

**RECORD OF THE REGULAR MEETING OF THE  
UNIVERSITY OF WISCONSIN SYSTEM BOARD OF REGENTS**

Friday, December 6, 2019  
9:00 a.m.

James R. Connor University Center  
Room UC 275  
228 Wyman Mall  
Whitewater, Wisconsin

-President Petersen presiding-

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The video recording of this meeting is available here: [December 6, 2019 Video Webcast](#)

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**CALLING OF THE ROLL** [\[Video: 00:00:01\]](#)

PRESENT: Regents Scott Beightol, José Delgado, Michael Grebe, Mike Jones, Tracey Klein, Becky Lezvow, Edmund Manydeeds, Janice Mueller, Andrew Petersen, Cris Peterson, Torrey Tiedeman, Karen Walsh, Gerald Whitburn, and Olivia Woodmansee

UNABLE TO ATTEND: Regents Robert Atwell, Eve Hall, Jason Plante, and Carolyn Stanford Taylor

Before considering any items on the open session agenda, President Petersen 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."

Regent Mike Jones recused himself from discussing or voting on Resolution 11340, "Approval of a UW-Madison Contractual Agreement with PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM4," and Resolution 11341, "Approval of a UW-Madison Contractual Agreement with PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM5," due to the appearance of a potential conflict of interest.

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## **APPROVAL OF MINUTES**

[\[Video: 00:01:11\]](#)

Regent Beightol moved approval of the minutes of the November 7, 2019 and November 26, 2019 Board of Regents meetings. The motion was seconded by Regent Jones and adopted on a voice vote.

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

[\[Video: 00:01:29\]](#)

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

The November 2019 reports of the Wisconsin Technical College System Board and Higher Educational Aids Board had been provided. There were no comments or questions.

### **Update on UW-Stout and UW-Green Bay Chancellor Search Processes**

President Petersen announced that the Board unanimously approved the appointment of Dr. Katherine Frank as the eighth Chancellor of UW-Stout. Dr. Frank is currently Vice President of Academic Innovation and a Professor of English at Central Washington University in Ellensburg, Washington. Dr. Frank will assume her new role on March 1<sup>st</sup>.

On behalf of the Board, President Petersen expressed appreciation to interim Chancellor Patrick Guilfoile for leading the campus through this time of transition. He also thanked the Special Regent Committee members for their work, including Regent Jason Plante as chair, Regents Cris Peterson and Carolyn Stanford Taylor, and Regents Emeriti John Robert Behling and Mark Tyler.

President Petersen also noted that the 13-member UW-Green Bay Chancellor Search and Screen Committee, led by chair Regent Bob Atwell and vice chair Biology Professor Michael Draney, is currently in the process of identifying candidates and is expected to meet in early January to select the semi-finalists for interviews.

### **Update on UW System President Search Process**

President Petersen announced that the UW System Presidential Search Committee, chaired by Regent Vice President Michael Grebe, would be officially charged later that day and begin work with the Storbeck/Pimentel search firm to identify potential candidates.

He indicated that the UW System will host a number of listening sessions to engage and gather input from faculty, staff, other university stakeholders, and all interested Wisconsin citizens. Other opportunities for engagement include the search website, which will feature a platform to submit feedback to members of the search committee.

## **All in Wisconsin**

During recent events hosted by UW-Stout, UW-Eau Claire, and UW-Whitewater, President Petersen said university leaders continue to meet with community and business members who are enthusiastic about working with both their local campuses as well as the UW System. The All in Wisconsin tour will resume in early 2020 with additional stops at four universities.

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

[\[Video: 00:07:38\]](#)

### **Student Spotlight**

President Cross introduced Adriana Green, an undergraduate student-athlete majoring in psychology at UW-Whitewater.

Following a brief video presentation, Ms. Green discussed her goal of becoming a sports psychologist and her experiences at UW-Whitewater as a resident assistant for University Housing and playing for the UW-Whitewater basketball team. She expressed appreciation for her coaches and teammates for their support as she dealt with financial struggles, balancing multiple jobs with school and sports, and a sophomore-year knee injury that prevented her from playing basketball for nine months.

Ms. Green concluded, "I have definitely found my home away from home here at Whitewater and created a family with a bond that blood couldn't make any stronger."

### **Legislative Updates**

President Cross announced that Governor Evers recently signed Act 36, legislation that will streamline the contracting process for faculty engaged in research projects with outside entities. This bipartisan bill is expected to help accelerate the critical research UW System faculty do to improve lives and help all of the UW campuses increase their research potential.

President Cross noted that the bill is named for the late Professor Mark Cook, a long-time faculty member and researcher at UW-Madison who helped spearhead this legislation

before he passed away. He thanked Governor Evers for signing this important bill, as well as Senators Dan Feyen and Fred Risser, and Representatives Dave Murphy and Shelia Stubbs for co-authoring the legislation.

In mid-November, President Cross joined Missy Hughes, the new Secretary and CEO of the Wisconsin Economic Development Corporation, in Eau Claire to unveil a new collaborative online resource to help businesses establish internship programs. The online toolkit is expected to help businesses that would like to set up an internship program but may lack the resources to do so. Noting that this new tool has been well received by business and community leaders so far, President Cross said the UW System looks forward to further collaborations with WEDC.

### **Tribal Consultation**

The UW System has initiated a process of more closely engaging with Wisconsin's tribes. Indicating that he recently met with the Forest County Potawatomi and Lac du Flambeau tribes, President Cross said he found these sessions to be very helpful and warmly received. In coming weeks, university leadership expects to have additional meetings with the Oneida, Menominee, and Stockbridge-Munsee tribes.

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

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

### **Winter Commencements**

About 10,000 students from all around the UW System are expected to cross the stage to receive their hard-earned degrees in the coming weeks. On behalf of his colleagues, President Cross offered early congratulations to these new graduates.

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

[\[Video: 00:23:44\]](#)

President Petersen called upon Regent Jones to present the report of actions taken by the Capital Planning and Budget Committee.

Regent Jones reported that the Capital Planning and Budget Committee heard a presentation by Grace Crickette, UW-Whitewater Vice Chancellor for Administrative Affairs, about how the institution is developing creative solutions to address deferred maintenance

issues, including a project prioritization process which incorporates the use of preventative maintenance to reduce deferred maintenance.

The committee received a report on the status of leasing activities between June 1, 2019 and November 30, 2019. The UW System and UW Madison hold leases on 1.7 million square feet across the state, which includes 906,000 square feet for student housing.

Regent Jones said the committee also received a brief update on the UW solely managed capital program, which has administered 50 projects with a total value of \$125 million since its inception four years ago.

Senior Associate Vice President Alex Roe provided the committee with an update on recent State Building Commission actions and progress on the fiscal year 2021-2023 capital budget.

After presenting seven resolutions approved by the Capital Planning and Budget Committee, Regent Jones noted that the consideration of a proposed modification to Regent Policy Document 19-14, "Naming of University Facilities," was deferred until a future meeting to allow for additional review.

Regent Jones moved for the adoption of Resolutions 11327, 11328, 11329, 11330, 11331, 11332, and 11333. The motion was seconded by Regent Klein and approved on a voice vote.

#### UW-La Crosse: Authority to Construct the Fieldhouse and Soccer Support Facility Project

Resolution 11327 That, upon the recommendation of the Chancellor of UW-La Crosse and the President of the UW System, the UW System Board of Regents authorizes construction of the Fieldhouse and Soccer Support Facility project at an estimated total cost of \$49,035,000 (\$24,517,500 Program Revenue Supported Borrowing and \$24,517,500 Program Revenue Cash).

#### UW-Madison: Authority to Enter into a Lease of Space for the Office of Community Relations, UW South Madison Partnership

Resolution 11328 That, upon the recommendation of the UW-Madison Chancellor and the President of the UW System, the UW System Board of Regents grants authority to enter into a lease of 12,902 GSF to expand office and instructional space for the Office of Community Relations, UW South Madison Partnership in the City of Madison, Wisconsin.



UW-Milwaukee: Authority to Increase the Budget for the Northwest Quadrant Renovation and Student Health Services Remodel Project

Resolution 11329 That, upon the recommendation of the Chancellor of UW-Milwaukee and the President of the UW System, the UW System Board of Regents authorizes a budget increase for the Northwest Quadrant Renovation and Student Health Services Remodel project of \$3,100,000 (\$2,300,000 Existing General Fund Supported Borrowing, and \$800,000 Cash) for a revised estimated total cost of \$43,774,000 (\$31,426,000 General Fund Supported Borrowing, \$2,300,000 Existing General Fund Supported Borrowing, \$7,000,000 Program Revenue Supported Borrowing, \$2,180,000 Gift Funds, and \$868,000 Cash).

UW-Parkside: Authority to Construct the Campus Fire Alarm System Renovation Project

Resolution 11330 That, upon the recommendation of the Chancellor of UW-Parkside and the President of the UW System, the UW System Board of Regents authorizes construction of the Campus Fire Alarm System Renovation project at an estimated total project cost of \$6,773,000 (\$5,554,000 General Fund Supported Borrowing and \$1,219,000 Program Revenue Supported Borrowing).

UW-Platteville: Authority to Construct the New Sesquicentennial Hall Project

Resolution 11331 That, upon the recommendation of the Chancellor of UW-Platteville and the President of the UW System, the UW System Board of Regents authorizes construction of the New Sesquicentennial Hall project for an estimated total cost of \$55,189,000 (\$54,602,000 General Fund Supported Borrowing and \$587,000 Program Revenue Supported Borrowing).

UW System: Authority to Construct All Agency Maintenance and Repair Projects

Resolution 11332 That, upon the recommendation of the President of the UW System, the UW System Board of Regents grants authority to construct various maintenance and repair projects at an estimated total cost of \$19,895,600 (\$11,498,600 General Fund Supported Borrowing; \$4,563,600 Program Revenue Supported Borrowing; and \$3,833,400 Cash).

UW-Madison: Authority to Increase the Budget for the UW-Managed Primate Center Backup Generator Project

Resolution 11333 That, upon the recommendation of the Chancellor of UW-Madison and the President of the UW System, the UW System Board of Regents authorizes a budget increase of \$700,000 Gift Funds for the Primate Center Backup Generator project for a revised estimated total project cost of \$1,900,000 Gift Funds.

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**REPORT OF THE RESEARCH, ECONOMIC DEVELOPMENT, AND INNOVATION COMMITTEE**

[\[Video: 00:29:22\]](#)

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

Regent Peterson reported that the Research, Economic Development, and Innovation Committee heard a presentation about UW-Whitewater's efforts to "inspire, engage, and transform" communities through the work of the Fiscal and Economic Research Center (FERC). FERC's mission is to tap into faculty expertise to provide economic impact analysis to private sector and government clients throughout Wisconsin and beyond.

FERC provides student researchers from a wide range of disciplines with the opportunity to work closely with faculty experts in applying concepts and theories to practical real-world cases in business, industry, and academia. Regent Peterson noted that this project-based work also maximizes value to the students' future employers.

The Research, Economic Development, and Innovation Committee received an update on the Regent Scholar Award Program from WiSys Advisory Committee Chair and UW-River Falls Chancellor Dean Van Galen and WiSys President Arjun Sanga. Now in its fifth year, the program is designed to recognize and reward stellar faculty research and exceptional accomplishments.

Regent Scholar award funds are used to help provide summer stipends for faculty and funding for undergraduate internships that support innovative and collaborative research with industry partners, inventors and entrepreneurs. Each year UW System Regent Scholar recipients are selected competitively by an evaluation committee made up of both public and private sector experts. Regent Peterson indicated that the next round of Regent Scholar recipients will be formally recognized by the Board of Regents in April 2020.

Finally, the committee heard a presentation on how to shorten the pathway from idea generation to product commercialization from Wisconsin venture capitalist, researcher, and serial entrepreneur Christopher Salm. Dr. Salm works closely with UW-Madison on a variety of efforts to improve best practices for the health, quality of life, and longevity of farm animals and humans. Regent Peterson said, "Dr. Salm sees many great opportunities ahead for those who can overcome their fear of failure and have a willingness to build strong relationships."

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## **REPORT OF THE AUDIT COMMITTEE**

[\[Video: 00:34:44\]](#)

President Petersen called upon Regent Whitburn to present the report of the Audit Committee.

Regent Whitburn reported that the Audit Committee heard a presentation by Janice Abraham, CEO of United Educators, the nation's leading liability insurance company in higher education. Ms. Abraham spoke about enterprise risk management and current best practices for complex organizations like the UW System.

The committee reviewed internal audits that had been recently completed, including a report on best practices related to discrimination, harassment, and retaliation. The report found there were 1,360 Title IX cases on all UW System campuses during the previous year, including 101 cases that went through the investigation process. Regent Whitburn quoted from the report, "Currently UW institutions are at various stages of developing Title IX compliance efforts and do not interpret and document Title IX cases in a consistent manner." Stating that this is concerning, he said the Audit Committee asked the recently established UW System Office of Compliance & Integrity to work with Chancellors and campus Title IX coordinators to ensure consistency in handling Title IX cases across the UW System by June 30, 2020.

Regent Whitburn said the Audit Committee was also briefed on internal audits currently underway and received updated presentations on risk management plans for cybersecurity and Title IX.

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

[\[Video: 00:38:06\]](#)

President Petersen called upon Regent Mueller to present the report of the joint meeting of the Audit Committee and the Business & Finance Committee.

Regent Mueller reported that the committees heard from the UW System Office of Finance team and external auditors from Plante Moran on the annual financial report and financial statements for fiscal year 2018-19.

The Plante Moran audit team reviewed their audit process and discussed required communications and internal control matters. Regent Mueller noted that it was a clean report, attesting to the accuracy of the UW System's financial statements, and that Plante Moran reported cooperation from UW System management at all levels throughout the course of the audit.

Regent Mueller also noted that an ongoing issue with swings in the data is the result of how required pension and other post-employment benefits are recorded in the financial statements, which was attributed to the UW System's involvement in the larger Wisconsin Retirement System.

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

[\[Video: 00:40:00\]](#)

Regent Mueller also presented the report of actions taken by the Business and Finance Committee.

The Business & Finance Committee heard a presentation from Grace Crickette, UW-Whitewater Vice Chancellor for Administrative Affairs, about some of the ways UW-Whitewater has worked with partners like UW-Shared Services to identify areas for improved processes and efficiencies.

The committee also heard from Chuck Saunders, Executive Director for the UW System Office of Trust Funds for UW System, who presented the trust funds quarterly investment report.

Regent Mueller said the Business & Finance Committee spent most of its time on the UW System's 2018-19 faculty turnover and faculty/staff compensation reports. She noted that

although the number of faculty departures is declining and most of those departures are due to retirement, the number of faculty overall is shrinking. She said the committee requested more information in the future about faculty-to-staff ratios on each campus and the compensation provided to faculty and staff.

Regent Mueller provided an overview of ten contracts approved by the Business & Finance Committee related to travel management, international student recruitment, and research services. The committee also approved two proposals removing obsolete Regent Policy Documents related to public broadcasting and outside activity reports.

Finally, Regent Mueller said the committee received updates from UW System Vice Presidents Rob Cramer and Sean Nelson on various projects, including information security, UW-Shared Services, and a recent workshop on best practices in foundation management and oversight.

Regent Mueller moved for the adoption of Resolutions 11334, 11335, 11336, 11337, 11338, 11339, 11340, 11341, 11342, 11343, 11344, and 11345. The motion was seconded by Regent Whitburn and approved on a voice vote. (Regent Jones abstained from voting due to the appearance of a potential conflict of interest related to Resolution 11340 and Resolution 11341.)

#### Approval of a UW System Contractual Agreement with Travel Incorporated

Resolution 11334 That, upon the recommendation of the Chancellors of the University of Wisconsin System and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as the University of Wisconsin System, and Travel Incorporated. This contract is effective July 1, 2020 for a period of five (5) years with three (3) one (1) year renewal options.

#### Approval of a UW System Contractual Agreement with Shorts Travel Management

Resolution 11335 That, upon the recommendation of the Chancellors of the University of Wisconsin System and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as the University of Wisconsin System, and Shorts Travel Management. This contract is effective July 1, 2020 for a period of five (5) years with three (3) one (1) year renewal options.

Approval of a UW System Contractual Agreement with Fox World Travel

Resolution 11336 That, upon the recommendation of the Chancellors of the University of Wisconsin System and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as the University of Wisconsin System, and Fox World Travel. This contract is effective July 1, 2020 for a period of five (5) years with three (3) one (1) year renewal options.

Approval of a UW-Oshkosh Contractual Agreement with Kings Colleges, LLC d/b/a Kings Education

Resolution 11337 That, upon the recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Oshkosh, and Kings Colleges, LLC d/b/a Kings Education to provide recruitment of international F-1 & J-1 students for a period of six (6) years, effective January 1, 2020 with one (1) twoyear renewal option.

Approval of a UW-Madison Contractual Agreement with Boehringer Ingelheim Pharmaceuticals, Inc.

Resolution 11338 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Boehringer Ingelheim Pharmaceuticals, Inc for a period of five years.

Approval of a UW-Madison Contractual Agreement with ColdQuanta, LLC

Resolution 11339 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and ColdQuanta, LLC for an amended term through November 30, 2020.

Approval of a UW-Madison Contractual Agreement with PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM4

Resolution 11340 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM4 through the completion of the study.

Approval of a UW-Madison Contractual Agreement with PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM5

Resolution 11341 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and PPD Investigator Services, LLC, on behalf of GlaxoSmithKline LLC for DREAMM5 through completion of the study.

Approval of a UW-Madison Contractual Agreement with Parexel International, LLC

Resolution 11342 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Parexel International, LLC for a three-year term.

Approval of a UW-Madison Contractual Agreement with Regeneron Pharmaceuticals, Inc.

Resolution 11343 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Regeneron Pharmaceuticals, Inc. for a three-year term.

Removal of Regent Policy Document (RPD) 11-1: “Non-Duplication Broadcast Protection Agreement”, RPD 11-2: “Broadcast Stations: Procedures for Handling Complaints”, RPD 11-3: “Access for Expression of Varying Viewpoints,” and RPD 11-4: “Radio Broadcast Stations: Position Statement”

Resolution 11344 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the rescission and removal from the Regent Policy Documents (RPDs) of RPD 11-1, “Non-Duplication Broadcast Protection Agreement;” RPD 11-2, “Broadcast Stations: Procedures for Handling Complaints;” RPD 11-3, “Access for Expression of Varying Viewpoints;” and RPD 11-4, “Radio Broadcast Stations: Position Statement,” because the policies are obsolete.

Removal of Regent Policy Document (RPD) 20-7: “Outside Activity Reporting”

Resolution 11345 That, upon the recommendation of the President of the University of Wisconsin System, the UW System Board of Regents rescinds and authorizes the Executive Director and Corporate Secretary to remove Regent Policy Document 20-7, “Outside Activity Reporting,” from the Regent Policy Documents because the policy is obsolete and does not meet the standards for a Regent Policy Document.

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

[\[Video: 00:46:29\]](#)

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

Regent Klein reported that the Education Committee received reports on the UW System’s academic program array and remedial education. She indicated that the committee would have additional discussion about the remedial education report at its February 2020 meeting.

The 2019 annual report of the Wisconsin Partnership Program was presented to the Education Committee by Dr. Robert Golden, Dean of the UW-Madison School of Medicine and Public Health, who explained how the Wisconsin Partnership Program fulfills its mission of improving the health of people of Wisconsin through the power of collaborative relationships with community leaders, educators, and researchers. Dean Golden described six strategic investments and 29 new grants supporting health equity and improved health outcomes in the state of Wisconsin.



The Education Committee also received an update on the Freshwater Collaborative from UW-Milwaukee Chancellor Mark Mone and Provost Johannes Britz. Regent Klein noted that legislative funding for this initiative seems likely and that the search for an executive director is currently underway. She indicated that Chancellor Mone and Provost Britz committed to return to the Education Committee in February 2020 with more details about the Freshwater Collaborative's timeline and priorities.

The Education Committee heard a presentation by interim Provost Greg Cook and several professors and students from UW-Whitewater highlighting academic degree programs that fulfill the institution's mission to "inspire, engage, and transform" students for success.

Regent Klein said the Education Committee approved revisions to Regent Policy Document 20-5, "Faculty Sabbatical Leave Program," as well as three appointments to the Oversight and Advisory Committee of the Wisconsin Public Partnership. In addition to six new academic degree programs for UW-Oshkosh, UW-Platteville, and UW-Whitewater, the committee also approved the proposed restructuring of UW-Platteville's existing Bachelor of Science (B.S.) in Business Administration degree to create standalone Bachelor of Business Administration (B.B.A.) degrees in finance, human resource management, integrated marketing, management, professional sales, and integrated supply chain management.

### **Report on UW-Madison's Nonresident Enrollment Limit Waiver and Revisions to Regent Policy Document 7-3, "University of Wisconsin System Freshman Admissions Policy"**

Regent Klein invited UW-Madison Chancellor Rebecca Blank to present to the full Board her report on UW-Madison's nonresident enrollment limit waiver and proposed revisions to Regent Policy Document 7-3, "Freshman Admissions."

Chancellor Blank said the current policy, which was approved in December 2015, included a four-year waiver of the 27.5-percent nonresident enrollment limit for UW-Madison, and required UW-Madison to enroll at least 3,600 Wisconsin freshmen in the fall semester of each year. She explained that these policy changes were the result of declining numbers of Wisconsin high school graduates and a strong increase in the number of out-of-state applications submitted to UW-Madison.

Chancellor Blank indicated that UW-Madison has been drawing on the growing out-of-state applicant pool to expand its freshman class about 250 students every year since the current policy was put in place. She noted that this increase in out-of-state students is good for the state because the increased revenue has allowed UW-Madison to fund additional scholarships such as Bucky's Tuition Promise. It also draws more young talent into Wisconsin; current data shows that 21 percent of non-resident students are living working or studying in Wisconsin one year after graduation.

In addition to serving an increasing share of the state's high school graduates, Chancellor Blank said UW-Madison is making efforts to improve quality and accessibility through recruiting programs like Wisconsin Prime, which targets resident students with high test scores who are more likely to apply to out-of-state schools, and scholarship programs like Bucky's Tuition Promise and Badger Promise, which are respectively aimed at resident freshman from low-income families and first-generation transfer students.

Chancellor Blank said the proposed policy would require UW-Madison to enroll a minimum of 5,200 new in-state undergraduate students each calendar year, based on a three-year rolling average. The policy maintains the expectation that UW-Madison will enroll a minimum of 3,600 Wisconsin freshmen in the fall. The policy would also change the definition of "in-state students" to include reciprocity students from Minnesota, in line with the current enrollment policy for other UW institutions.

Chancellor Blank requested that the proposed policy be enacted without a set termination date to help facilitate UW-Madison's long-run administrative and admissions planning.

President Petersen stated his support for the proposed policy changes, noting UW-Madison's success in driving quality and enrollment to new levels.

Regent Klein commended Chancellor Blank "for being true to our mission to educate the people of Wisconsin through the Bucky's Promise and the Wisconsin Prime programs," and noted that 57 percent of UW-Madison graduates are able to graduate without debt.

Regent Beightol thanked Chancellor Blank and her team for a data-rich presentation and for proposing policy changes that are consistent with the UW System's goals of improving and increasing transfers between UW institutions and take a more holistic approach to student recruitment and the state's talent pipeline.

Regent Klein moved for the adoption of Resolutions 11346, 11347, 11348, 11349, 11350, 11351, 11352, 11353, 11354, and 11355. The motion was seconded by Regent Jones and approved on a voice vote.

Approval of Revisions to RPD 7-3, "University of Wisconsin System Freshman Admissions Policy" Repealing the UW-Madison Nonresident Enrollment Limit

Resolution 11346 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, UW-Madison must enroll a minimum of 5,200 new in-state undergraduate students each calendar year, based on a three-year rolling average. For purposes of this Resolution, in-state students are defined as Wisconsin residents and Minnesota reciprocity students,

consistent with Legislative Fiscal Bureau usage (Informational Paper 83, January 2019). The Board of Regents expects UW-Madison to continue to honor its commitment to enroll 3,600 Wisconsin freshmen within this broader policy but recognizes UW-Madison's commitment to in-state students is best measured by more than just incoming freshmen and should include reciprocity and transfer students alike. The nonresident enrollment limit (Regent Policy Document 7-3, section III) as it applies to UW-Madison is repealed.

UW-Oshkosh: Approval of the Bachelor of Science in Rehabilitation Science

Resolution 11347 That, upon the recommendation of the Chancellor of UW-Oshkosh and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Rehabilitation Science at the University of Wisconsin-Oshkosh.

UW-Platteville: Approval of the Bachelor of Science in Construction Management

Resolution 11348 That, upon the recommendation of the Chancellor of UW-Platteville and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Construction Management at the University of Wisconsin-Platteville.

UW-Platteville: Approval of the Bachelor of Science in Environmental Science and Conservation

Resolution 11349 That, upon the recommendation of the Chancellor of UW-Platteville and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Environmental Science and Conservation at the University of Wisconsin-Platteville.

UW-Platteville: Approval of the Master of Science in Information Systems Management

Resolution 11350 That, upon the recommendation of the Chancellor of UW-Platteville and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Information Systems Management at the University of Wisconsin-Platteville.

UW-Platteville: Approval of the Restructuring of the Bachelor of Science in Business Administration Degree Program

Resolution 11351 That, upon the recommendation of the Chancellor of UW-Platteville and the President of the University of Wisconsin System, the Chancellor is authorized to restructure the existing Bachelor of Science in Business Administration into Bachelor of Business Administration in Finance, Human Resource Management, Integrated Marketing, Management, Professional Sales, and Integrated Supply Chain Management at University of Wisconsin-Platteville.

UW-Whitewater: Approval of the Bachelor of Science in Human Performance

Resolution 11352 That, upon the recommendation of the Chancellor of UW-Whitewater and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Science in Human Performance at the University of Wisconsin-Whitewater.

UW-Whitewater: Approval of the Master of Science in Communication

Resolution 11353 That, upon the recommendation of the Chancellor of UW-Whitewater and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Communication at the University of Wisconsin-Whitewater.

Approval of Changes to Regent Policy Document (RPD) 20-5, "Faculty Sabbatical Leave Program"

Resolution 11354 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds and recreates RPD 20-5, "Faculty Sabbatical Leave Program," to meet the standards for a Regent Policy Document and to rename the policy, "Sabbatical Leave Program for Instructional Faculty."

Approval of Appointments to the Oversight and Advisory Committee of the Wisconsin Partnership Program

Resolution 11355 That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the appointments of Dr. Cedric A. Johnson, Dr. Megan A. Moreno, and Dr. Manish Shah to fill unexpired terms on the UW School of Medicine and Public Health

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## **TRENDS AND STRATEGIES TO ATTRACT AND SERVE NONTRADITIONAL STUDENTS THROUGHOUT THE UW SYSTEM**

[\[Video: 01:05:43\]](#)

President Petersen invited President Cross to introduce the next topic: how to better attract and serve more non-traditional students.

### **Introduction**

President Cross stated that overall enrollments for Fall 2019 are down slightly, reflecting demographic trends and a robust economy that are impacting higher education nationwide, but added that the UW System is producing record numbers of graduates – more than 36,000 each of the last six years. Noting that businesses have emphasized the need for more talent during the “All in Wisconsin” tour, he said the UW System has a unique ability to both attract and develop talent to meet employer demands and allow Wisconsin’s economy to continue to grow.

President Cross said the UW institutions are focusing attention on managing enrollment numbers, finding new and creative ways to attract and retain more talented students from both Wisconsin and out of state. UW System Business Council leaders are interested in new approaches like unbundling the higher education experience, including creating micro-credentials, increasing non-credit-bearing offerings, providing stacked credentials, and assessing individual competencies.

An estimated 815,000 people over age 25 in Wisconsin have some college credit but no degree, and research shows at least 10 percent of these people would be interested in continuing their studies if they could also continue working. President Cross concluded that the efforts of UW Extended Campus play a significant part in the UW System’s efforts to meet the needs of these nontraditional students.

### **Panel Presentation**

UW-Parkside Chancellor Debbie Ford introduced a panel of speakers to discuss national trends and strategies to attract and serve nontraditional students and the UW System’s efforts in this area. Panel members included Dr. Aaron Brower, Executive Director of UW Extended Campus; Richard Carter, a current student in one of UW Extended Campus’s

collaborative degree programs; and Dr. Marie Cini, President of the Council for Adult and Experiential Learning.

Dr. Cini discussed her background in helping post-secondary education institutions understand how to better serve adult students and explained why these institutions must adapt to national trends and develop more education-to-career pathways for adults.

With the 18- to 22-year-old population projected to peak around 2024, followed by a fairly precipitous drop that will continue soon for the next 30-40 years, Dr. Cini said these demographic changes, combined with increasing revenue pressures and well-funded private sector competitors, will require state higher education institutions to expand the population of students they serve and rethink traditional delivery models.

Dr. Cini indicated that about 22 percent of the U.S. population have some college but no degree, and about 3.8 percent have recently been actively seeking education options. In Wisconsin, about 21 percent of citizens have some college but no degree, and about 400,000 are actively seeking options to pursue higher education.

As lifespans increase and people work longer, employees may require periodic re-training or decide to explore new career paths. Indicating that large employers may begin hiring earlier than the baccalaureate degree level and offer programs to help employees obtain their degrees, Dr. Cini suggested this could create opportunities for universities to negotiate employer-based tuition plans. Early retirees may also choose to pursue post-career learning opportunities.

Dr. Cini said adult learners are often place-bound and prefer online education because it is more flexible and accessible. They tend to transfer between several institutions and are usually part-time students. They are also focused on earning their degree rather than the social aspects of the traditional higher education experience. Noting that adult learners usually have other personal and professional responsibilities, she said they will require different things from higher education institutions, including more flexible degrees, shorter degrees, and stackable credentials.

Dr. Cini said other institutions are looking to UW Extended Campus for innovations like the competency-based Flex Option program. By partnering with UW institutions for course content, UW Extended Campus is able to focus its attention on developing and improving the instructional design of its online programs.

Dr. Brower provided a brief overview of UW Extended Campus and its collaborative degree program development model. He noted that each of the four-year UW institutions is represented among UW Extended Campus's market-driven program offerings, most of which are at the baccalaureate and master's degree levels in the high-demand areas of information technology, health care, and business and management.

Enrollment in UW Extended Campus collaborative degree programs has grown by 54 percent over the last five years – three times greater than on-campus distance education programs, which Dr. Brower attributed to UW Extended Campus's concentration of resources and focus on adult learners. The average retention rate is 80% for UW Extended Campus programs – roughly twice the national average – and time to degree is shorter

UW Extended Campus collaborative programs have generated about \$10 million dollars, 70 percent of which is transferred back to the partner campuses. The UW Flex Option program has generated an additional \$9 million in cumulative revenue over five years.

Dr. Brower said the goals of UW Extended Campus are to double enrollments by 2025 by adding two collaborative degree programs per year while maintaining high quality and student outcomes.

Dr. Brower introduced Master Sergeant Richard Carter, an active member of the Wisconsin Air National Guard and a part-time student in the B.S. in Health Information Management degree program through UW-Parkside. He has been continuously enrolled in the program since Spring 2017 and is on track to graduate in January 2021.

Master Sergeant Carter discussed his decision to take advantage of the tuition assistance offered by his employer to pursue his longstanding goal of earning a degree in healthcare. Explaining that traditional degree programs were not a good match with his career and family responsibilities, he said the online format of the UW Extended Campus programs and UW-Parkside's reputable background drew him to the B.S. in Health Information Management.

## **Discussion**

Responding to questions from Regent Grebe about the mission and business incentives for state public universities to reach out to nontraditional students, Dr. Cini said rural higher education institutions must determine which populations they are going to serve by examining regional labor market data and identifying which jobs require postsecondary education in those areas. She added that universities need to embed themselves within the communities and workplaces where most adult learners can be found.

Regent Klein challenged her colleagues to think about how to become more System-minded in order to increase and accelerate collaboration across the UW institutions.

Regent Whitburn noted that the number of Wisconsin citizens with some college but no degree has increased since the UW Flex Option program was first announced. Expressing concerns about the return on investment and barriers to implementation related to the



UW System developing its own infrastructure for this initiative, he emphasized the need to identify realistic targets and hold people accountable for meeting them.

Dr. Brower stated the UW Flex Option program has produced over 600 graduates in five years. Acknowledging that the program faces some unique challenges, he affirmed that UW Extended Campus's goal is to establish sustainable growth given available resources by doubling enrollments over the next three biennia.

Chancellor Ford indicated that UW-Parkside's Bachelor of Science in Business Administration degree offered through the UW Flex Option program is exceeding enrollment projects and will produce its first graduates in December 2019. She attributed the success of UW-Parkside's 10 collaborative degree programs to faculty leadership and engagement.

Responding to a question from President Petersen about financing opportunities for online degree programs, Dr. Brower noted that the Lumina Foundation and Gates Foundation are both heavily involved in this area. He indicated that although one-time grant funding is helpful for initiating new programs, universities must find sustainable ways to make the programs profitable.

Regent Walsh asked Master Sergeant Carter for suggestions on how the UW System can better communicate with prospective nontraditional students. Master Sergeant Carter said he learned of similar programs through commercial advertisements and through his workplace, particularly at deployment locations. He added that he has recommended UW Extended Campus programs to his fellow airmen.

Regent Tiedeman asked about differences in advising and support services for students enrolled in UW Extended Campus programs. Dr. Brower said UW Extended Campus has new academic success coaches who each reach out to about 125 to 220 students on a weekly basis, depending on the program (compared to a national average of 350 students per advisor on traditional campuses). He noted that academic advising for collaborative degrees must be closely coordinated with the campuses with active handoffs made to appropriate offices for questions related to subjects like financial aid or veteran benefits. Dr. Brower added that collaborative degree program students also receive the same opportunities for on-campus job or internship fairs.

Responding to another question from Regent Tiedeman about financial accessibility, Dr. Brower said UW Extended Campus's programs are service-based-priced courses and cost-recovery programs, meaning they have a set tuition price per credit that does not differ for in-state or out-of-state residents. He indicated that the cost is roughly the same as on the comprehensive campuses, adding that students are encouraged to pursue financial aid wherever possible.



In response to a final question from Regent Tiedeman, Dr. Brower said UW Extended Campus spends a great deal of time conducting an individual credit portfolio assessment for each transfer student to maximize the number of credits they can carry over.

## **Conclusion**

Thanking the panelists for sharing their perspectives, President Petersen turned the floor over to President Cross.

In his closing remarks, President Cross said the UW System will need to go to Wisconsin's prospective nontraditional students and their employers in order to execute the Wisconsin Idea. Having created a base of UW Flex Option and numerous collaborative degree programs to serve nontraditional students, he said the UW System's next challenge will be to grow its market – not by growing its programs, but by expanding its outreach to the people and businesses of Wisconsin. "This is the strategic transformation that has to take place in our System."

Noting that the UW System's previous efforts to implement a concerted online learning approach were ultimately decentralized, President Cross said a new concerted effort needs to be part of the UW System's strategic initiative. He indicated that similar strategic discussions on demographic and enrollment challenges at each UW institution are planned for future Board meetings.

President Cross said the UW System made an intentional decision to offer online degrees that were identical to the degrees offered on its campuses to avoid questions about the value of the online degree. However local employers also want the UW System to certify the skills they teach, such as project management, that can eventually become stackable credentials. He asked, "Is a university degree – which is the accumulation of credits in a predetermined curriculum – what businesses really need?"

President Cross noted that several businesses have also indicated a desire to hire employees immediately after high school and then find ways for them to earn a degree while working. He concluded, "This is a strategic direction that the state of Wisconsin has a foundation in, that we can build on to better serve the people of the state."

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## **APPROVAL OF ADMINISTRATIVE CODE SCOPE STATEMENT FOR PROPOSED CHANGES TO CHAPTER UWS 18**

[\[Video: 02:23:01\]](#)

In November 2019, the UW System held a preliminary hearing and public comment period on a scope statement describing revisions to Wisconsin Administrative Code Chapter UWS 18 to more closely align with nationally recognized language on harassment and intimidation.

The proposed modification to Chapter UWS 18 would amend the language governing the prohibition on a person using email or other forms of electronic communications or phones to intentionally harass another person. The current language prohibits such action when undertaken “with the intent to harass, annoy or offend another person”; the proposed change would eliminate the words “annoy” and “offend.”

Additionally, the scope statement allows for a discussion of expanding this prohibition to include all electronic communications or telephone calls that use truly threatening or intimidating language, rather than be limited to lewd or profane language or language suggesting any lewd or lascivious act.

If approved, President Petersen said the next step in the process will be the drafting of changes to the administrative rule prescribed by the scope statement. That language would return to the Board twice more – once to notice a public hearing on the changes, and then again to approve the changes – before going to the Governor for approval or denial.

Regent Whitburn moved for the adoption of Resolution 11356. The motion was seconded by Regent Delgado and adopted on a voice vote.

### Approval of Administrative Code Scope Statement for Proposed Changes to Chapter UWS 18

Resolution 11356      That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Administrative Code Scope Statement for Ch. UWS 18, Wis. Admin. Code, “Conduct on University Lands.”

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## **RESOLUTION OF APPRECIATION TO UW-WHITewater FOR HOSTING THE DECEMBER 2019 MEETING**

[\[Video: 02:33:43\]](#)

Regent Mueller presented the Board's resolution of appreciation to UW-Whitewater for hosting the December 2019 meeting, which was adopted by acclamation:

### Resolution of Appreciation to UW-Whitewater for Hosting the December 2019 Meeting

Resolution 11357      WHEREAS, the Board of Regents is pleased to recognize the University of Wisconsin–Whitewater as the official host campus for the Board's December 2019 meeting, and Board members are grateful for the generous hospitality extended by Chancellor Dwight Watson and the entire Warhawk community; and

WHEREAS, the Board appreciated Chancellor Watson's presentation, "Inspire. Engage. Transform: More than 150 years of regional impact" – a theme carried throughout the university's presentations; and

WHEREAS, the Business and Finance Committee learned about operational excellence at UW-Whitewater from its Vice Chancellor for Administrative Affairs, Grace Crickette, who summarized the university's commitment to identifying process improvement projects and implementing continuous, incremental change; and

WHEREAS, the Research, Economic Development, and Innovation Committee heard a presentation by Professor Russ Kashian and several of his students, who discussed their work transforming regional communities through data—part of the mission of the UW-Whitewater Fiscal and Economic Research Center; and

WHEREAS, the Capital Planning and Budget Committee received a closer look at how UW-Whitewater approaches deferred maintenance challenges; and

WHEREAS, the Education Committee heard about "Academic Programs that Inspire, Engage, and Transform Students for Success," a presentation that highlighted business programs that engage students internationally and propel them to first-place performances in competitions against the top business schools in the nation; and

WHEREAS, the Board was delighted to hear from UW-Whitewater psychology major and student athlete Adriana Green, featured in this month's Student Spotlight; and

WHEREAS, Board members were pleased to visit UW-Whitewater at Rock County, where more students will soon be able to pursue engineering degrees through an agreement with UW-Platteville Engineering Partnerships, to debut in the spring 2020 semester; and

WHEREAS, Board members were honored to be part of the eighth stop of UW System's All In Wisconsin tour, which highlighted findings of UW-Whitewater's new Economic Impact Report;

BE IT THEREFORE RESOLVED that the Board of Regents hereby thanks UW-Whitewater for its in-depth presentations, forward-thinking spirit, and its many continued contributions to the UW System and to the state of Wisconsin.

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

[\[Video: 02:37:20\]](#)

There were no communications, petitions, or memorials.

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The meeting was adjourned at 11:38 a.m.

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Submitted by:

/s/ Jess Lathrop

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