

UW Board of Regents October 2013 Meeting - Presentation by Chancellor Debbie Ford

(Slide: Title, Welcome)

President Reilly, Regent President Falbo, Regent Vice President Millner, members of the Board of Regents, colleagues from across the great University of Wisconsin System: the University of Wisconsin-Parkside is honored to serve as your host for this meeting.

You may have noticed some official documents on a table in the hallway from:

the Mayor of the City of Kenosha and UW-Parkside graduate, Keith Bosman;
the County Executive of Kenosha County and UW-Parkside graduate, Jim Kreuser;
the Mayor of the City of Racine John Dickert,
the County Executive of Racine County Jim Ladwig, and
the Chair of the Town of Somers board Ben Harbach

all proclaiming today, Thursday, October 10, as UW System Board of Regents Day. So on behalf of the students, faculty, staff and alumni of this great university, and on behalf of the people we serve in southeastern Wisconsin, welcome to the University of Wisconsin-Parkside.

(Slide: While on campus)

We have great plans for you during your stay on what is the most beautiful, engaging and inspired 700 acres in southeastern Wisconsin. We will provide many opportunities for you to meet our amazing students and dedicated faculty and staff.

We have planned gatherings across our wonderfully integrated learning community. As you step out and across campus, you'll enjoy a virtually seamless connectivity to the web. And you may have already discovered that our buildings are integrated in that way too! This speaks to the forward looking and enduring design of our campus. Lunch today will be held in Wyllie Hall's main place. The hall is flooded with natural light through large windows revealing the parade of autumn colors.

From main place you will enter our five story library. The library allows for quiet study, group projects, as well as a place to enjoy "art in the library" - dessert treats for both the palate and spirit are available in the library after lunch.

After a full day of meetings, we invite you to "Experience the Rita" as it is filled with the many talents of our students and faculty in this, the newest enhancement to our learning environment. In only its second year of service, this amazing facility is now considered a seminal point for arts, culture and learning in our community. You, too, might say ... as many of my guests do after their time in the Rita - "I'm blown away."

The UW-Parkside team has attempted to think of everything you might need in your time with us. But, if you have special requests, just let us know. Of course, the great pride we have in our learning community compels us to provide campus tours on demand. We are ready when you are.

(Slide: Planning Team Thank You)

Please let me take moment to recognize colleagues who have invested time and energy into planning this meeting. Listed on the screen above are many of the names of the core planning team. To be sure, each name represents a series of additional colleagues who have helped plan and prepare for this important meeting. I am sure they all agree it is a joy to have new and returning guests to the campus and community they love.

I also thank my cabinet, our deans, as well as our governance leaders for their commitment to the planning process and great desire to showcase all we do for students and the community at UW-Parkside.

I will mention two names specifically this morning, Diane Donnelly and Jana McLaughlin, from the Chancellor's Office. Without their leadership, commitment to excellence, and support, this meeting simply would not be possible. Thank you so much Diane and Jana for all you have done and continue to do for the entire campus community. And thanks to all who made this possible at both the campus and system levels.

(Slide: Title/45 Years and Beyond)

Ladies and gentlemen, it is another great day to be at UW-Parkside! This year we celebrate our 45th year of providing quality higher education. In four-and-a-half decades, we have educated more than 21,000 graduates, developed exceptional scholars, and provided "ready" talent for community needs.

(Slide: Irvin Wyllie)

Upon opening this campus, our first chancellor Dr. Irvin Wyllie stated, "The society that builds a new university assesses the future optimistically. It bets that the future will be better than the past and that the *university* will help make it better." I have been thinking a great deal about our role as stewards of this legacy in higher education and I am excited about where we are today but more importantly, where we are going in the future.

(SLIDE: Changing Lives...)

We find inspiration from the extraordinary efforts to bring a high quality, public four-year university to this region. Yes, this academic year we honor the past, celebrate the present, and anticipate the future as the University Wisconsin-Parkside continues to *enrich minds, change lives, and brighten futures*.

When we think of those that made UW-Parkside a reality, we often think of the amazing first faculty and inspired community leaders. But let us not forget those first excited students, many of whom were able to attend college simply because UW-Parkside was established.

This photo of our first commencement is special in many ways. The grainy black and white Polaroid came to us in living color during Fall Convocation. As part of the presentation we introduced a very special guest, UW-Parkside's first graduate, George Becker. After his service in the Air Force, George was part of the construction crew working on what would become the University of Wisconsin-Parkside. George was married and a father. He decided to enroll in classes, was one of our first "nontraditional" students, and played on the first basketball team.

He later became the first person to receive a degree from UW-Parkside at the very first commencement ceremony in 1970. George's granddaughter Charley Becker has enrolled in UW-Parkside this fall and is participating in the new Educator Development program to follow in her grandfather's footsteps.

Just as George and Charlie are key elements of our continued legacy, I remain awestruck by the deep passion of our founders whose highest motivation was bringing opportunity to others. Opportunity to learn, grow and create better lives. I am so fortunate to stand here on the shoulders of giants. Not those seeking glory, but giants of spirit.

Indeed we have a giant in our midst right now. I want to introduce you to our very own UW-Parkside giant of education and learning. Our #1 cheerleader and champion, Ms. Frances Jaeschke. Fran, might you stand for all to see what an authentic giant looks like?

Fran is a 1971 graduate of UW-Parkside and served as the 2009 commencement speaker. Before those two important accomplishments, Fran made her reputation as the woman supporting the all-male "committee of 100" created to advocate for UW-Parkside. Only the word courage can describe the work of our founders, including Fran, in securing this important educational institution for our region.

Fran's giant spirit has provided decades of support and undying devotion to UW-Parkside, our mission, and our students. She has created endowed scholarships in each college of this university, including the Ralph L. Jaeschke Math, Physics and Computer Science Endowed Scholarship, the Ralph & Frances Jaeschke Arts & Science Endowed Scholarship, the Ralph Jaeschke Solutions for Economic Growth Center Endowment and in January she created the first endowed scholarship for our new Educator Development program. She has done this over many years and seems only to grow more intent on securing education for future generations with each passing moment.

Today, we honor Fran's devotion and rich legacy. I am pleased to introduce Mallory Olesen Willing, an art student majoring in sculpture, and her instructor Professor Trenton Baylor. They are joined by Dean Yohnk, dean of the College of Arts and Humanities.

Mallory has created an original sculpture entitled "*Come About.*" The inspiration for which came from "the journey of students she met here at the university." Her creative statement reads:

As an artist I wanted this piece to have an inclusive and encouraging presence. Although abstract, I wanted to fill the figure with familiar shapes for the viewer, most having to do with the visual and performing arts. I combined these forms to create the implied body of a sailing ship's mid-tacking maneuver.

Nautically speaking, to "tack" or to "come about" is to turn the bow through the wind repeatedly (in a zigzag pattern) in order to gain speed. I found this to be a lovely parallel for the college experience. More ground must be covered and the task is more difficult however the speed gained by this maneuver more than justifies the struggle.

(Slide: Come About)

"*Come About*" was placed in the Rita Tallent Picken Regional Center for Arts and Humanities earlier this week.

Today, we dedicate this sculpture in the name of Frances Jaeschke. Fran, our founding faculty and staff, and first graduates inspire us to be the stewards of a great vision of enriching minds and changing lives. Thank you for sustaining and sharing the great legacy. Thank you for your personal commitment to the University of Wisconsin-Parkside.

Yes, our legacy and history are rich, but today is just as powerful...The future is now at UW-Parkside and we are ready.

(Video – 60 second introduction to UW-Parkside Today)

UW-Parkside is Real. Amazing.

(Slide: In Demand)

Our mission is clear and unchanging. It is, and always has been, to serve as a catalyst for strength and growth in southeastern Wisconsin.

It is also important to recognize our region is diverse, dynamic and transforming. The needs of our community are changing; the skills and talents of students must keep pace. Our work today is focused on preparing our students to exceed expectations with 21st century skills like being adaptable and innovative ... being effective communicators and problem solvers ... and team players.

Higher education in the 21st century, at our university, will increasingly focus on the needs of students in relation to our rapidly changing society and global economy. In short, we must remain responsive and relevant.

Pictured here, is an ad campaign – “In Demand.” It reinforces the idea that UW-Parkside is and will remain a vital source of strength in our community. Great examples are two new certificate programs in our Computer Science Department. One in cyber security, and the second in mobile application (or app) development.

That is our *path* forward and our *promise* to develop the talents and skills that will provide our students, our community and employers with the ability to grow and adapt for decades to come.

(Slide: Path to the Promise)

The “*path* to our *promise*” was well traveled by this entire campus community and led us to our self-assessment and site visit with the Higher Learning Commission. I am announcing for *the first time* in front of our regents, colleagues and community that we received a letter on October 4 stating our successful Reaffirmation of Accreditation through 2022-23 ... and permission to pursue the HLC open pathway.

(Slide: Those We Serve)

With the open pathway now available to us, we turn our attention to the implementation of a key accomplishment in our strategic effort that is our Academic Plan: “Aiming High and Making Excellence Inclusive.”

The purpose of the academic plan is the single goal of achieving academic excellence and distinction among our peers, while we provide rich learning experiences in our classrooms and beyond to support students across the finish line of graduation.

The publication of the plan coincides with the creation of four distinctive colleges - the College of Arts and Humanities, the College of Business, Economics, and Computing, the College of Natural and Health Sciences, and the College of Social Sciences and Professional Studies. The full implementation of our academic plan will be realized through the work of the colleges as well as the efforts of all offices and units across campus.

(Slide: Enrollment Trends)

Following this presentation we will discuss the UW Accountability Report and how we use data and metrics for continuous improvement. In the next few slides I will share trends for UW-Parkside from our accountability report.

So who are the students at UW-Parkside? For the past three decades we have enrolled about 5,000 students. Today, the teams in Enrollment Management, Graduate Parkside, and Student Affairs have heightened their focus on what we call “optimal” enrollment. This is harmonizing our work between enrollment growth, retention and graduation.

This academic year we are starting to gain traction in most areas related to enrollment growth.

These are gauges of attracting and retaining students that are the right “fit” for our university. We also have the highest number of students living on campus EVER. Even though headcount enrollment is off, we are encouraged by the positive trends in new students and retention and we will continue to engage the entire campus on enrollment growth and student success.

(Slides: What they study)

The majority of our students are highly focused on the needs and lifestyle of southeastern Wisconsin and northeastern Illinois. It is reflected in their chosen courses of study. We see a great many interested in business. A strong set of skills are developed within this area in preparing our students to join the local and regional job market upon graduation.

However, we are seeing a surge in the area of natural and health sciences. The incoming class of students is heavily leaning to this area of study as they begin their educational journey. These two areas – business and health sciences – have and will continue grow at UW-Parkside. Our current planning initiatives, including the campus master plan, address the resources needed to support continued growth and excellence in these areas; especially in health sciences.

(Slide: Paying For College)

UW-Parkside has and will continue to serve at the *nexus of access and affordability*.

A large part of what our students need to ensure success stems from these critical issues. Perhaps more acute on our campus is the issue of how to pay for education as a majority of our students are paying most of their tuition and fees:

52% for new UW-Parkside freshmen as compared to a 48% average across system comprehensives

The burden is higher for our seniors; at 79% compared to an average of 65% across the system comprehensives.

(Slide: Pell Grants)

In turn, we also have a significant percentage of students receiving financial assistance through Pell Grants. Nearly half of our students qualify for this program.

(Slide: Working off Campus)

In addition, a trend that impacts student success is how much students work off campus. These graphs show that UW Parkside students work more hours off campus than their peers and this contributes to longer time to complete degree programs and students “stopping out” between terms.

As an institution we must find ways to incorporate work experiences on and off campus into student learning goals, and explore new delivery methods and pathways that support students who work.

(Slide: First Generation)

We are very successful in serving first-generation college students and this has been a key focus for UW-Parkside since our founding.

One of the most special moments of commencement is sharing the fact that 62% of our graduates are the first in their families to earn a university degree.

(Slide: Students of Color)

In addition, we are a vital educational, social and cultural community for students of color. By percentage we serve the most diverse student population in the UW System. This slide shows the trends of enrollment by ethnicity. We have seen declines in our African American enrollment and we are enhancing our recruitment efforts and partnerships with high schools and area churches to change this trend.

Our efforts to strengthen enrollment of Latino students, including a bi-lingual open house and information session, have been successful.

(Slide: Retention)

This slide shows our target for first-to-second-year retention for the first-time, full-time student cohort. Our preliminary data for fall 2013 shows us to be above our target and this is a result of dedication to several initiatives to enhance student success. Our work continues to keep this trend moving in the positive direction.

(Slide: Graduation Rates)

It remains a goal for the campus community to meet targets for graduation rates and we recognize that we have work to do. It is important to note that this metric only includes first-time, full-time students who graduate in six years and does not include transfer students, part-time students, or students who stop out between terms and take more time to graduate.

(Slide: Degrees Conferred)

Yet, we find that we are tracking well with the “More Graduates for Wisconsin” plan in the area of degrees conferred. We have just graduated our three largest classes of students.

What is also noteworthy is the increase in graduate degrees conferred. Our economy continues to diversify in this region ... the role of UW-Parkside in meeting working professionals' and employers' investment in advanced skills is something we must be ready to address.

(Slide: Our Personality)

You have seen in the data that ours is a campus different from others in our system. Many ask, "What are you known for?" The simple fact is there are multiple centers of excellence on campus that together result in a varied and richly complex personality. In many ways, we reflect our region.

We are in the heart of a thriving economic corridor, within minutes of two international airports, a commuter train trip away from "the loop" in downtown Chicago, we overlap two robust media markets, and our economy is not driven by one or two companies rather it is layered with many industries.

Many of our guests today hail from further north. Please understand our community has many Packer fans. Yet, we are inclusive of all central division teams including a good amount of Bears Fans...yet, we all cheer for our Favorite Team the UW-Parkside Rangers!

Yes, our personality, like our region is powerfully complex and dynamic. More reflective of the future of our state, rather than its past.

(Side: Points of Pride)

I am proud to say we are a university in a fuller sense than can be captured in one program or area of study and we point with pride to several key successes:

- 93% acceptance rate for medical school applications over the past decade

- Carnegie Foundation Community Engagement Classification

- A growing and superb business department accredited by the AACSB International

- 90% placement rate for students into professional theater and entertainment industries

- Home of the only NCAA Division II university in the state

- Sixty-six student-athletes earned all-academic honors last year while capturing conference titles and appearances in NCAA tournaments.

- And you may have seen this story in the New York Times ... History Professor Sandra Moats will be one of the first scholars to research the newly opened George Washington Library.

Yet among our many successes, we are very proud of our proven excellence in the area of pre-health. Our students are sought out by the finest medical schools in the state as well as across the country. We are so thankful to our colleagues at the University of Wisconsin School of Medicine and Public Health in recognizing this strength and inviting our students along with students from UW-Platteville and UW-Milwaukee to participate in the very important RUSCH program. RUSCH is an acronym for "Rural and Urban Scholars in Community Health." It is well suited for our students who arrive here from rural, suburban and urban communities. Please watch now as we share our students experience...

(Video #2 RUSCH)

The key to deeper impact on students as well as our communities is our very intentional effort to create partnerships with other institutions. Strategic partnerships make UW-Parkside a stronger university.

(Slide: Forward Together)

Gateway Technical College and UW-Parkside recently came together to promote our deepening partnership which we have branded “Forward Together.” More than simply crafting agreements, we have made a pledge to students and the community to remain in continuous discussions to explore, leverage and maximize each institution’s unique assets and core expertise for the benefit of our region.

Last month we established seven new articulation agreements in five areas and across two of our colleges. This is on top of 11 established agreements including a dual-enrollment program in general studies. This year 94 students are both enrolled at Gateway and UW-Parkside in this program working toward the 1+3 Dual Admission Certificate.

(Slide: Partnerships and Pathways)

We have established additional articulation agreements with UW-Waukesha, Milwaukee Area Technical College and participate in consortial arrangements with other UW institutions in sustainable management, health information management and technology, and business administration. Our partnerships also extend to pathways toward a degree from UW-Parkside to other institutions. We have a 3+2 agreement with UW-Milwaukee in nursing and we are in discussions with UWM to establish a like-model in the area of pre-engineering.

We also have agreements with universities around the world including the University of Calabria, the University of Western Sydney, the Beijing Information Science and Technology University, Beijing Technology and Business University, All Hallows College, University of Forteleza, Ostfalia University of Applied Sciences, and the Indian Institute of Cost and Management.

Furthermore, our pre-health program recently signed an articulation agreement in the area of pharmacology with Rosalind Franklin University of Medicine and Science in Lake County Illinois.

In this agreement, the medical university will accept up to nine of our pre-health graduates into their pharmacy program – based solely on the strength of our program. This is an *amazing* opportunity for our students and this region in what is a high-demand career.

You can expect more agreements as we remain committed to student-centered pathways that accelerate results and inspire excellence.

(Slide: Engaged Learning)

In embracing the concepts outlined in our academic plan, we understand there are new opportunities to be explored in addressing the needs of 21st century students. Members of our faculty understand their knowledge and expertise is needed in ensuring new delivery methods are properly aligned with strong pedagogy. Seventeen faculty members invested time, energy and deep thought in our rigorous 2013 On-line Summer Workshop. To

date, more than 39 faculty have participated in the workshop and we now offer over 200 courses online and we are exploring online degree programs and the UW Flex Option.

(Slide: High Impact Practices)

Our ***strategic imperative*** is to support learning of all students as this is also key in creating sustained growth.

Our work in developing what are known as high impact practices is to facilitate engaged learning.

(Slide: Enriching Minds Changing Lives for Transition)

I told you we are both amazing as well as real. But, there are very real stressors on our university. We have identified these stressors and addressed them in our planning in order to take action to remove them as barriers to our future success. Let's start with the financial barrier.

(Slide: Barriers to Success - Financial)

The reductions in state funding for the 2011-13 and 2013-15 biennia, the tuition freeze, declining enrollment, increased costs, transfer of municipality charges, and our historical reliance on cash reserves to fund base expenses have created real financial challenges for UW-Parkside. As Chancellor, I am very concerned about our inability to reallocate internal funds to provide competitive salaries for our dedicated faculty and staff. The use of reserves can only meet needs on a one-time basis and is not financially sustainable.

That being said, we are not sitting still. We are intensely examining and modeling our financial picture moving across a three year time-horizon. We are projecting enrollment growth, working with UW System Colleagues to understand our challenges and opportunities, and making strategic choices each day.

We have also instituted a strategic funding request process to determine the highest priorities should funding be available to make further investments in our programmatic and learning resources. At the very least, we find great value in this process by way of registering our opportunities across all areas of campus.

Finally, we are working to establish a process for program and service prioritization. As we stated earlier, our students and community depend on the university as a vital partner building the success of our region. Program and service prioritization may result in changes to our offerings, yet it might also require additional resources to ensure success. We will continue to ask "where do we need to invest our limited Resources?" and "what do we need to stop doing?" as we deliver our mission.

(Slide: Enrollment)

Enrollment has been flat to declining for most of the decade. It is an area of concern. However, it is also an area of great opportunity. As described over the course of this presentation, we are highly focused on "optimal enrollment." Inside of this we are re-aligning resources and forming finely tuned enrollment plans that span every program area with the university.

Furthermore, we are transforming our culture to one of a "recruitment" posture. That is to say, building cross-campus know-how in attracting and retaining students who can succeed at UW-Parkside.

This includes our work in seeking new partnerships, articulations and alternate delivery methods.

Opportunities in online and blended courses as well as the flex option are all being developed in partnership

with our faculty. Not only do we see a benefit in overall enrollment, we believe if properly implemented they will increase our impact on learning and graduation.

Additionally, we have embarked on a digital communications initiative that is designed to leverage and maximize the power of digital and web based communications for the benefit of teaching and learning as well as creating greater penetration into the web and social media environments. Our new website will be launched in January 2014 and will bolster our marketing and recruitment efforts.

(Slide: Pace of Change)

The pace of change is a stressor on campus. Not that we are change averse at UW-Parkside, but we are balancing many priorities at once. Change combined with declining funding and stagnant salaries is dampening morale. The competing priorities from more stakeholders are challenging to implement while sustaining our on-going commitment to excellence in education.

Today, we find challenges might come a bit more rapidly. However, we believe this is our generation's calling. And educators in future generations will have a wholly unique set of circumstances. What is certain is that UW-Parkside and the state of Wisconsin will be better tomorrow because of our being here today.

(Slide: Pillars of Success)

The University of Wisconsin-Parkside is mission-focused, solutions-oriented and committed to student success. In the spring we celebrated the completion of the UW-Parkside Promise, our 2010-2013 Strategic plan. We are now in the process of developing our 2014-2018 strategic plan and have launched a series of campus and community conversations.

During this transition year we have established five pillars of excellence that build on the success of the UW-Parkside Promise and align with our Academic, Technology, and Master plans.

These pillars are cross-cutting and impact every aspect of our campus community. They are inclusive of our entire mission; help sustain our traditions as well as create a new path forward as we complete our next strategic planning process to guide our work to our 50th anniversary in 2018.

(Slide: Academic Excellence and Quality)

Academic Excellence and Quality is the central pillar, it defines our main reason for being a university and demonstrates our focus on delivering our educational mission. We support this pillar through the implementation of our academic plan; the success of our educational collaborations across campus and with partner institutions; alignment of academic programs with regional needs; accreditation of academic programs; and the quality of our graduates.

(Slide: Student-Success)

Student-Success -- this pillar embodies our most important stakeholder, our students and soon to be graduates. Student Success is supported through enrollment growth; the implementation of our Strategic Enrollment Management plan; increased participation in high impact learning practices; and successful

outcomes from Graduate Parkside, the PACE program, the Provost's Retention Task Force, and Faculty Learning Community for Student Retention.

(Slide: Partnerships and Pathways)

The **Partnerships and Pathways** pillar illuminates the strength of our commitment to the communities we serve. We are a stronger University as a result of our partnerships. Our goal is to continually build high-quality and sustainable partnerships that contribute to the excellent educational experiences of our students.

(Slide: Stewardship and Operational Excellence)

The **Stewardship and Operational Excellence** pillar reminds us that universities are not buildings or books or classrooms alone. At their essence, universities are people pursuing a common vision and mission. Our shared focus on stewardship and operational excellence is a way to rally around this sense of connection and includes our campus working within strategic and measurable goals and holding each other accountable to meet those goals.

(Slide: Telling our Story)

Our fifth pillar may be the most interesting ... **Telling our Story.**

Storytelling is the commerce of communication that can draw new people, resources and opportunities to our campus community.

It represents not only the great stories we have to tell, but the importance of sharing those stories with a broader community and with one another. In the age of rapid and expansive communication we must engage in rich and compelling storytelling with our stakeholders.

In doing so, we help others realize the real lives and the amazing impact we are making for the benefit of our region.

These pillars of excellence will guide our work and will support us as we live the UW-Parkside experience in all that we do. Let's take another look at how we tell the UW-Parkside Story of Excellence...

(Video #3 Engaged Learning)

(Slide: IPAD Photo)

Yes, we are being called to do more with less, have greater demands for increased accountability, and will continue to make strategic decisions.

But as you look now at an image of our graduates that I took from the podium with my IPAD and immediately posted on Facebook during last spring's commencement, you see the real meaning of our work. It is for our students and the impact they make on their lives, the lives of their loved ones and the contributions to their community that are the reasons we will continue to persevere and to excel.

(Slide: Irvin Wyllie)

Just as Frances Jaeschke and the "committee of 100" succeeded in realizing a university for southeastern Wisconsin. And just as Irvin Wyllie observed in 1968, the educators of today **know** the future will be better than the past and that the *University of Wisconsin-Parkside* will help make it better.

(Slide: Change Quote)

An unknown author noted, “Challenges make you discover things about yourself that you never really knew. They're what make the instrument stretch.-what make you go beyond the norm.”

At UW-Parkside, I believe we embrace challenges and changes as opportunities and that we inspire our students and one another to always go beyond the norm. So elegantly has our sculpture Mallory described the journey of students, we too as educators must “come about” and move swiftly through the winds of change and challenge in order to gain speed.

(Slide: Enriching Minds. Changing Lives.)

I am enthusiastic about o future because I know we are on the path to greatness. At the University of Wisconsin-Parkside we are enriching minds and changing lives!