

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

Thursday, November 9, 2023
10:45 a.m.

Gordon Dining & Event Center
Symphony Room
770 W. Dayton Street
Madison, Wisconsin

-President Walsh presiding-

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The recording of this meeting's open session is available at: [November 9, 2023 Webcast](#)

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CALLING OF THE ROLL

[\[Recording: 00:00:00\]](#)

PRESENT: Regents Robert Atwell, Amy Bogost, Evan Brenkus (virtual), Héctor Colón, Mike Jones, Jim Kreuser, Edmund Manydeeds, John Miller, Cris Peterson, Joan Prince, Ashok Rai, Mark Tyler, Jennifer Staton, Jill Underly, Karen Walsh, and Kyle Weatherly

Regent Dana Wachs joined the meeting virtually at 10:48 a.m., after the calling of the roll.

UNABLE TO ATTEND: Regent Angela Adams

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DECLARATION OF CONFLICTS

Before considering any items on the open session agenda, President Walsh 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 were declared.

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APPROVAL OF MEETING RECORDS

[\[Recording: 00:01:01\]](#)

The records of the October 5-6, 2023 regular meeting of the UW System Board of Regents; the October 13, 2023 meeting of the Executive Committee of the UW System Board of Regents; and the October 30, 2023 special meeting of the UW System Board of Regents were approved as distributed.

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REPORT OF THE BOARD PRESIDENT

[\[Recording: 00:01:30\]](#)

UW-La Crosse Chancellor Search Process

President Walsh said she and President Rothman delivered the charge to the UW-La Crosse Chancellor Search & Screen Committee, led by Regent Ashok Rai as Chair and Dr. Enilda Delgado as Vice Chair, on October 24, 2023. She said the Search & Screen Committee reviewed and provided feedback on the position prospectus before it was approved on October 31, 2023 by the Special Regent Committee, which includes Regents Angela Adams, Evan Brenkus, Jim Kreuser, and Joan Prince, in addition to Regent Rai as Chair.

President Walsh said listening sessions would be held on November 13-14, 2023, to provide an opportunity for students, faculty, staff, and community members to share what qualities they would like to see in the next UW-La Crosse chancellor. She said the search is expected to be completed before the end of the 2024 spring semester.

Regent Rai expressed his excitement for the upcoming listening sessions and thanked his fellow Regents who would be participating in them.

Regents Business Partnership Awards

President Walsh reported that in October, UW-Green Bay and the Capital Credit Union were presented with an award to recognize their long, productive, and mutually beneficial relationship. She said Laurie Butz, President and CEO of the Credit Union, is a UW-Green Bay business administration graduate and the first in her family to attend college. The Capital Credit Union helps UW-Green Bay with internships and job opportunities and works with the university to help guide program offerings to ensure students are ready for in-demand jobs. President Walsh noted about one in 10 Capital Credit Union employees is a

graduate of UW-Green Bay, and that 20% of employees overall come from the Universities of Wisconsin. President Walsh congratulated Chancellor Alexander and the Capital Credit Union.

President Walsh said UW-Whitewater and Mercyhealth were also recognized with a Regent Business Partnership Award. She said UW-Whitewater and Mercyhealth have had a productive and mutually beneficial relationship for more than two decades. President Walsh emphasized the importance of partnering with companies like Mercyhealth, saying it is vital to the workforce pipeline, and noted that more than 130 UW-Whitewater alumni are currently employed throughout the Mercyhealth system. President Wash congratulated Chancellor King and Mercyhealth.

Seven Generations Inter-Tribal Leadership Summit

President Walsh reported that she and Vice President Bogost, along with President Rothman, attended the Seven Generations Inter-Tribal Leadership Summit hosted by the Lac Courte Oreilles Ojibwe University on October 12, 2023.

Vice President Bogost said the summit was a wonderful learning experience and that they focused on how the Universities of Wisconsin and the tribes can support each other, specifically in regard to workforce and economic development.

Counseling and Disability Services

President Walsh said the UW Administration's Counseling Impact Assessment report and the Disability Services annual report for 2022-23 were recently released. She said both reports highlight the increasing number of students accessing services, despite enrollment declines, and outline the critical positive influence these services have on student success and wellbeing, and ultimately retention and graduation.

President Walsh said the reports also identified high staff turnover and smaller recruitment pools. She said jobs in the specialized areas of counseling and disability services have become more stressful as student demands increase and that pay has not kept up with the market. She noted that as the Universities of Wisconsin continue to experience budget challenges, it is imperative to remain aware of the impacts on students and the staff and services that support their success.

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REPORT OF THE SYSTEM PRESIDENT

[\[Recording: 00:09:34\]](#)

In observation of Veterans Day that week, President Rothman thanked veterans for serving the country, expressing his appreciation for their commitment, drive, and patriotism. He particularly recognized those who have made the ultimate sacrifice for the country.

Strategic Plan Update

President Rothman noted the Board would hear and update later in the day on the strategic plan from the Division of Academic & Student Affairs and the Division of University Relations.

President Rothman shared the recent news of the name and brand change to the Universities of Wisconsin. He said the new name better captures a positive collective identity for the constellation of 13 universities. President Rothman noted The University of Wisconsin System remains the legal name, as directed by state statutes. He said the rebrand is intended to highlight both the pride Wisconsinites rightfully have in their 13 universities and the opportunities those universities present for students seeking to build a stronger future for themselves. President Rothman said Jeff Buhrandt, Vice President for University Relations, and Jack Jablonski, Associate Vice President for Public Affairs & Communications, would present on the upcoming advocacy campaign being built around the branding change later in the day.

OpportUWnity Tour Update

President Rothman said in recent weeks there have been four more stops on the OpportUWnity tour, in an effort to highlight the Universities of Wisconsin by taking the message directly to university communities across the state. He said the recent visits included UW-River Falls, UW-Green Bay, UW-Whitewater, and UW-Milwaukee.

At the UW-River Falls visit, President Rothman said there was a groundbreaking for the SciTech building and an opportunity to engage with business leaders, community leaders, and state legislators.

President Rothman said the presentation of the Regent Business Partnership Award to Capital Credit Union took place at the UW-Green Bay stop, showcasing the power of university-business partnerships.

President Rothman said the UW-Whitewater visit highlighted Jaelyne White, a first-generation college student, and her journey to creating her own business with the help of university resources.

At the UW-Milwaukee stop of the Opportunity tour, President Rothman said there was a visit to the research suites at the Engineering & Mathematical Sciences building, which showcased research on clean energy power and storage, smart transportation, infrastructure, safer water, advanced manufacturing and biomedical and health work. He said the project was funded by the state on an extremely cost-efficient budget and will provide valuable support and resources for in-demand research and education.

Legislative and Other Updates

President Rothman reported that a submission of a plan for use of workforce development included in the 2023-25 biennial budget was presented earlier that day in the Business & Finance Committee meeting. He said Regent Rai, Chair of the Business & Finance Committee, would provide an overview in his report to the Board.

President Rothman said as part of the Universities of Wisconsin's commitment to serving the people of Wisconsin and ensuring a robust and thriving economy, the Universities of Wisconsin have been directing resources to high-demand fields, including engineering; nursing and other healthcare professions; business and finance; and data/computer science. Although there is a 30% increase in graduates in those fields, President Rothman said employers continue to signal a talent shortage. He said the plan of use for the workforce development funding will help address those demands and challenges.

Commenting on the lawsuit recently filed by Governor Tony Evers against the legislature, President Rothman reported that the Universities of Wisconsin will continue to work with both the Governor and legislators to provide the education that UW students deserve, and their parents expect. He noted that it was unprecedented for the Joint Committee on Employment Relations to withhold an approved pay increase from UW employees as part of a political disagreement between two separate branches of government, and that it is time for this blocking of the pay plan to come to an end.

Universities of Wisconsin Accomplishments

President Rothman noted that the U.S. Economic Development Administration recently announced that the Wisconsin Biohealth Tech Hub was selected from amongst hundreds of applications to be one of 31 tech hubs in regions across the country. He said the initiative is designed to drive regional innovation and job creation by strengthening the region's capacity to manufacture, commercialize, and deploy technology that advances American competitiveness.

President Rothman reported the Wisconsin Biohealth Tech Hub will receive a \$350,000 planning grant and will be able to apply for up to \$70 million in federal funds to develop a

network of companies, universities, investors, and economic development agencies to accelerate advances in biotechnology and personalized medicine. He said the Universities of Wisconsin Administration and UW-Madison are members of a biohealth consortium that was formed to seek the Tech Hub status. President Rothman noted UW-Madison's internationally recognized biohealth expertise was essential to Wisconsin achieving this designation and recognized the efforts of Idella Kangas, Director for Economic and Employer Engagement for the Universities of Wisconsin, who he said played a key role in receiving the designation.

President Rothman reported the recently released 10-day enrollment numbers show 162,528 students were officially enrolled for the 2023 Fall semester. He said this is the first increase in headcount enrollment since 2014. President Rothman said it is a particularly encouraging sign that new freshman enrollment is generally stable, with several universities posting notable increases. He said for the first time in a few years, most universities saw gains (5 universities) or steady levels of freshmen (6 universities). Two universities saw declines, including UW-Madison, which purposely slowed new freshman enrollment to address capacity issues.

President Rothman acknowledged ongoing declines in enrollment at the two-year campuses and said work will need to be realigned in order to best meet market realities and prepare for the future. He said after a lengthy review process led by UW chancellors, it was decided to close one two-year campus, UW-Platteville Richland, and end in-person classes at UW-Milwaukee at Washington County and UW Oshkosh Fond du Lac. President Rothman said there is active work with county partners at the remaining 10 branch campuses to determine the best way to serve the communities moving forward. He said in order to provide needed long-term stability, changes such as expanding degree options, enhancing upskilling opportunities, expanding dual enrollment and/or creating navigation centers for high school and nontraditional students are being considered.

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

[\[Recording: 00:23:37\]](#)

President Walsh called upon Regent Rai to present a report of actions taken by the Business & Finance Committee.

Regent Rai reported the Business & Finance Committee reviewed and approved the UW System plan for workforce development funding that was included in the 2023-25 state biennial budget. He said the plan was developed following thoughtful analysis of Wisconsin's workforce needs. By 2032, Regent Rai said the state of Wisconsin will need another 5,200 computer scientists, 5,500 business and finance professionals, 9,700 nurses

and other medical specialists, and 2,800 engineers above and beyond what are currently graduated within the Universities of Wisconsin. He said while workforce shortages exist across multiple industries, these four fields are the focus of the UW's workforce plan. In recognition that labor shortages are a statewide challenge, Regent Rai said that every UW institution developed initiatives designed to increase the number of graduates in one or more of the four academic disciplines, with annual funding ranging from \$1 million at the comprehensives to about \$2.5 million at the R1s, totaling \$15.9 million in each year of the biennium. He said the end result is a well-conceived plan that plays to the unique strengths of each university and once fully phased-in, the initiatives are projected to provide the Wisconsin workforce with an additional 9,350 graduates over a five-year period across these high-demand fields. Regent Rai said the workforce plan will be submitted to the Joint Finance Committee following the Board's approval.

Regent Rai reported the Business & Finance Committee approved two contracts, one on behalf of UW-River Falls and one on behalf of UW-Whitewater, with Shorelight, LLC. He said Shorelight provides services as an international recruitment agent aggregator, engaging with agents to identify and recruit international students to these universities. Regent Rai said each of the five-year agreements falls under the terms of a non-exclusive Master Services Agreement established by UW Administration to drive efficiency and promote consistency across the institutions. He said the effort is one component of an Internationalization Plan developed by a multi-campus team that was convened to increase international student enrollment in support of the UW Strategic Plan. Regent Rai noted that the approach is believed to have high potential, and it is anticipated that additional institutions will develop similar agreements in the months ahead, whether with Shorelight or another vendor.

Regent Rai reported that the Business & Finance Committee approved modifications to several Regent policies related to tuition and fees. As part of the ongoing effort to modernize Regent Policy Documents, this proposal rescinds, updates, and consolidates seven current policies into one single Regent tuition policy. He said substantive changes include: reclassifying institution-wide differentials as base tuition starting in the next academic year; continuing to allow for program-specific tuition rates, while allowing but not requiring student involvement; removing two current Tuition Policy Principles, one that is under the purview of lawmakers, the other that is more appropriately tasked to management; and modifying language to better reflect provisions in state statute.

Regent Rai reported the Business & Finance Committee heard a report from Charles Saunders, Chief Investment Officer of the Office of Trust Funds, on the Intermediate Term Fund. He said the fund was established to increase revenue-generating opportunities for cash balances through intermediate term investments. Chief Investment Officer Saunders shared an overview of the asset allocation model, fund performance, and governance structure.

Regent Rai reported the Business & Finance Committee approved a new Regent Policy Document related to the Intermediate Term Cash Fund. He said the policy sets forth the key elements to be incorporated in the Investment Policy Statement, including investment objectives and policies, the roles and duties of those responsible for its management, and reporting obligations to the Board of Regents through the Business and Finance Committee. Once developed, the Investment Policy Statement will return to the Business & Finance Committee and the Board of Regents for approval.

Lastly, Regent Rai reported that the Business & Finance Committee heard a presentation of the Investment Report for the period ending June 30, 2023 from Chief Investment Officer Saunders. As of that date, Trust Funds assets totaled \$580.1 million. For the quarter, the Long Term Fund increased in value 2.37%, slightly out-performing its benchmark. The Income Cash Fund gained 1.24% for the period.

Regent Rai moved for the adoption of Resolutions 12096, 12097, 12098, 12099, and 12100. The motion was seconded by Regent Colón and approved on a voice vote.

UW System Plan for Use of Workforce Development Funding Included in the 2023-25 Biennial Budget

Resolution 12096 That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the UW System plan for the use of workforce development funding included in the 2023-25 biennial budget, and submission of the plan to the Legislature's Joint Committee on Finance.

UW-River Falls Contractual Agreement with Shorelight, LLC.

Resolution 12097 That, upon recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, the Board of Regents approves the five-year contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-River Falls, and Shorelight, LLC.

UW-Whitewater Contractual Agreement with Shorelight, LLC.

Resolution 12098 That, upon recommendation of the Chancellor of the University of Wisconsin-Whitewater and the President of the University of Wisconsin System, the Board of Regents approves the five-year contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Whitewater, and Shorelight, LLC.

Regent Policy Document Review: Tuition Policies

- Resolution 12099 That, upon the recommendation of the President of the University of Wisconsin System, the UW System Board of Regents:
- 1) rescinds RPD 32-1, "Delegation of Authority Regarding Residence Classification," RPD 32-2, "Nonresident Tuition Remission Delegated to Chancellors," RPD 32-3, "Academic Student Fee Structure," RPD 32-4, "Tuition Structure: 12-18 Credit Plateau," RPD 32-5, "Tuition Policy Principles," RPD 32-6, "Delegation of Authority to Establish Graduate Resident Tuition," and RPD 32-7, "Student Involvement in Differential Tuition Initiatives" from the Regent Policy Documents;
 - 2) approves a new Regent Policy Document, "Tuition Policy," which consolidates and updates provisions from the rescinded policies; and
 - 3) approves the reclassification of institution-wide tuition differentials as base tuition, starting in the 2024-25 academic year.

New Regent Policy Document: "Intermediate Term Cash Management Fund Investment Policy Statement: Key Elements and Review Process"

- Resolution 12100 That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves a new Regent Policy Document entitled "Intermediate Term Cash Management Fund Investment Policy Statement: Key Elements and Review Process."

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UPDATE ON SUPPORTING STUDENT VETERANS

[\[Recording: 00:30:16\]](#)

President Walsh asked veterans in the room to stand and be recognized, and she thanked them for their service.

President Walsh said the Board would hear an update on a panel discussion from the November 10, 2022 meeting of the Board of Regents from Joe Rasmussen, Director of University Veterans Services at UW-Madison.

Mr. Rasmussen provided an update on universities' ongoing efforts to meet increasing demand and provide high-quality services to student veterans. He said while Wisconsin provides some of the most robust educational benefits to military veterans and their families wishing to attend college during or after their service, many challenges remain. He noted accessing benefits can be complicated and that changes in recent years in the

administration of veterans' benefits have greatly increased time spent on bureaucratic matters, often at the expense of spending time with student veterans. Mr. Rasmussen said research shows the more face-to-face time student veterans have with university veteran's staff, the more likely it is for them to be successful at the university.

Vice President Bogost asked if there was a way to connect with student veterans who have dropped out to gather more information on what their struggles were or where any issues are. Mr. Rasmussen said the communication and information received depends on how well the student veteran is connected at the university: if they have a relationship with the student veterans staff there will most likely be a conversation to understand the situation and provide withdrawal guidance, but if the student does not have an established relationship with student veterans staff they will likely drop out without telling anyone.

Regent Rai asked about the most common student need or issue the student veterans offices see. Mr. Rasmussen said finances are the number one issue student veterans have when coming to the university.

Regent Jones asked if progress has been made in the support that student veterans receive since last year's presentation to the Board. Mr. Rasmussen said he sees progress has been made in certain areas and that he believes the support is keeping up with the growing demand.

President Walsh asked for clarification on a statistic Mr. Rasmussen shared, that in recent years, due to a congressional bill, there has been a 67% increase in administrative work that comes with supporting student veterans. He explained that while some of the changes approved by Congress were beneficial for student veterans, the bill has created more time-consuming administrative work for student veterans support staff.

Regent Tyler asked if veterans, or children of veterans, self-identify on an application as someone who qualifies for student veterans services and how that information reaches the student veterans service office. Mr. Rasmussen said at UW-Madison if someone self identifies on their application, his office reaches out to start conversations about information and support, but they may not know of students who enlist after applying to the university. He said he is unaware of the exact practices at other UW institutions.

UNIVERSITIES OF WISCONSIN 2023-2028 STRATEGIC PLAN UPDATES

[\[Recording: 00:46:10\]](#)

President Rothman said the strategic plan is focused on addressing some of the significant challenges facing Wisconsin, including a significant shortage of workers with a four-year degree or more, shifting demographics in the state, a declining perception of the value of a

college degree coupled with a decline in the participation rate of high school graduates, and the need to maintain and enhance world-class research capabilities. He said he believes if those issues go unaddressed, they will pose a significant threat to the state's long-term economic viability.

President Rothman spoke briefly on freedom of expression, and its significance to the strategic plan. He said one of the four pillars of the strategic plan is to, "champion the democratic principles of free expression, academic freedom, and civil discourse," and added that the Universities of Wisconsin must be a marketplace of ideas, where civil dialogue is encouraged, and differing ideas can be exchanged and debated. President Rothman said his, "It's Just Coffee" meetings with students encourage those conversations. He noted that more on the topic of freedom of speech would be discussed at the December 2023 Board of Regents Meeting.

Division of Academic & Student Affairs

Johannes Britz, Interim Senior Vice President for Academic and Student Affairs, shared progress on current initiatives being implemented. He said the focus of the Division of Academic and Student Affairs is on direct admissions, dual enrollment, internationalization, and the program array planning dashboard.

Senior Vice President Britz shared more on internationalization, and highlighted the contracts approved by the Board earlier that day between Shorelight, LLC with UW-River Falls and UW-Whitewater. He thanked UW-River Falls Chancellor Maria Gallo and UW-La Crosse Provost and Vice Chancellor Betsy Morgan for their help with internationalization efforts. Senior Vice President Britz said there are five focuses within internationalization, increasing enrollment, engaging and increasing investment in student cultural competency, retaining international students after graduation, maximizing the brand power of the state, and increasing the UWs' existing relationship with Hessen.

Julie Amon, UW Administration Associate Vice President for Enrollment & Student Success, provided an update on the progress of the direct admissions program, which bypasses and accelerates the typical admission process and proactively admits students based on existing high school course information and GPA. She noted universities see the largest enrollment gains when a financial aid letter accompanies the direct admission offer letter.

Associate Vice President Amon said the program is set to start in summer of 2024, with offer of admission letters going to rising seniors in July 2024, for admission in fall 2025. She said currently 10 of the 13 UW universities have opted to participate in the program and would have the opportunity yearly to continue to opt in and make changes to their admissions criteria. She said partnering with two large student information system (SIS) vendors, which make automation possible, has been critical to implementing the direct

admission program on a short timeline, and partnership with a third vendor would begin as early as phase 1 implementation. Associate Vice President Amon said the partnerships with two SIS vendors allow UW to reach 60% of high schools in Wisconsin.

Tracey Davidson, UW Administration Associate Vice President for Academic Affairs, provided an update on the progress of the dual enrollment task force. She said the task force has been focusing on using dual enrollment to expand access to higher education; increasing dual enrollment participation rates among Wisconsin students, particularly underrepresented groups; and increasing the number of students who take a UW dual enrollment course and subsequently matriculate at a UW institution. Associate Vice President Davidson said the task force consulted with the College in High School Alliance (CHSA) and the National Alliance of Concurrent Enrollment Partnerships (NACEP) about the dual enrollment environment in other state, which helped to inform the task force on the how to navigate similar barriers in Wisconsin.

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The Board recessed for lunch from 12:02 p.m. to 1:00 p.m.

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Regent Mike Jones departed the meeting at 12:02 p.m.

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Ben Passmore, UW Administration Associate Vice President for Policy Analysis and Research, shared a demonstration of the newly developed Academic Program Planning Dashboard. He said the dashboard is meant to offer more up-to-date information on program planning and allow for more effective alignment of emerging state needs and management of the UW academic program offerings.

Regent Tyler suggested expanding direct admissions to connect with technical college graduates.

Regent Kreuser asked about direct admissions reaching high school students in neighboring states and shared he was thrilled to see how rapidly the direct admissions program has come together.

Regent Underly noted that typically, high school students enjoy interacting with their teachers and seeing their friends at school, but do not like being in school all day which can cause them to become unengaged. She asked about restructuring the dual enrollment experience in order to keep kids engaged at school. Associate Vice President Davidson said the team would speak more about that with their consultants.

Regent Weatherly asked about using indicators, such as students qualifying for a school lunch program, to communicate to a student receiving direct admissions that they will likely be qualified to receive some form of financial aid. Associate Vice President Amon stressed the importance of FAFSA completion in order for students to receive all financial aid they are eligible for. She said the individual universities can also work with the student on how they can assist with any remaining needs.

Regent Atwell acknowledged the evident time and effort that has been put into both dual enrollment and direct admissions. He thanked the team for the work they have done and will continue to do.

Regent Peterson said she was impressed with the work that has been done. She said she would like to know how to reach the 18.5% of public high schools who would not initially be reached in phase 1. Associate Vice President Amon said reaching the other public high schools will take more time, which is partially due to some high schools not having a large SIS vendor which helps automate and speed up the process of gathering information.

Regent Underly said direct admissions and dual enrollment will help to change the lives of many students in the state.

Regent Tyler noted an educational path for students who do not receive a direct admissions letter, which is to start at a technical college and transfer to an institution that is a part of the Universities of Wisconsin. Associate Vice President Amon added that just because a student does not get a direct admissions letter, that should not discourage them from applying to Universities of Wisconsin schools.

Regent Manydeeds recognized Regent Weatherly for sharing his ideas and suggestions in the Education Committee meetings which have led to the quick work and implementation of dual enrollment and direct admissions.

Division of University Relations

Jeff Buhrandt, Vice President of the Division of University Relations; Jack Jablonski, Associate Vice President for Public Affairs & Communications; and Idella Kangas, Director for Economic and Employer Engagement, provided an update on the branding initiative, public advocacy efforts, and more details on the Wisconsin Biohealth Tech Hub designation.

Vice President Buhrandt said the branding initiative is in an effort to create a more collective identity that resonates more with public and highlights all of the institutions within the Universities of Wisconsin. He said removing “system” helps to create a more direct path to the universities and changing the branded colors for the Universities of

Wisconsin Administration helps to differentiate between UW Administration and UW-Madison. Vice President Buhrandt noted that the legal name still remains the University of Wisconsin System, although branding has changed. He showed examples of updated branding marks and highlighted the ability to co-brand Universities of Wisconsin with an individual university's colors. Vice President Buhrandt said that co-branding will help indicate the institution is part of the Universities of Wisconsin and promote the constellation of schools, while still allowing them to fully promote their brand and leveraging their individuality. He also shared some recent marketing materials that have been used on the OpportUWnity tour.

Regent Colón asked who was involved in the development of the new brand identity, internally as well as externally. Vice President Buhrandt said there were representatives from each of the 13 universities who were led by Associate Vice President Jablonski. He said they also worked with an external consulting firm, which helped with research and assessment.

Regent Colón followed up by asking if donors or students were involved in the brand development. Associate Vice President Jablonski said chancellors were asked to identify people to serve on the marketing and communications work group, and that focus groups as well as external and internal one-on-one interviews included students, parents of students, enrollment officers, marketing officers, guidance counselors, legislators, and community business leaders. He said the qualitative and quantitative research data was the foundation for the new brand development.

Regent Underly asked about Regent involvement and input throughout the rebranding process. Vice President Buhrandt said it would have been a challenge and a risk to have public discussions on the rebrand that could have ended efforts before ideas could be fully developed.

Regent Rai asked for further clarification on when the legal name, University of Wisconsin System, would be used versus the brand name, Universities of Wisconsin. General Counsel Quinn Williams indicated that guidance on this could be shared.

Regent Weatherly asked how to better engage and market to high school students, as data shows that older generations highly recommend Universities of Wisconsin institutions, but the participation rate among graduating high school students is quite low. Vice President Buhrandt said the campuses will more directly engage with high school students, but there is an effort to change the public perception of higher education. He said he agrees there are opportunities to engage with high school students more directly. Associate Vice President Jablonski noted the branding efforts of the Universities of Wisconsin Administration will need to integrate with the marketing campaigns of the individual institutions, and that there is collaboration between UW Administration branding efforts, the Division of Academic & Student Affairs, and UW Help.

Regent Tyler said the issue may not only be that people undervalue higher education, but the amount of competition among institutions for high school students and being a visible brand.

Regent Underly said it is important for UW institutions to have a strong connection with their surrounding communities, which helps increase visibility and brand recognition.

Regent Rai noted rebrands can be very expensive, time consuming, and come with a lot of scrutinization. He said it is important to be very purposeful while growing the brand. Regent Rai acknowledged the desire for UW Administration to have a distinct brand, different from UW-Madison, but also emphasized the benefit of leveraging the brand power of UW-Madison.

Vice President Buhrandt said the rebrand, and the new constellation graphic, aim to show the connection of all 13 Universities of Wisconsin to each other. He said surveys and focus groups will help to measure the success of the rebranding efforts. Associate Vice President Jablonski said the number of students who are not admitted into UW-Madison but then attend another UW school has dropped by 50% in the last five years. He said a long-term goal of the rebrand is to combat that drop.

Regent Weatherly asked about media and news articles still referring to the Universities of Wisconsin and UW Administration as the UW System, and what is being done to counter the confusion that could take place. Associate Vice President Jablonski said the new name of Universities of Wisconsin has been adopted by the press more quickly than initially expected. He said a benefit of effectively rebranding and having discussions around the new identity will be spreading the knowledge that there are 13 universities within the Universities of Wisconsin.

Vice President Buhrandt introduced Idella Kangas, Director for Economic and Employer Engagement, to the Board. He said she joined the Division of University Relations at the end of May and immediately began work on writing a grant for a tech hub designation, which would help lead to Wisconsin being chosen as one of 31 regional tech hubs.

Ms. Kangas shared about the grant proposal process and said Phase 1 involved a designation and strategy development grant. After the submission of the Phase 1 proposal, Wisconsin was designated as a Regional Tech hub for Biohealth as well as being awarded a Strategy Grant in order to continue strengthening the state's Biohealth ecosystem. She said the next step would be to apply for Phase 2 funding, which can be up to \$75 million with a 10% required match. She said the grant is an opportunity to focus on diversifying and balancing a unique workforce, and new ways to partner with regional entities.

Ms. Kangas said although the consortium is focused in Madison and Milwaukee, the entire state is involved because of the constellation of campuses within the Universities of Wisconsin. She said the grants were written in consultation with partners from the Wisconsin Technical College System, the Department of Workforce Development, and labor and employer organizations throughout the state. She said it is important to work closely with Tech Hub leadership in order to define what will make Wisconsin competitive to receive Phase 2 funding, where only 5-10 of the 31 tech hubs receive funding.

Ms. Kangas said the consortium is divided into four leadership teams: technology, lab to market, supply chain, and workforce development. She said she is facilitating the workforce development efforts. Ms. Kangas said she is also seeking out other available funding options in order to strengthen the Universities of Wisconsin's position in emerging technology sectors.

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REGENT COMMUNICATIONS, PETITIONS, AND MEMORIALS

[\[Recording: 02:27:00\]](#)

Regent Vice President Walsh called for communications, petitions, or memorials from Regents or others.

President Rothman extended condolences to the family, friends, and colleagues of UW Oshkosh's Martin Rudd, who passed away unexpectedly in mid-October. After serving various faculty and administrative roles within UW Colleges over 20 years, Mr. Rudd was named assistant chancellor in 2018 for UW Oshkosh's access campuses at Fond du Lac and the Fox Cities.

Jennifer Mnookin, UW-Madison Chancellor, extended condolences to the family, friends, and colleagues of emeritus professor and former provost of UW-Madison, Paul DeLuca, Jr. who passed away in late October. Mr. DeLuca's tenure at UW-Madison spanned more than 40 years, including serving as chair of the Department of Medical Physics and vice dean for research and graduate studies for the School of Medicine. Chancellor Mnookin said he was dedicated to advancing the research and teaching mission of UW-Madison.

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CLOSED SESSION

[\[Recording: 02:29:07\]](#)

President Walsh called upon Vice President Bogost to read the motion to move into closed session. The motion was seconded by Regent Staton and adopted on a roll call vote, with

Regents Atwell, Bogost, Brenkus, Colón, Manydeeds, Miller, Peterson, Prince, Rai, Staton, Tyler, Underly, Wachs, and Walsh voting in the affirmative. There were no dissenting votes and no declared abstentions. Regents Kreuser and Weatherly were present but did not record votes.

Closed Session Resolution

Resolution 12101 That the Board of Regents move into closed session to: a) deliberate and negotiate UW System contracts that require a closed session for competitive or bargaining reasons, as permitted by s. 19.85(1)(e), Wis. Stats.; and confer with legal counsel regarding potential litigation in which it is likely to become involved regarding those contracts, as permitted by s. 19.85(1)(g), Wis. Stats.; and b) confer with legal counsel regarding other potential and pending (*Tony Evers v. Howard Marklein, Appeal Number 2023AP0002020 – OA*) litigation, as permitted by s. 19.85(1)(g), Wis. Stats.

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Before considering items on the closed session agenda, President Walsh 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 were declared.

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Regent Evan Brenkus left the meeting at 2:53 p.m.

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Regent Cris Peterson left the meeting at 3:00 p.m.

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The meeting was adjourned at 3:05 p.m.

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Submitted by:

/s/_____

Megan Wasley
Executive Director & Corporate Secretary
Office of the Board of Regents
University of Wisconsin System