that corporate America is in need of the university’s leadership, partnership, and resources. He reiterated that Snap-on did not realize at first what it had with UW-Parkside, but after becoming aware the company was able to collect the university’s energy and disseminate that throughout Snap-on’s organization to make an impact on its bottom line.

Mr. French suggested that universities should engage business leaders on an individual basis by coming to them with solutions and asking for their involvement on boards or in classes. He said this would create a relationship that allows businesses to recruit talent from the university, and in turn provide funding and scholarships.

Ms. Semrau said the dynamism of the changes happening in the southeastern part of Wisconsin are a model for the challenges that everybody will experience, and that the only way to keep ahead is to be networked into and have constant communication with the community and local businesses.

Ms. Kane thanked the panelists for their insights, ideas, and time.

Chancellor Ford said UW-Parkside has been powered by partnerships for 50 years and will continue being powered by partnerships for the next 50 years. She thanked Ms. Kane for moderating and the panelists for taking time to share their thoughts. She also thanked the UW-Parkside team for making these partnerships possible.

### ***Future Focus***

Chancellor Ford stated that the partnerships UW-Parkside forms and nurtures today allow its graduates to be prepared for the future. Recognizing that today's career opportunities are not the full extent of career opportunities that will be available in the future, she said it is important that students have the talent and ability to think critically, analyze data, develop solutions, and implement change: "That is the key to being successful and valued in the future."

Chancellor Ford said UW-Parkside is building on the legacy of success of Irvin Wyllie, Bernard Tallent, George Molinaro, Kenneth Greenquist, and the other community members who more than half a century earlier planned the building of the campus: "What we do today, the decisions we make in the months to come, will shape opportunities for students who are just now beginning their educational journey."

Chancellor Ford stated that UW-Parkside's vision remains to transform lives, with the bold goal to increase the annual number of graduates by 50 percent by 2025. UW-Parkside is committed to providing a transformative education for all of its students, continually improving student success, being an authentic partner with the region, and striving to be the best place to work in southeastern Wisconsin.

To help UW-Parkside achieve – or even exceed – this bold goal, Chancellor Ford asked the Regents to continue to champion and advocate for UW-Parkside and all of the campuses in the prestigious University of Wisconsin System. At the Board's August 2018 meeting, Chancellor Ford and Chancellor Van Galen committed to working with President Behling and Vice President Petersen to put forth op-eds about the value of the University of Wisconsin and a UW education. Indicating that those op-eds would be submitted to newspapers very soon, Chancellor Ford invited the Regents to join in celebrating the shared commitment to academic excellence and student success through the UW System's graduates.

Chancellor Ford also asked the Board to support all of the chancellors' efforts to bring compensation levels more in line with their peers across higher education. She noted that business and industry partners rely on the UW System to educate and prepare the next generation of talent for their highly competitive knowledge force, and these partners are increasing wages and offering new ways to retain their talent. Stating that the UW System is not insulated in this war to recruit and retain quality faculty and staff, Chancellor Ford said each UW institution shares the goal to be among the top places to work, learn, and grow in Wisconsin.

On a recent tour of the 21<sup>st</sup> Century Prep charter school founded with S.C. Johnson, Chancellor Ford said she noticed a bulletin board in front of the third grade classroom which profiled the logos of colleges and universities in Wisconsin and the Midwest and celebrated the

Class of 2032. She concluded that UW-Parkside's work in the present must be future-focused because it is setting the stage for the Classes of 2022, 2032, 2042, and beyond.

Saying it is the university's responsibility to make certain those students have opportunities for success by providing affordable access to quality higher education, Chancellor Ford said UW-Parkside will continue to do its part to prepare graduates for the opportunities and complexities ahead in the southeastern Wisconsin region. She thanked the Board of Regents for being partners as UW-Parkside celebrates its 50-year anniversary and begins its next 50 years.

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## **OVERVIEW OF UW-MADISON ATHLETICS SAFETY REPORT**

President Behling said the Board would next hear an overview of UW-Madison's Athletics Safety Report. UW-Madison Athletics Director Barry Alvarez called for a review of operations following several high-profile incidents in recent years at peer institutions in the Big Ten Conference. Director Alvarez and members of his team would present the report following an introduction by UW-Madison Chancellor Rebecca Blank.

### ***Introduction***

Chancellor Blank recalled that at the time Athletic Director Alvarez presented UW-Madison's annual Division I Athletics report to the Board in February, he had requested a review of safety issues in response to very concerning events that had happened at Michigan State. Since then, a number of additional concerning events at other schools have indicated the importance of asking the questions this report raises.

Chancellor Blank emphasized the report was not in response to a specific complaint or a pre-identified problem. She added that UW-Madison believes this is the only such report to have been done among schools in the Big Ten Conference.

Indicating that the report confirms UW-Madison is doing many things right, Chancellor Blank thanked Athletic Director Alvarez and his team for their professionalism and their work with student athletes every day. Noting the report also indicates a number of things UW-Madison can do better, she said the university is already trying to make progress on as many of those as possible. Recognizing the ongoing nature of the risks athletic programs face, she said UW-Madison will continue to keep an eye on these issues into the future.

Chancellor Blank then introduced Athletic Director Alvarez, who was joined by Chris McIntosh, Deputy Athletic Director and former Badger athlete, and Professor Peter Miller, a faculty member in the School of Education and chair of the UW-Madison Athletic Board. Also present was Ray Taffora, Vice Chancellor for Legal Affairs and General Counsel for UW-Madison. Chancellor Blank explained that sexual assault issues are managed by the Vice Chancellor Taffora's office and not within the athletics department.

## **Background**

Athletic Director Alvarez began by recognizing a number of people whose participation and support of the safety report was critical to its success, including Walter Dickey, who led the review process; Dr. Miller and the Athletic Board; Chancellor Blank; the Board of Regents; and particularly Regent Regina Millner, who was an active participant in the review.

Athletic Director Alvarez said he was thankful to have heard about the many positive things happening in his department and that staff members take seriously and are following the policies and procedures in place. Expressing appreciation for the opportunity to refine and improve those policies even more, he stated, “Nothing is more important to me than the safety and well-being of our student athletes and our staff.”

Athletic Director Alvarez highlighted the importance of including the perspectives of individuals who do not work daily in the athletic department, as well as independent observers. By implementing the review’s recommendations, he said the department hopes to be able to avoid some of the problems seen elsewhere: “We are trying to do everything we can to prevent any harm coming to our student athletes, our staff, and the reputation of our great university.” Currently the athletics department has in place compliance procedures, financial controls, and practices aimed at maintaining academic integrity, health, and safety-related operations.

Deputy Athletic Director McIntosh explained that Director Alvarez initiated the safety review during the first week of February, after learning about the events at Michigan State. He stated that the review was initiated in a proactive manner, absent of allegation or even suspicion, but rather with an eye towards assessing the athletic department’s current policy and practice. Indicating that this review is the first of its kind in the Big Ten, Mr. McIntosh noted the report is limited to UW-Madison’s athletic department, is diagnostic in nature, and is representative of a single point in time.

The report is intended to evaluate how the athletic department’s current policies and practices are working and identify areas which can be improved. Interviews were conducted with a subset of the thousands of student athletes, coaches, and staff at UW-Madison. Mr. McIntosh said it was important to the department for all student athletes and staff to have the opportunity to participate and share their thoughts. He asked Dr. Miller to share some additional context about the approach taken and the methodology behind developing the report.

Providing some context on what the advisory group did, how and why, Dr. Miller said one of the initial decisions made was that the report needed to be authentically informed by individuals in different areas, not just those within the athletic department. The advisory group included Regent Millner, law enforcement, mental health and medical experts, and administrators.

Dr. Miller said although the report was requested in response to incidents at peer institutions, the advisory group did not want to be purely reactive. The group took a broader approach, looking at not just what the latest crisis was but whatever else might be in the purview of the report, to arrive at the main themes of discussion with the study’s participants.

Dr. Miller noted the advisory group had to balance comprehensiveness and urgency, realizing that the breadth of this topic could be undertaken for years. For example, there are over twice as many student athletes in the Big Ten Conference than there are total professional athletes in the United States. Given athletics is a large enterprise at both the conference level and at the university level, the advisory group wanted to be as comprehensive as possible within a succinct period of time.

Dr. Miller noted that thousands of hours were invested in this effort. The advisory group put together surveys with the help of experts across the campus, which were then sent out to all student athletes and staff in key areas. Over 500 people responded, and over 150 individuals were interviewed, including a selection of students from every team and unit within the athletics department. During the interviews each individual was asked about a day or a week in their life, with the goal of learning not just about problems but also regular routines.

## ***Focus Areas***

### **Secure Environments**

The first theme of the report's recommendations was safe environments. From an operational standpoint, Mr. McIntosh observed the athletics department is spread out geographically, with multiple teams competing or practicing across the country, many times simultaneously. Athletic facilities are spread across the UW-Madison campus, and most facilities are shared with the public or recreational sports programs.

Mr. McIntosh said the UW-Madison Athletics Department is committed to doing everything possible to ensure the safety of staff and student athletes. The most common concern among study participants was related to the preservation of safe environments, including facility safety, security, and access issues, both at home and on the road. He indicated the athletics department had already begun to make the necessary adjustments in response to these concerns. For recommendations that require further study, the department has also engaged experts in those fields. For example, the UW-Madison Police Department has agreed to assist in the further development and implementation of a facility safety plan.

Dr. Miller said there are 13 different athletic facilities and environments on campus, all of which are very different. Some facilities are indoors, some are outdoors, some have a constant flow of people coming in and out, and all of them have their own specific safety concerns.

Dr. Miller also noted that concerns about safe environments are not limited to the campus. For example, one upcoming weekend will include 13 different teams traveling with 300 combined staff and student athletes, half of them traveling 4,500 miles round trip. During that same weekend, UW-Madison will be hosting as many as eight events which could draw as many as 35,000 spectators.

The need for safe environments extends into the summer, when 12,000 campers and 900 counselors and staff come annually to the UW-Madison campus for basketball, soccer, and other camps.

Dr. Miller said discussing these environments with student athletes was a useful exercise which generated many solutions that are already being implemented. With the consultation of UW-Madison Chief of Police Kristen Roman, the advisory group discussed strategies for creating safe environments in the diverse athletics facilities while still maintaining a hospitable, welcoming setting.

### **Student Athlete Health**

The report's second theme was student athlete health, with an emphasis on medical treatment and mental health. Mr. McIntosh said the athletics department has been reassured that its sports medicine team is operating in a way that is consistent with the Big Ten Conference's standards for safeguarding institutional control: doctors and trainers operate free of improper influence; treatments are administered in open areas; and when privacy is required, the practice is to have more than one staff member present.

Mr. McIntosh indicated that delivery of health care to student athletes is made far more complicated when teams take to the road. UW-Madison athletic department staff administer treatments in clinical settings, like those found within the Kohl Center or Camp Randall, but also in hotels when traveling. He said the athletics department acknowledges that certain considerations deserve exploration by health care experts and is appreciative of the feedback received: "We are comforted by what we've heard, and we're committed to getting better."

Dr. Miller said he personally interviewed each of the 12 team physicians who work with the athletics department to learn about their work and routines, what concerns they have, and what the best practices are in their field.

He highlighted the communication that occurs between health care providers for student athletes on campus. On most teams an athletic trainer, who works daily with the student athletes, serves as the central hub of care. The athletic trainers also work closely with specialized physicians in creating and managing care plans.

Dr. Miller said the report discusses how information is handled and shared between key individuals: the student athlete, athletic trainer, doctor and coach. One of the key recommendations was to always have at least two medical service care providers present when care is delivered; all of the physicians interviewed indicated this norm already exists in the department. A second recommendation by the group was for the athletics department to continue researching best practices for providing treatment when teams are traveling off campus.

Dr. Miller said the advisory group did not hear from student athletes of any instances of undue influence from coaches pressuring students to compete when they are not healthy.

Dr. Miller said the report found an increased interest and demand among student athletes to address mental health needs. UW-Madison has provided increased access to mental health services, both within the athletic department and the broader university. He noted that many coaches want to know what is happening with the students on their teams in order to help, but HIPAA laws preclude sharing health information. The advisory group did not hear of any cases



where mental health information was inappropriately shared, but did receive questions about how athletics department staff can best help student athletes. One of the report's recommendations is to have coaches, trainers, and service providers continue learning how to communicate about and deliver services in the best possible way.

### **Communication of Expectations and Reporting of Wrongdoing**

The final theme of the report was communication of expectations and reporting of wrongdoing.

Mr. McIntosh stated, "It's clear that the athletic department benefits from a culture of compliance. The benefits are felt by student athletes and the community as a whole." The review confirmed that staff and student athletes feel as though they can share any concerns, and Mr. McIntosh said the athletics department is confident that its responsible employees are well-trained and fulfilling their reporting obligations.

Acknowledging the opportunity to enhance training efforts, Mr. McIntosh said the department embraced the review's recommendations to consistently educate staff and student athletes on the reporting resources available both within and outside of the athletic department. Currently student athletes are likely to share concerns with those they spend the most time with: coaches and trainers. He indicated those staff members have proven to be reliable in reporting student athletes' concerns to the appropriate resource, many times outside of the department.

On the topic of sexual assault training and prevention, as well as Title IX compliance, Mr. McIntosh said the athletics department will continue to partner with UW-Madison's Office of Compliance and Title IX Coordinator Lauren Hasselbacher.

Currently student athletes participate in mandatory training modules that cover topics like healthy relationships, consent, and sexual violence and harassment. While these trainings exceed those experienced by students in the general student body, Mr. McIntosh said it would be impossible to over-invest in the proactive education and training of student athletes. Future areas of emphasis will include underclassmen who have not experienced the training with the same frequency and repetition as their older teammates.

Acknowledging that there is room to do more, Mr. McIntosh said the UW-Madison has already committed additional resources to continue investing in these efforts, proactively educate student athletes, and train staff.

Vice Chancellor Taffora said he would speak broadly about sexual misconduct training and reporting and the university's obligations under Title IX, a federal law that requires non-discrimination on the basis of sex. Title IX has been employed in a variety of different methods by the federal government to ensure certain training occurs, certain policies are implemented by universities, and that there is a complaint resolution mechanism.

UW-Madison's Title IX program became part of the larger Office of Compliance shortly after both Chancellor Blank and Vice Chancellor Taffora arrived in 2013. The Title IX

coordinator, Lauren Hasselbacher, is assisted by three other investigators who investigate all instances of not only sexual discrimination and misconduct, but all discrimination. In addition, there are a variety of deputy Title IX coordinators who assist in the implementation of the Title IX program, one of whom is located in the athletics division.

Vice Chancellor Taffora said an extensive amount of training occurs both by virtue of the Board of Regents' requirements, including a mandatory sexual assault/sexual misconduct training for all UW System employees, as well as the NCAA's requirements for annual training of student athletes and staff. The Athletics Department staff partner with University Health Services on those additional trainings, and the Title IX coordinator conducts specialized training for any division, department, or college that requests it.

Vice Chancellor Taffora stated that all student athletes are subject to the sexual misconduct reporting process, which usually begins with a formal complaint being received in the Title IX office. Those who report such sexual misconduct, known as responsible employees, include most officials who have contact with students. For the Division of Athletics, this would include the director, associate directors, coaches, assistants, training staff, and student support staff. Responsible employees are required to report information they receive about sexual assault to the Title IX office.

The Title IX office will investigate a formal complaint and write a report, which is then delivered to the Student Conduct Office. Vice Chancellor Taffora noted that no complaint resolution or investigation occurs within the athletics division – it is all handled within the Title IX Office and the Office of Compliance, which writes the report, and the Division of Student Life, which handles the resolution for persons alleged responsible for sexual misconduct.

In addition to the Board's requirement of mandatory employee sexual assault training, Vice Chancellor Taffora mentioned that UW-Madison's Compliance Office is also undertaking a program to specially train responsible employees on an annual basis, so that the persons who receive complaints understand what their responsibilities are, how to handle the information, and how to get the information to the Title IX office.

In closing, Director Alvarez said one of the most important decisions parents and their children make in life is where to attend college. Noting that he had two grandsons entrusted to the care of UW Athletics, Director Alvarez said there was no place he would rather have them attend school and play football than UW-Madison.

### ***Discussion***

President Behling observed that UW-Madison's athletic teams are immensely successful on the field, while at the same time addressing safety. Stating that this report was well-timed and very well done, he thanked Director Alvarez and members of his staff for their good work.

President Behling then opened the floor to questions from the Regents.

Regent Millner recalled that the Board of Regents held substantive discussions about its oversight of Division I athletics, particularly at UW-Madison, after the incidents at Penn State. She said UW-Madison is unique among Big Ten institutions and within the athletics system for having an athletic board comprised of faculty, academic staff, and community members. The athletic board has direct, substantive involvement in subcommittees that deal with compliance and student safety and welfare. Each athletic board member is assigned to an athletic team and interacts with its students, trainers and coaches.

Regent Millner said she was impressed with the scope of the safety report, which was not limited to a particular kind of incident. She indicated that the advisory committee was included at every stage of the work, and that input from its various members was not just taken under advisement but was applied. For example, the planned sampling system was revamped after a few advisory board members challenged the use of volunteers (which often highlight the best or worst cases) or simple random sampling (which may not capture diversity within a group).

Regent Ring thanked Chancellor Blank, Director Alvarez, and their team for providing this report. Recognizing the significant challenges to mitigating risks to the hundred of student athletes at UW-Madison, he said layers of control and compliance initiatives are critical to ensuring vigilance in protecting each and every student athlete. He asked the presenters to explain how UW-Madison is unique in the way it currently addresses safety for student athletes.

Mr. McIntosh answered that UW-Madison's shared governance system, which intimately involves folks from within and outside the athletics department, is one of the aspects that makes its operation unique. He indicated that Dr. Miller had studied the involvement of athletic boards at peer institutions and found that some of those boards meet twice a year or quarterly, while UW-Madison's athletics board holds over 35 meetings annually. The UW-Madison athletics board has four subcommittees and assigns members to each of the teams or units within the athletics department.

Director Alvarez added that one approach his department takes is to be proactive instead of reactive and to anticipate things that may happen; for example, all staff and athletes are encouraged to report anything that does not appear right, even if they are not sure.

Vice President Petersen noted that Board members previously had a healthy discussion about their concerns in anticipation of this report. He thanked UW-Madison's athletics board and athletics department for proactively taking this step and including the Regents in the process.

Vice President Petersen encouraged everyone in attendance to read the report, which is extensive and has a wide and complex scope. Though not perfect, he said the report is proactive, comprehensive, transparent, instructive, and focused on best practices related to athletic well-being, facilities management, protocols, mental health support, sexual awareness education, and training. He stated that he was quite confident the athletics department would follow up on the report's recommendations, including the need for more training.

Regent Mueller said the report was very well done, very thorough, and sure to become a national template. She indicated the weakest section of the report was on sexual assault training

and prevention, specifically highlighting one sentence which referred to “the confusion that undoubtedly remains about sexual violence as student-athletes...navigate their newfound freedom on a college campus.” Noting that student athletes are looked up to and respected on campuses, Regent Mueller stated, “There should be no confusion about sexual violence: no means no.” She commended the athletics department for working with University Health Services on additional trainings for student athletes.

Regent Klein thanked the presenters for a well done and comprehensive report, and suggested all of the campuses should follow UW-Madison’s lead. She also thanked Regent Millner and Dr. Miller for their participation.

Regent Whitburn said the report’s subject matter is of massive concern to all of the Regents. He indicated that he paid particular attention to Walter Dickey’s signature on the report, noting that Mr. Dickey is a highly professional administrator with a long-time reputation as a highly competent, no-nonsense lawyer. Saying it is fortunate to have individuals involved who fully understand the stakes and the need for the follow-up, he suggested that phase two of the review be focused around the police.

With no further questions, President Behling thanked Chancellor Blank, Vice Chancellor Taffora, Athletic Director Alvarez, Deputy Athletic Director McIntosh, and Professor Miller for their presentation.

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## **2019-2021 BIENNIAL BUDGET UPDATE: CAPACITY-BUILDING PROJECTS**

At the August 2018 meeting, the Board of Regents discussed and approved the UW System’s biennial budget request for 2019-21, which was then forwarded to the Governor’s office for consideration. One key part of the budget request focused on capacity-building initiatives. President Behling said the Board would hear details from several chancellors about capacity-building proposals on their campuses.

### ***Introduction by System President Ray Cross***

President Cross explained this package of proposals in the UW System’s budget request was referred to as “capacity-building initiatives” because they are designed to increase student success and output, with an emphasis on addressing the state’s workforce needs.

President Cross said in many cases this growth builds on programs the UW System already does well, such as healthcare, engineering, science, and technology. For example, the state needs many more nurses than the UW System currently can produce. Campuses are often constrained from accepting more students into these programs, and to grow capacity will require additional investments in faculty, support staff, or facilities.

In terms of funding, President Cross noted these initiatives represent just a fraction of the UW System’s budget request – but in terms of impact, these proposals will provide tremendous

results. As part of this effort, UW System Administration asked campus leaders what they would do to increase capacity in their areas of expertise to better align with the state's most pressing needs if the UW System were to secure \$25 million in base.

President Cross said chancellors responded with recommendations that included "bold ideas." Each of the chancellors will have an opportunity to present their proposals during upcoming Board meetings, beginning with UW-Oshkosh Chancellor Leavitt, UW-Stout Chancellor Meyer, UW-Milwaukee Chancellor Mone, and UW-Parkside Chancellor Ford.

### ***Chancellor Proposals for Capacity-Building Initiatives***

#### **UW-Oshkosh**

Chancellor Leavitt said he would focus on two of UW-Oshkosh's four capacity-building initiatives, which include efforts to create more engineering graduates and produce more K-12 teachers in high-demand areas for the region and state.

Chancellor Leavitt said one benefit of the restructuring is that UW-Oshkosh has gained a new partner in providing much-needed engineering talent to the Fox Valley and Northeast Wisconsin. UW-Oshkosh is joining with UW-Fox Valley, which has been home to UW-Platteville's successful collaborative engineering program for over ten years. He indicated that there is an opportunity to integrate that successful program and partnership with UW-Oshkosh's highly-responsive engineering technology program, which is the product of the Northeast Wisconsin Educational Resource Alliance (NEW ERA) collaboration in the Fox Valley region. UW-Oshkosh currently counts more than 150 students as engineering technology majors, hitting or surpassing its targets for this program.

UW-Oshkosh's first capacity-building goal will be to increase the number of engineering graduates via academic collaboration and leveraging existing resources. Chancellor Leavitt said there are three elements to this goal:

- 1) The engineering technology program will expand the number of engineering technologists through the intentional engagement of high school students to create more awareness and interest in engineering-related disciplines.
- 2) UW-Oshkosh and UW-Platteville have signed an MOU to create a new engineering relationship, called the Integrated Engineering Collaboration, to share faculty and facilities at the UW-Fox Valley campus and graduate more engineering talent for eastern Wisconsin. This collaboration will allow both institutions to further grow a culture of engineering-related disciplines and provide greater support for engineering and engineering technology students in the Fox Valley.
- 3) UW-Oshkosh's Department of Engineering Technology will expand articulation agreements to southeast Wisconsin to begin meeting the needs of Foxconn and other businesses, which could potentially include offering four-year degrees in engineering technology with partners in a previously successful cohort format. UW-Oshkosh

currently has more than 20 existing articulation agreements with technical colleges, and will look to UW-Parkside, UW-Milwaukee, and the Gateway, Blackhawk, and Milwaukee Area Technical Colleges to assess potential new partnerships in the region.

UW-Oshkosh's second capacity-building proposal seeks to attract diverse students to the teaching profession in high-need areas. Chancellor Leavitt noted that "teaching education is firmly rooted in the DNA of our comprehensive institutions," and that producing great teaching professionals to educate Wisconsin's children is among the UW institution's greatest contributions to the regions they serve. He indicated that UW-Oshkosh is positioned to help meet an urgent need to attract, retain, and graduate diverse students in high-need teacher shortage areas, such as special education, English as a Second Language (ESL), and bilingual education, through three elements:

- 1) Over the next five years, UW-Oshkosh will increase the percentage of diverse students enrolling and graduating in the College of Education and Human Services teacher education programs from 9 percent to 16 percent, through increasing enrollments of students of color. Chancellor Leavitt observed that some of Wisconsin's biggest and most diverse school districts are seriously lacking in teachers who reflect the diversity of the student body: In 2016, six of the largest school districts in the Fox Valley region employed 53 teachers from diverse backgrounds out of a total 3,029 teachers – less than 2 percent. Meanwhile, the non-white student population in these same districts ranges from approximately 10 percent to 30 percent.

To help close the diversity gap, which in turn will improve student engagement, performance, and success, UW-Oshkosh will host a minimum of two precollege programs a year to give prospective future teachers "a robust introduction to the profession and a dose of inspiration." First, the university plans to increase the percentage of diverse students passing two required teacher assessments which have proven to be barriers to entering the workforce. Second, UW-Oshkosh will start a mentor program for students from diverse backgrounds, which will ensure mentor-mentee contact occurs at least two times per semester with a faculty member.

- 2) UW-Oshkosh will increase access to the teaching profession by establishing ten new 1+3 teacher education partnerships with high schools in the next five years, with at least three partnerships beginning in the 2018-19 school year. This element capitalizes on the success of the university's existing dual enrollment Cooperative Academic Partnership Program (CAPP).
- 3) UW-Oshkosh will increase its capacity to provide ESL/bilingual licensure and prepare students for special education endorsement. ESL and special education are critical teacher shortage areas: In 2017, there were over 400 special education teachers, 209 bilingual or bicultural teachers, and 90 ESL teachers with emergency licenses in Wisconsin. The university plans to develop and implement an alternative ESL/bilingual licensure pathway by the beginning of the 2020 school year and will increase the number of the students graduating with this licensure by 10 percent.

UW-Oshkosh also proposes to increase special education endorsement capacity through its College of Education and Human Services' collaborative outreach model, increasing the number of Wisconsin higher education outreach partner institutions from three to six over the next five years.

Noting that detailed proposals were submitted to the UW System for each of UW-Oshkosh's four capacity-building initiatives, Chancellor Leavitt concluded that with the state's support he is confident the university can deliver on all of them.

### **UW-Stout**

Chancellor Meyer said UW-Stout, as a polytechnic institution with the tenets of career focus, applied learning, and collaboration, wanted to explore opportunities to expand what the university is currently doing in those areas.

UW-Stout currently offers 49 undergraduate and 24 graduate degree programs in six main career pathways, including science and engineering; IT and communications; business and management; education; human sciences; and art, design, and graphics. In an effort to expand industry connections, each degree program has an advisory committee which provides feedback on the program's curriculum. Chancellor Meyer said UW-Stout is shaping its capacity-building proposal around the needs of employers in western Wisconsin, focusing on two program clusters: science and engineering, and IT and communications.

Chancellor Meyer said he is proud that UW-Stout's graduate employment rate has increased over the years from 97 percent to 98.2 percent, but also alarmed that this may be an indicator of a saturated market. He suggested that UW-Stout needs to recruit and retain more students to meet the needs of employers. Noting that last year's graduating class earned starting salaries in excess of \$68 million combined, he said UW-Stout also wants to continue expanding on that great investment into western Wisconsin's economy.

Provost Patrick Guilfoile observed that the western corridor of Wisconsin, one of the fastest growing regions in the state, has a high demand for graduates in the fields of IT and computer science. Over the past four years, UW-Stout has grown the number of students in the fields of computer science, computer networking, and applied mathematics by 8 percent. With additional funding, he said the university could add to that number.

UW-Stout also recently received its designation as a Cyber Defense Education Center for Academic Excellence from the National Security Agency; it is the only four-year institution in Wisconsin to hold that designation. Provost Guilfoile reiterated that capacity-building funding would allow UW-Stout to grow the number of students participating in those programs.

Indicating that the talent needs of regional employers for graduates in engineering and engineering technology programs are also very high, Chancellor Meyer noted that UW-Stout's graduates in ABET-accredited engineering programs have grown by 45 percent to 749 students over the past four years. Nearly 1,200 students are enrolled in engineering and engineering technology degree programs alone; UW-Stout's capacity-building proposal would expand

offerings in manufacturing, computer, and electrical engineering, which are in high demand by employers in western Wisconsin.

The capacity-building initiative would also support collaborations on Industry 4.0 and the Internet of Things, which would allow manufacturers to include automated processes in their facilities – producing more with fewer people – and connect and secure information in global control systems. The funds would also help attract and educate technical college transfers into new programming in welding and industry systems engineering.

Provost Guilfoile said UW-Stout would also like to build capacity in the areas of biochemistry, molecular biology, and industrial chemistry. He indicated that there are opportunities for growth and working more with industry on industrial scale, fermentation, and other kinds of processes.

Noting that UW-Stout's Career Services Office hosts one of the largest career fairs in the Upper Midwest – most recently drawing over 400 employers – Provost Guilfoile said the university would like to use capacity-building funding to increase staffing, offer more internships and co-op experiences, and increase the variety and quality of those experiences for students.

Expected outcomes would include a 10-percent increase in the number of students completing degrees in engineering, computer science and information technology, as well as an increase in the number of students participating in co-ops, internships, field experiences, and other experiential education with a variety of employers. Finally, UW-Stout will also seek to maintain its high employment rate students upon graduation.

### **UW-Milwaukee**

Chancellor Mone said UW-Milwaukee is seeking support for six initiatives that would supplement and leverage existing high-demand programs which support the UW System's capacity-building priorities: enhancing diversity, Freshwater University, information technology, nursing, STEM, and student advising. He indicated that he would discuss the specific investments planned – and the state's expected return – for a few of these initiatives.

UW-Milwaukee has introduced 30,000 graduates into the workforce in the last five years. Over 50 percent of those students were in high demand areas such as engineering, nursing, IT, computer science, and others. Currently 85 percent of UW-Milwaukee's 185,000 graduates are working in Wisconsin. Chancellor Mone said the university is seeking additional resources for investments that would support this success.

Chancellor Mone highlighted collaborations with industry and employers, as well as other higher education institutions through the Higher Education Regional Alliance (HERA), which allow the university to invest relatively smaller amounts in order to achieve much greater returns. For example, UW-Milwaukee is working with partners like Microsoft, Rockwell, and Northwestern Mutual through its Connected Systems Institute and Data Science Institute to make significant investments into meeting the need for information technology talent in every sector.



As a result, UW-Milwaukee is able to produce more than 75 additional graduates in those areas per year for a relatively modest investment of \$665,000.

Chancellor Mone indicated that similar investments could be made in nursing, which is one of the highest occupational needs in Wisconsin. He said UW-Milwaukee plans to extend an existing partnership with UWM at Washington County to its other branch campus at Waukesha. This would also entail collaboration with nearby private universities such as Carroll University, which has a great lab facility, and county and employer partners. This type of investment could increase the supply of nurses by 32 per year.

To better prepare students for success and ensure affordability, UW-Milwaukee is seeking to invest \$1 million in an initiative to move students, particularly those in STEM fields, through the educational pipeline faster and grow participation in internship activities.

Currently 34 percent of UW-Milwaukee's undergraduate student population consists of students of color. UWM is located in Wisconsin's most diverse city and, along with UW-Parkside, the state's most diverse region. Chancellor Mone said UWM's capacity-building proposal would focus on specific areas to help enhance diversity, such as increasing staffing, adding student and faculty opportunities, and closing the achievement gap.

UW-Milwaukee is requesting \$4.5 million to pursue its six capacity-building initiatives, which target specific areas of emphasis, such as business, engineering, IT, and health care. Adding that UWM's industry partners would also value this type of additional investment, Chancellor Mone said the bottom line is preparing employees for today's diverse world.

### **UW-Parkside**

Chancellor Ford thanked the Board of Regents for the opportunity to share UW-Parkside's investment priorities for the 2019-2021 biennial budget. She said her remarks would focus on how UW-Parkside is collaborating, innovating, and growing to expand Wisconsin's talent pipeline, and how the university continues to prepare its diverse student population for success.

Chancellor Ford said UW Parkside's academic programs serve as the foundation of how the university prepares its graduates for graduate and professional schools and for careers. UW-Parkside faculty and deans continue to be innovative and collaborative in the development of new academic programs. Since 2015, UW-Parkside faculty have approved 26 new programs that are relevant and responsive to regional needs.

Chancellor Ford noted that UW-Parkside has a record of developing and offering collaborative degree programs, including with several UW institutions and UW-Extension's CEOEL. Two consortia programs currently in development: a master of science in information systems, and a master of science in biotechnology. She highlighted a 35-year-old curricular partnership with UW-Milwaukee in nursing, and an opportunity to enhance engineering technology pathways with UW-Oshkosh.

Chancellor Ford said UW-Parkside is focused on enhancing offerings for adults with some college and no degree through its new online MBA, an online bachelor of science in business administration, and the Flex Option degree in business administration (pending approval from the Higher Learning Commission).

UW-Parkside's academic investment priorities include strengthening information technology programs, expanding supply chain management and logistics offerings, growing clinical mental health counseling master's programs, incorporating Foxconn's Smart Cities – Smart Futures learning into the curriculum, strengthening career services, and building a stronger bridge between university and industry partners.

To best serve the region and beyond, UW-Parkside is also focused on a bold goal to increase its annual number of graduates by 50 percent by 2025, by providing a transformative education and focusing on student success. As the university educates more graduates, enrollment will increase, retention and graduation rates will improve, and the learning environment will evolve and thrive.

Chancellor Ford underscored the importance of providing the right academic and student support for UW-Parkside's diverse student body. The profile of the incoming class includes 53 percent first generation students, 36 percent Pell Grant recipients, and 38 percent under-represented minorities. The percentage of under-represented minority students is just under 35 percent for the total student body. Many students need to work half-time or more to fund their education. Research shows that first generation students, Pell-eligible students, and students of color often need additional support to persist to graduation.

Chancellor Ford said one of UW-Parkside's goals is to become a Hispanic-serving institution, with a goal to enroll 25 percent Latino/a students. She indicated the university is also concerned about and is working to change trends for its African American students.

Priorities to improve success for UW-Parkside's diverse student population include increasing the number of academic advisors; hiring additional staff to support a growing population of under-represented students; growing summer bridge programs; developing a pre-college program to serve regional youth, with a focus on under-represented minorities and first generation students; adding transfer advisors to support a growing transfer student population; and bolstering career services to build stronger bridges between the university and its industry partners.

Chancellor Ford said the Higher Education Regional Alliance (HERA) in southeastern Wisconsin is working to improve educational attainment, enhance program offerings, and build stronger bridges between industry and business partners and the universities and colleges. Eighteen higher education institutions in southeast Wisconsin form this alliance, and Chancellor Ford and Chancellor Mone are co-leading its efforts to improve educational attainment across the region. Chancellor Ford concluded that these types of collaboration will help UW-Parkside focus on investments that allow the university to expand its academic program array and support student success.

## **Discussion**

President Behling thanked the chancellors for their presentations. He opened the floor to questions from the Regents.

Regent Atwell said he appreciated the focus on issues surrounding diversity. He encouraged his colleagues to think about the diverse experiences of people in the very rural areas of the state. He noted the need for emergency teaching licenses is so high because some places literally cannot attract people to live and teach there, which threatens the health of their schools. As university leaders think about the UW System's capacity and mission, Regent Atwell asked that they put their minds together around these challenges, particularly in the north.

Regent Klein said the Research, Economic Development, and Innovation Committee heard that morning from four "very brilliant" STEM students at UW-Parkside, one of whom raised concerns about the availability of day care services. Regent Klein pointed out that having day care centers on campus can be a real source of support for under-represented students, whether they are men or women.

President Cross thanked all of the 13 chancellors for putting forward "impressive" proposals on how they would spend the \$25 million in capacity-building funds to improve the UW System's ability to serve and meet the needs of the state and make students more successful.

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## **CLOSED SESSION – OAK ROOM**

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, Evers, Grebe, Jones, Klein, Millner, Mueller, Petersen, Plante, Ring, Steil, Tyler, and Whitburn voting in the affirmative. There were no dissenting votes and no abstentions.

### **Closed Session Resolution**

Resolution 11106      That the Board of Regents move into closed session to: (a) deliberate regarding a recommendation for dismissal with cause of a UW-Milwaukee faculty member, as permitted by s. 19.85(1)(a), (b), and (f), Wis. Stats.; (b) consider a UW-Oshkosh honorary degree nomination, as permitted by s. 19.85(1)(f), Wis. Stats.; (c) consider the acceptance of a confidential gift and the naming of a facility at UW-Stevens Point, as permitted by s. 19.85(1)(e), Wis. Stats.; (d) discuss ongoing personnel matters, as permitted by s. 19.85(1)(c) and (f), Wis. Stats.; (e) confer with legal counsel regarding potential litigation, as permitted by s. 19.85(1)(g), Wis. Stats.; and (f) consider personnel evaluations of chancellors, as permitted by s. 19.85(1)(c), Wis. Stats.

During the closed session, Regent Atwell recused himself from discussing and voting on Resolution 11108.

The following resolutions were adopted during the closed session:

**Adoption of Decision and Order of Dismissal of a UW-Milwaukee Faculty Member**

Resolution 11107      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 Anthony Greene, UW-Milwaukee.

**Authority to Name the Health Enhancement Center the “Marshfield Clinic Health System Champions Hall,” UW-Stevens Point**

Resolution 11108      That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, authority be granted to name the Health Enhancement Center the “Marshfield Clinic Health System Champions Hall.”

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The meeting was adjourned at 5:27 p.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