

A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW Colleges and Extension: Adult Student Initiative – Phase 2

Brief summary: The Adult Student Initiative (ASI) expands adult learning opportunities by making more degrees available online. ASI-2 will create a single point of entry into all UW online programs and provide comprehensive services to ensure that students succeed in their online education.

Why is it needed?

The number of degree holders in Wisconsin continues to lag behind the rest of the nation. In Wisconsin, 25% of adults have bachelor's degrees. For comparison, the national average is 27% and 31% are degree holders in next-door Minnesota. Transitioning from a manufacturing economy and sustaining high-tech leadership in Wisconsin requires an educated workforce. In addition to young, traditional graduates, encouraging current workers to expand their education is critical to meet this goal. However, adult students may have unique academic and counseling challenges, including outside responsibilities that may limit their ability to travel to an academic institution or to attend classes full-time.

How does this proposal meet the need?

ASI-2 will create an online portal (*UW Front Door*) that will allow students to access the resources of the entire UW System from a single location. This unified branding will make online degrees more marketable and help potential students identify the best opportunities.

This phase also will create the underlying infrastructure that is necessary to support online education. Traditional students are supported by career advising, face-to-face interaction with professors, study groups, and academic services to address similar needs. This initiative will create an online learning community that connects adult students to faculty, future employers, colleagues, and support services. This additional support will retain adult students and create smoother work-to-school and school-to-work transitions.

Furthermore, ASI-2 will increase the number of online programs offered by UW institutions.

What are the outcomes/benefits?

- Provide resources and course delivery specifically designed to meet the education and learner support needs of the adult working population;
- Double UW System online enrollments from 4,500 to 9,000 by 2014;
- Add four new online bachelor's degrees and two online master's degrees by 2014;
- Build the Wisconsin Knowledge Portfolio with learning opportunities for students across their lifetimes, tentatively to be launched by 2013.

Estimated ongoing cost: \$2,500,000 (\$1,625,000 GPR/\$875,000 Fees)

For more information: Contact Chancellor David Wilson, 608-262-3786



University of Wisconsin
Eau Claire



A GROWTH AGENDA FOR WISCONSIN

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UW-Eau Claire: Improving the Lives of Families Living with Autism and Other Disabilities

Brief summary: This initiative funds an expansion of the Applied Behavior Analysis (ABA) program. Applied behavior analysts give hope and support to families living with autism and other developmental disabilities and help improve the quality of their lives.

Why is it needed?

Diagnoses of autism in Wisconsin children have increased at an alarming rate over the last several years. Studies have shown that early intervention can reduce the levels and amount of intervention needed, offering substantial cost savings to the public. Most importantly, this treatment can significantly increase the quality of life of autistic children and their families. Currently, there is a two-year waiting list for children with autism to receive early intervention services, largely due to the short supply of qualified ABA practitioners in the state. Wisconsin lags behind other states in the size and quality of the ABA training programs offered as well as the number of analysts working in the field.

How does this proposal meet the need?

Individuals can be certified at both the undergraduate level (BCABA) and the Masters level (BCBA). UW-Eau Claire currently offers training in behavior analysis at the BCABA level and intends to expand its program to allow for certification at the BCBA level as well. UW-Eau Claire must augment its staffing and infrastructure to achieve this end. Given the requested level of funding, UW-Eau Claire will be able to continue to produce BCABAs and begin to produce BCBA's.

What are the outcomes/benefits?

This program will begin to fill the growing gap in intervention services for people with autism and other disabilities. As more and more ABA students graduate, the waiting lists for desperately needed services will be shortened, and perhaps someday eliminated. It will also allow the UW System to attract and retain skilled graduate students who will enter this high-demand employment field in Wisconsin once graduated. Upon full program implementation, there will be a substantial increase in undergraduate students eligible to sit for the BCABA national examination in addition to newly admitted students in the BCBA program. This expansion will make UW-Eau Claire highly competitive for funding from multiple external sources, including the National Center for Birth Defects and Developmental Disabilities, the National Institutes of Health, the U.S. Department of Education, and a variety of foundation grants and private donations.

- Upon full implementation, enroll 14 graduate students in the BCBA program and graduate 20 undergraduates in Applied Behavior Analysis each year;
- Supporting Funds: It is anticipated that this expanded ABA program will make UW-Eau Claire highly competitive for federal, foundation, and private dollars.

Estimated ongoing cost: \$941,800 (\$612,200 GPR/\$329,600 Fees)

For more information: Contact Chancellor Brian Levin-Stankevich, 715-836-2327



UNIVERSITY of WISCONSIN
GREEN BAY



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Green Bay: Northeastern Wisconsin's Growth Agenda Phase II

Brief summary: The Growth Agenda for UW-Green Bay was presented as a three-biennia plan to increase access to baccalaureate degrees in the New North and position UW-Green Bay to better serve the needs of a dynamic, rapidly diversifying region. Funding for the second phase will build on the momentum of Growth Agenda Phase I, accommodate additional students, and build a larger platform for serving Northeastern Wisconsin.

Why is it needed?

UW-Green Bay is an urban university serving residents of the New North. This region includes the greater Green Bay area—Wisconsin's second-largest manufacturing area and its third-largest metropolitan area—which is rapidly growing. The population of Brown and Outagamie counties alone has grown 8% from 2000 to 2007. These counties are projected to grow an additional 22% by 2030. Due to current demand, UW-Green Bay was required to cut off freshman applications on April 15 for fall 2008 and has enrolled one of the largest freshman classes in 40 years, indicating UW-Green Bay is a school of choice in the region.

New North business leaders already have a need for more graduates in key fields, including health care, education, business, emergency management, sustainability, social services, manufacturing, and industrial development. The region's major employers also need more employees who have studied a foreign language, had international or intercultural experience, or have entrepreneurial skills and attitudes. The growing potential of the New North cannot be met if employers cannot find qualified employees.

Although Green Bay is the third-largest metropolitan area in Wisconsin, UW-Green Bay is the third-smallest university in the UW System. There is escalating demand for post-secondary education from a region in economic and demographic transition. Regionally, only about 19% of citizens hold bachelor's degrees. (If Northeastern Wisconsin were a state, this measure of educational attainment would rank in the bottom 10 nationally.)

How does this proposal meet the need?

- Increases UW-Green Bay's academic capacity through hiring additional faculty and support staff;
- Accommodates campus growth through hiring police and security officers, a veterans support coordinator, and campus maintenance staff.

What are the outcomes/benefits?

UW-Green Bay is ideally situated to provide the education and training needed to support the region's growth and development. This initiative will make a UW-Green Bay education more accessible by adding 612 students to the university by 2014, and it will make high-demand programs available to students. Combining the dynamic initiatives of the New North with a growing, educated workforce will build the essential base for economic transformation and development.

Estimated ongoing cost: \$3,600,000 (\$2,340,000 GPR/\$1,260,000 Fees)

For more information: Contact Interim Chancellor David J. Ward, 920-465-2207



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-La Crosse: Growth, Quality, and Access Initiative

Brief summary: This initiative seeks to provide additional financial aid grants to low- and middle-income students as part of UW-La Crosse's efforts to increase growth, quality, and access over the next three to five years.

Why is it needed?

UW-La Crosse has a reputation for providing a top-quality education for its students, and is one of the most popular institutions in the UW System. UW-La Crosse receives four applications for every opening in its freshman class, making it the second most selective UW institution based on admission rate. In order to maintain its record of excellence and provide access for more students, UW-La Crosse is implementing an undergraduate differential tuition that will allow it to grow undergraduate enrollments by at least 500 additional students over the next three to five years and hire at least 75 additional faculty and 20 additional staff over the next five years to improve academic quality and enhance the undergraduate experience. Beginning in the 2008-09 academic year, tuition for newly enrolled undergraduate students will increase \$250 per semester (\$500 per year), with an additional \$250 per semester (\$500 per year) increase for the 2009-10 academic year, for a total annual differential tuition of \$1,000. While the increased tuition will provide greater access to a high-quality educational experience, it could also create a barrier for students with financial need.

How does this proposal meet the need?

This funding will allow UW-La Crosse to provide additional need-based financial aid awards to low- and middle-income students. This additional financial aid, which will be awarded as "last dollar" grants after all other financial aid has been allocated, will enable qualified Wisconsin students, regardless of income, to benefit from the increased access to the campus. In many instances, the grants will be sufficient to offset tuition increases for students with financial need.

In addition to this request for funding in 2009-11, the 2007-09 Biennial Budget provided \$664,800 GPR to UW-La Crosse, of which \$225,400 can be used for increased financial aid to students. UW-La Crosse is requesting that it be authorized to use the entire \$664,800 GPR provided in 2008-09 for student financial aid. When combined with the requested \$1,170,400 GPR in 2009-11, a total of \$1.5 million in ongoing GPR (\$2.5 million GPR in the 2009-11 biennium) would be available for financial aid. These funds are equivalent to 25% of the tuition generated through the differential during this period, and would help to provide additional financial aid to help prevent low- and middle-income students from being "priced out" of a college education.

What are the outcomes/benefits?

This funding will allow UW-La Crosse to increase enrollments, thereby creating greater access, while still providing affordable, world-class higher education for Wisconsin residents. The additional students will provide Wisconsin with more highly trained and skilled workers to attract and support growing 21st-century industries, as well as encourage innovation and job creation across the state.

- Increase financial aid by \$835,200 annually;
- Support UW-La Crosse's efforts to increase enrollment by 500 students over the next three to five years;
- Maintain accessibility for Wisconsin residents.

Estimated ongoing cost: \$835,200 GPR

For more information: Contact Chancellor Joe Gow, 608-785-8004



A GROWTH AGENDA FOR WISCONSIN

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UW-Madison: Graduate Education and Research Opportunities

Brief summary: This initiative will help UW-Madison attract high-quality graduate students in critical fields and maintain its ability to secure external research awards through organizations such as the National Institutes of Health and the National Science Foundation.

Why is it needed?

In 2006-07, UW-Madison generated \$724 million in extramural research awards, including prestigious federal awards such as the National Institutes of Health (NIH) Traineeships, the National Science Foundation pre-doctoral fellowships, and U.S. Department of Education Foreign Language Area Studies (FLAS) fellowships. These fellowships are a growing source of graduate student support, and provide a critical source of funds for research conducted by UW faculty and graduate students. Graduate students are at the center of UW-Madison's research enterprise, and access to top-flight graduate students is an important component of faculty retention efforts. Recent policy changes for these fellowships, however, require an increased level of cost-sharing by universities, and it has become increasingly difficult for UW-Madison to meet the required match in order to secure these fellowships. This difficulty in providing matching funds has led to a decrease in research awards from 2004-05 to 2006-07, with extramural research awards decreasing from \$770 million to \$725 million. Similarly, federal research funding has decreased from \$580 million in 2004-05 to \$498 million in 2006-07. In addition, decreased participation in the NIH and FLAS, which will reduce funding to support both research efforts and graduate students, will result in UW-Madison having even greater difficulty in recruiting and retaining faculty.

How does this proposal meet the need?

The requested funds will be used to supplement the base resources that UW-Madison has already allocated toward the required institutional contribution for these grants. The funds will be managed centrally through the Graduate School, and trainee and fellowship programs will be required to use grant-awarded resources first, with the Graduate School providing a supplement for the unfunded portion of the associated graduate students' tuition, which can typically be used as part of the institutional matching requirement. This will allow UW-Madison to continue to apply for and receive competitive grant funding, undertake research in the sciences and other critical areas, and produce highly skilled advanced-degree graduates. Upon graduation, many of the students who benefit from these fellowships will look for opportunities in the local and state economy to continue their research, which provides a ready source of highly skilled employees for Wisconsin companies. Similarly, the research supported by these fellowships often leads to spin-off and start-up companies, some of which are started by these former graduate students, who typically locate near the university where they studied.

What are the outcomes/benefits?

- Retain 510 graduate students and the associated external funding;
- Support research efforts that stimulate new knowledge that can be the basis for creating new high-technology businesses;
- Support existing Wisconsin businesses through access to cutting-edge research and knowledge transfer.

Estimated ongoing cost: \$5.25 million GPR

For more information: Contact Chancellor Carolyn A. Biddy Martin, 608-262-9946

A GROWTH AGENDA FOR WISCONSIN

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UW-Milwaukee: Powering Southeastern Wisconsin's Knowledge-Based Economy – Phase II

Brief summary: This initiative will fund Phase II of a three-biennia Research Initiative. Phase II funding will support important faculty research, secure additional grant and corporate partnership funding, make cluster hires in advanced manufacturing, biomedical engineering and science, public health, and freshwater sciences.

Why is it needed?

Since 2000, Milwaukee has lost 3,000 jobs, experienced a 15% drop in household income, and a 5% increase in poverty. In addition, Milwaukee ranked 48th among 50 metro areas in the Innovation Commercialization Index, which measures new entrepreneurial activity. Since 1990, employment growth in metro Milwaukee has averaged half the national rate. Milwaukee has a shortage of college-educated residents, and it continues to fall farther behind other cities in attracting college-educated people. This has led to a shortage of workers to supply the needs of high-end manufacturing where there is significant growth and income potential. This initiative is envisioned to address those challenges.

How does this proposal meet the need?

- Leverage the public's investment by securing additional federal and private funding to support competitively selected research projects in emerging fields.
- Support graduate and undergraduate students in their research efforts.
- Further enhance research through faculty cluster hires in fields such as advanced manufacturing and biomedical engineering and science, including health care informatics and neurosciences.
- Create a new School of Public Health that will enhance the community and strengthen partnerships in public health research, teaching, and service.
- Create the nation's first School of Freshwater Sciences, which will undertake cutting-edge research into sustainable and equitable management of freshwater systems.

What are the outcomes/benefits?

- Help UW-Milwaukee produce graduates who are prepared to be part of an advanced, highly skilled and diverse workforce that is prepared for the innovation economy.
- Emphasize research in emerging fields to attract federal and private research funding to create new intellectual property and work with existing businesses to spur economic development and job creation through technology transfer and new business start-ups.
- Encourage research collaborations to create an innovation hub in areas such as biomedical sciences and engineering, which will attract additional private investment in these areas.
- Employ technology transfers and collaborations to boost economic development and job creation in Southeastern Wisconsin, as the majority of business start-ups based on university research locate within 50 miles of the institution.
- Make 76 FTE hires, including 49 faculty, 17 graduate assistants and 10 support staff. Faculty hires include cluster hires in advanced manufacturing, biomedical sciences and engineering; faculty for the schools of Public Health and Freshwater Sciences; and faculty support for 100 undergraduate research internships.

Estimated ongoing cost: \$10 million (\$8.425 million GPR/\$1.575 million Fees)

For more information: Contact Chancellor Carlos E. Santiago, 414-229-4331



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Oshkosh: Northeastern Wisconsin Growth Agenda – Phase II

Brief summary: The Growth Agenda for Northeastern Wisconsin's New North is a three-biennium plan to meet the need for more bachelor's degree holders in some of the fastest growing counties in the state. Phase II of the Growth Agenda will add another 250 students in new and existing high-demand programs.

Why is it needed?

One of the key initiatives of the New North economy is to encourage educational attainment. Northeastern Wisconsin boasts unique supply, infrastructure, transportation, and economic opportunities, but it must have a workforce that is prepared to act on these opportunities. Unfortunately, the region lags in adult education. Only 19% of residents in northeastern Wisconsin over age 25 hold a bachelor's degree, which is lower than the Wisconsin average of 25% and much lower than the national average of 27%.

How does this proposal meet the need?

As a partner in the New North economy, UW-Oshkosh will generate more well-prepared graduates in high-demand occupations. Increasing the number of graduates provides the knowledge and skill base that is necessary for entrepreneurship, economic growth, and attracting business. Phase II is comprised of:

- *Program Expansion:* Phase II increases enrollment in high-demand areas such as Biology/Microbiology, Health Care, Nursing, and Environmental Studies. UW-Oshkosh will also increase support for the Graduation Program, which facilitates working adult degree completion.
- *New Programs:* For example, UW-Oshkosh will join the Wisconsin Technical Colleges and UW Colleges to offer a collaborative Bachelor of Science in Nursing (BSN) Program in other areas of the state. Additionally, UW-Oshkosh will work with UW-Platteville and UW-Stevens Point to develop the Nanochemistry Major.
- *Student and Faculty Development:* Funding will also support a wide range of student services and development programs. Funding will advance faculty teaching and research through the Student/Faculty Collaborative Research Program and the Faculty Development Program.

What are the outcomes/benefits?

- Increase total enrollment by 250 students by 2012. Across all three phases, enrollment is projected to increase by more than 1,200 students.
- Increase the six-year graduation rate at any UW institution by 7% (to 57%) by 2012.
- Decrease credits to degree from 145 to 135 by 2012.

Estimated ongoing cost: \$2,300,000 (\$1,495,000 GPR/\$805,000 Fees)

For more information: Contact Chancellor Richard Wells, 920-424-0200



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Parkside: Increasing Retention and Graduation Rates by Improving Basic Math Skills

Brief summary: UW-Parkside's initiative seeks to improve remedial math education and better prepare students for college success.

Why is it needed?

As a campus of opportunity, UW-Parkside faces unique challenges to student success. One challenge is that incoming students lack adequate math skills to succeed in college. Of the 906 freshmen in fall 2006, over half placed into remedial math. One in five new students was found to have math skills at only the addition and multiplication skill level. Successful completion of the remedial course is required before students can enroll in College Algebra I, which is a graduation requirement and major stepping-stone course for upper-level education in a number of disciplines. Only half of the students who placed into remedial math returned the second year.

UW-Parkside enrolls over 70% of its students from Racine and Kenosha Counties. Educational attainment in Racine County has been identified as a weakness in attracting and retaining business and industry. In Kenosha County, improved educational attainment is important to support knowledge industries. While Kenosha County shows positive educational trends, the percentage of adults holding a bachelor's degree is lower than the state and national averages.

How does this proposal meet the need?

This initiative expands promising programs that improve both the quality and quantity of remedial math instruction. UW-Parkside will double the amount of class time for all remedial math courses, double the amount of class time for one quarter of the College Algebra I courses, reduce the class size of all extended courses, introduce math learning software, and increase the number of permanent faculty and staff class-time hours. Additionally, new peer tutors will support the improved courses. The existing Teaching and Learning Center will provide instruction to faculty and staff on working with high-risk students, students with math deficiencies, diverse learning styles, and the new math software.

What are the outcomes/benefits?

With stronger math skills, students can be more successful in higher-level courses and at reaching graduation. The median salary of a high school graduate in Kenosha County was \$26,999; the median salary of a bachelor's degree holder was \$45,288. Over a lifetime, the increased earning potential of each student made possible by an investment in education will benefit the student, region, and state. Of the university's 16,000 alumni, 85% live and work in the region.

Estimated ongoing cost: \$584,500 (\$379,900 GPR/\$204,600 Fees)

For more information: Contact Interim Chancellor Dr. Lane Earns, 262-595-2368



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Platteville: Pioneer Engagement Center

Brief summary: The Pioneer Engagement Center will create networks with the community to allow students, community, and faculty partners to Experience → Grow → and Make a Difference through students' applying the knowledge and skills they gain from their classes to real-life situations, with real community partners, and with real consequences all as part of a for-credit academic experience.

Why is it needed?

Students and communities face a world of rapid and exponential change. The amount of new technical information is doubling every two years. The U.S. Department of Labor estimates that today's 18-year-olds will have 10 to 14 different jobs in the next 20 years. In addition, most of today's in-demand jobs did not exist a decade ago. Students must be confident that the skills and knowledge they acquire at the UW can be translated to their jobs and communities once they leave school. The UW must also create new links with its surrounding community to both address today's challenges and ensure that students are prepared to be leaders to help communities meet future challenges. Projects with Wisconsin community partners are expected to increase the likelihood that Wisconsin-trained graduates stay in Wisconsin.

How does this proposal meet the need?

The Pioneer Engagement Center will be a portal to match UW-Platteville's scholarly resources with the need for those resources in civic, nonprofit, business, and other community ventures to develop solutions to real-world problems. The Center will allow students to be engaged in community-based experiential learning – preparing them for the sometimes difficult transition from the campus to the workforce. Students also will be able to pursue community-based projects as a way to encourage and foster entrepreneurial skills. Finally, the Center will provide an access point into the campus and its resources, which will allow businesses, local governments, and community organizations to connect with the right campus resources to develop innovative and customized solutions to problems.

What are the outcomes/benefits?

Through experiential learning, UW-Platteville graduates will have the ability to transform knowledge into practice and adapt to the changing circumstances they will confront in the workplace. The Center will also create strong, more vibrant communities by creating a more engaged group of citizens who understand how to meet community needs. Finally, the Center will ensure that UW-Platteville can meet the demand and need for academic resources and research in the community and contribute to the economic development of the region in a visible and measurable way. Specifically, this proposal will:

- Provide opportunities for applied experiential learning experiences for 200 students in 2009-10 and 400 students in 2010-11;
- At full implementation in 2011-12, provide opportunities for applied experiential learning programs for 900 students annually.

Estimated ongoing cost: \$509,400 (\$331,200 GPR/\$178,200 Fees)

For more information: Contact Chancellor David Markee, 608-342-1234



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Platteville and UW Colleges: Access to Undergraduate Engineering Education in the West Bend/Sheboygan Region

Brief summary: This initiative will implement the fourth phase of a collaborative accredited undergraduate engineering degree program to place-bound, non-traditional students in eastern Wisconsin.

Why is it needed?

Growing Wisconsin's economy requires support for the manufacturing industries that have been the traditional backbone of the state's economy – and still account for over 20% of the state's gross domestic product -- as well as investing in emerging industries, including those in the technology sector. However, Wisconsin currently ranks 30th nationwide in the percent of its population with baccalaureate degrees. Increasing the number of individuals with engineering degrees has been identified as an important component of economic development efforts in the West Bend/Sheboygan region. While students in these areas have access to a two-year education through UW-Washington County and UW-Sheboygan, many place-bound students do not have access to a UW campus where they can complete an undergraduate degree. The State of Wisconsin Department of Workforce Development estimates that the number of engineering jobs in Wisconsin will increase by 8.3% from 2006 to 2016. Expanding access to baccalaureate degrees and increasing the trained engineering workforce in Wisconsin is therefore essential to filling these high-paying jobs.

How does this proposal meet the need?

This initiative will expand an accredited collaborative engineering undergraduate degree program between the UW Colleges and UW-Platteville to the West Bend/Sheboygan region through face-to-face programs at the two-year campuses in West Bend and Sheboygan. Students will receive their non-engineering undergraduate education from faculty at UW-Washington County and UW-Sheboygan. The engineering coursework will be provided by UW-Platteville faculty who are hired and placed at the participating UW Colleges. Laboratory work will be conducted in facilities provided by local funding. Additional coursework will be provided through the use of streaming video.

What are the outcomes/benefits?

Increasing access to undergraduate engineering coursework and degrees will provide a skilled, high-tech workforce in one of Wisconsin's core industrial regions. It is estimated that upon full implementation, 200 non-traditional, place-bound students will be taking courses toward an engineering degree. The collaborative delivery method is a cost-effective means of providing educational opportunities and increasing access to baccalaureate degrees, and can serve as a model to develop additional collaborative programs in the future. This initiative will provide a source of additional training and skill development for current employees and place-bound students – those citizens who are most likely to remain in their communities after graduation.

Estimated ongoing cost: \$780,500 (\$507,400 GPR/\$237,100 Fees)

For more information: Contact Chancellor David Markee, 608-342-1234



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-River Falls: Growing a Sustainable Wisconsin

Brief summary: UW-River Falls' initiative is directed at increasing sustainability in Wisconsin, defining it as meeting "the needs of the present without compromising the ability of the future generations to meet their own needs." This initiative is comprised of several components including research, faculty development, and creating a dual enrollment degree program in Agriculture.

Why is it needed?

The income disparity between Wisconsin and neighboring states is growing. Sustainability is about making pathways for long-term economic growth and a stable labor market, a crucial issue in troubling economic times. It is also about creating lasting solutions to the current food, energy, and environmental crises that top the agendas of global policy makers.

How does this proposal meet the need?

UW-River Falls houses a Masters program in Sustainable Community Development, and seeks to infuse sustainability principles into the curriculum and increase research on sustainability issues throughout the region and state by carrying out economic development activities and collaborations with other institutions. Vital components of the initiative include:

1. *Research:* The Tissue and Cellular Innovation Center will develop innovative, cutting-edge technologies, train students for high-paying jobs in the biotech industry, and encourage growth of new biotech businesses in Wisconsin. The Center for Economic Research will expand its services to existing and potential businesses in the region.
2. *The Northern Wisconsin Alliance for Agriculture:* This alliance will create seamless, dual enrollment degree programs that will ease the transition from two- to four-year institutions and make degrees in the agricultural sciences more attractive and affordable to students.
3. *Faculty Development:* Funds will be used to hire new faculty and encourage existing faculty to convey a firm understanding of sustainability problems and the skills to solve them.

What are the outcomes/benefits?

- Increase access by growing enrollment by 500 students by 2011;
- Promote sustainable development from multiple angles in the region, and throughout Wisconsin;
- Assist in increasing state incomes and revitalizing Wisconsin's economy;
- Increase the number of attractive jobs for well-trained, highly qualified graduates;
- Expand and improve infrastructure while preserving natural resources;
- Attract federal grants from the National Science Foundation and the National Institutes of Health, as well as licenses for patented technologies that will provide substantial funding for the Tissue and Cellular Innovation Center in the future, helping to make it self-supporting within five years.

Estimated ongoing cost: \$1,705,900 (\$1,267,900 GPR/\$438,000 Fees)

For more information: Contact Interim Chancellor Connie Foster, 715-425-3201



A GROWTH AGENDA FOR WISCONSIN

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UW-Stevens Point: Leading Wisconsin from the Center

Brief summary: This initiative seeks to increase the number of graduates while improving the home-grown business and industry environment of Central Wisconsin.

Why is it needed?

There is a need to increase graduates in a variety of fields in order to meet the growing needs of central Wisconsin. The regional economic development group Centergy indicated a pressing need to diversify the use of natural resources in central Wisconsin to extend beyond the paper industry into other more sustainable fields. Centergy also identified growth in business-related graduates as one of the greatest needs in central Wisconsin. This initiative will help to expand Business and Economics program offerings and achieve national accreditation through the Association to Advance Collegiate Schools of Business. Furthermore, area medical providers have expressed difficulty attracting the qualified professionals who understand both the computer information systems and the medical terminology needed to support their clinics and hospitals. This initiative offers concrete solutions for these areas of need.

How does this proposal meet the need?

This initiative will span three biennia, beginning with the 2009-2011 biennium. It includes:

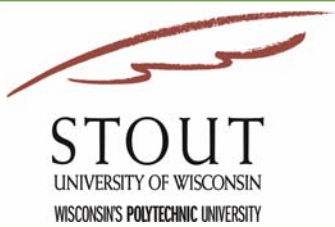
- *The Wisconsin Institute for Sustainable Technology (WIST):* A collaborative research, teaching and outreach center that builds on UWSP's strengths in Forestry, Paper Science and Engineering, Waste Management, Soils, Water Resources, Biology, and Outreach Education. WIST will act as an economic development center to the region.
- *The Division of Business and Economics:* Seeks national accreditation of all its programs through the Association to Advance Collegiate Schools of Business. New faculty positions will help to build these areas and strengthen core programs in Business Management and Accounting.
- *Informatics and New Media:* Marshfield Clinics and UWSP have partnered to develop a Masters degree in Medical Informatics and Software Development, a growing field that involves the electronic handling, processing, and safeguarding of medical records and information.
- *The Health Sciences Program.* Student demand is more than three times the initial enrollment projections. Two new faculty will support increased capacity while maintaining high-quality programming.

What are the outcomes/benefits?

Over the next three biennia, UWSP will expand existing programs to meet both student and regional demand, develop new academic programs to serve the needs of Central Wisconsin's economic development, and create an economic development center focused on green energy and related products. This initiative will allow UWSP to grow by 333 FTE students by 2011. Additionally, external funding support in Science and Technology will increase by 10%.

Estimated ongoing cost: \$1,702,800 (\$1,106,800 GPR/\$596,000 Fees)

For more information: Contact Chancellor Linda Bunnell, 715-346-2123



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Stout: Discovery Center and STEM Recruitment/Retention Initiative

Brief summary: UW-Stout will establish a STEM (Science, Technology, Engineering, and Math) Discovery Center to prepare graduates for professional careers, to produce innovative solutions to real-world problems by blending theory with practice, and to work closely with business, industry and other educational institutions to benefit students and grow the economy. The UW-Stout Discovery Center will provide faculty and students with the resources to engage business partners and turn emerging technologies into new products.

Why is it needed?

Wisconsin is struggling to remain competitive during its transition to a knowledge and technology economy. Well-prepared graduates and programs that connect university resources to business needs are critical to economic growth. UW-Stout is a career-focused institution with a mission to apply theory and research to real-world solutions and innovations. To fulfill this mission, the university has identified its needs regarding space, coordination, and dedicated resources to solve problems that cross disciplines.

How does this proposal meet the need?

The UW-Stout Discovery Center will provide an access point for business partners to connect with university expertise and resources. The Center will use existing laboratory space and instruments for research teams that are brought together from multiple fields. Additionally, the Discovery Center will recruit visiting professors that can contribute specialized knowledge, provide release time for faculty, fund students to support the faculty, and develop intellectual property rights under WiSys guidelines.

This initiative will also fund a recruitment and retention specialist to focus on drawing more women and minority students into STEM programs and retaining those students as well.

What are the outcomes/benefits?

The UW-Stout Discovery Center will provide students the opportunity to work closely with faculty on real-world projects. These experiences and a diverse student body will prepare graduates to enter the workforce as capable professionals.

By translating knowledge at UW-Stout into solutions for businesses and public entities, the Center promotes the creation of new products and more efficient business practices. Creating collaboration across multiple fields enables the Discovery Center to attract more outside grants. UW-Stout anticipates that grant and contract funding will increase by 2% every year with the Discovery Center.

UW-Stout's strategy of creating well-prepared graduates and supporting the environment in which they will work fosters the growth of high-paying positions and new business.

Estimated ongoing cost: \$657,800 (\$632,100 GPR/\$25,700 Fees)

For more information: Contact Chancellor Charles Sorensen, 715-232-2441

A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Superior: Building Excellence

Brief summary: Through this initiative, UW-Superior seeks to expand support services to students and enhance its foreign language program.

Why is it needed?

Over 35% of UW-Superior's students are over the age of 24, compared to an average of only 19% across the other UW comprehensives. These adult students are critical to establishing an educated Wisconsin workforce. However, these students have advising and support needs beyond those of traditional students.

As Wisconsin's public liberal arts college, UW-Superior provides a rigorous and challenging education while focusing on small classes, one-on-one contact with professors, and active learning. To ensure the success of its students in the job market and graduate schools, UW-Superior must provide essential programming. Currently, there is no one on campus to provide American Sign Language (ASL) captioning services for students with disabilities. Career Services, which is essential to preparing students for workforce placement, is understaffed for a campus of nearly 3,000 students. The foreign language program, which is a hallmark of a liberal education, also must be expanded to meet the recommendations of the Higher Learning Commission.

How does this proposal meet the need?

Building Excellence has four key parts:

1. *One-Stop Adult Center.* UW-Superior will establish a single location where adult students can find pre-admissions counseling, registration, educational planning, and financial aid services to promote the recruitment and retention of these critical students.
2. *Disability Services.* A permanent ASL interpreter on staff will provide reliable, high-quality, cost-effective services to deaf and hard-of-hearing students working to complete their degrees.
3. *Career Services.* Career services will hire one additional advisor and student help. With more staff, career services will provide employer outreach, individual student consultations, résumé development, job search training, and mock interviews to smooth the transition between education and employment.
4. *Foreign Language Expansion.* UW-Superior will add a Japanese language program.

What are the outcomes/benefits?

These fundamental services add critical support infrastructure and prepare students for academic and professional success. As a result of this initiative, UW-Superior will:

- Increase second-year retention rates from 67.3% to 79.5% by retaining 40 additional students per year;
- Double the Latin American and Asian student population from 29 students to between 60 and 70 students by fall 2012.

Estimated ongoing cost: \$789,900 (\$513,435 GPR/\$276,465 Fees)

For more information: Contact Chancellor Julius Erlenbach, 715-394-8221



A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW-Whitewater: Driving a Diverse Economy – Enhancing Wisconsin Communities for the 21st Century

Brief summary: This initiative funds a three-pronged approach to actively address the expansion and diversification of the state's economy in the context of the University of Wisconsin System Growth Agenda. It aims to: (a) prepare graduates for a global economy; (b) increase graduates in science and technology; and (c) increase access to baccalaureate and masters degrees.

Why is it needed?

An area of increasing need for future American businesspeople is the ability to operate successfully in an international business environment. Limited foreign language skills are hindering the competitiveness of American graduates in the global marketplace. Likewise, the United States is being eclipsed by European and Asian workers in the STEM (science, technology, engineering, and math) areas, excelling beyond them into high-paying, specialized fields of employment.

How does this proposal meet the need?

This initiative actively addresses the expansion and diversification of the state's economy. All of the programmatic requests in this proposal are designed to increase the options available to UW-Whitewater students to complete their degrees in high-demand, high-paying fields of employment. Students will have access to state-of-the-art technologies commonly utilized in the private sector. Language instruction will be expanded to business majors and other related disciplines. Top-notch faculty will be recruited to share their knowledge and skills with the university community.

What are the outcomes and benefits of this proposal?

- Students receiving bachelors and masters degrees will increase by 500;
- Partnerships with community businesses will continue to grow through intern placement, knowledge sharing, and technology transfer with the university;
- Enrollment in online courses will be substantially increased by the installation of the necessary infrastructure, which has proven to be a cost-effective instructional format;
- Increase in science and technology graduates will encourage entrepreneurship and new start-ups to stimulate the economy, create new avenues for employment, and expand the tax base;
- Additionally, these programs will make the university more competitive for other sources of funding.

Estimated ongoing cost: \$2,805,800 (\$1,823,800 GPR/\$982,000 Fees)

For more information: Contact Chancellor Richard Telfer, 262-472-1672

A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW System: Growing the Research Infrastructure (Library Component)

Brief summary: This proposal seeks to increase library acquisition of electronic journals, databases, and reference tools in areas of new knowledge for all students and faculty/staff and expand access to UW-Madison's electronic collections to other institutions in the UW System.

Why is it needed?

In recent decades, the information marketplace has exploded with new areas of knowledge that must be supported by libraries. This challenge has been compounded by staggering cost increases for periodicals. A considerable gap exists between rising costs and stagnant allocation increases. This limits faculty from keeping up-to-date in their fields and passing that knowledge to students, both of which will ultimately transfer research into economic growth for the state. All campuses are reporting problems attracting and retaining quality faculty without core information resources available at their libraries. Inadequate electronic resources also make campuses less competitive for research grants because it takes too long to retrieve materials through interlibrary loan. Bringing the UW System to a competitive level with its peers would require more than \$20 million.

How does this proposal meet the need?

Full funding of this initiative will expand access to many of the core resources in a wide range of subject areas, with emphasis in the biomedical and life sciences. Several resources which are currently licensed only to the UW-Madison campus will become available to institutions throughout the System. This will increase research and teaching quality while enhancing equity between campuses. Research grants and related revenue flows will result from high-quality faculty research supported by the new research infrastructure. Additional funds will be generated by license fees for products that result from this research.

What are the outcomes/benefits?

- Recruiting, retaining, and graduating the best and brightest undergraduate and graduate students by equipping them with the information and tools they need to do their best work;
- Supporting the production of technologies and products that generate license fees and spur the creation of start-up companies, which tend to arise and flourish within 50 miles of the "home" university;
- Attracting and retaining a highly accomplished faculty whose expertise and drive contribute to the discovery and dissemination of knowledge;
- Accelerating grant awards and related revenue flows to the UW by providing faculty with access to the most comprehensive, up-to-date knowledge base.

Estimated ongoing cost: \$6 million (\$3.9 million GPR/\$2.1 million Fees)

For more information: Contact UW System Communications and External Relations, 608-263-5512

A GROWTH AGENDA FOR WISCONSIN

GROWING PEOPLE, JOBS, & COMMUNITIES

UW System: Recruiting and Retaining High-Quality Faculty and Staff

Brief summary: This proposal will provide a mechanism beyond the regular pay plan to recruit and retain top faculty and research staff.

Why is it needed?

In order to provide access to higher education for all citizens, the UW System must continue to recruit and retain top quality faculty and staff. This requires competitive, market-based salaries. UW faculty ended the 2007-08 fiscal year almost 10% behind their peers. In 2006-07, 4.1% of faculty members at UW-Madison alone received outside offers or pre-emptive salary adjustments. In each of the three previous years, 4.1 to 5.1% of faculty were recruited by other institutions or considered to be at high risk of leaving UW-Madison. Replacing faculty is increasingly expensive, as it requires an average of \$1.2 million in startup costs for each new professor -- and it generally takes eight years for that person to bring in enough research dollars to recoup that money. Attracting top young faculty is increasingly important, as more than 54% of full-time faculty members in the United States were older than 50 in 2005, up almost 10% in a decade.

How does this proposal meet the need?

The requested funds will provide a mechanism beyond regular pay plan to address critical recruitment and retention needs. This recruitment and retention funding will allow institutions to compete with others in higher education and reduce the loss of faculty and research staff who are sought by other institutions, as well as allow UW institutions to be "in the market" for new, bright academic talent. These funds will be used in selective cases to compete with other offers or to bring salaries that are significantly out of market closer to market in areas of high demand. It is anticipated that between 500 and 1,000 faculty and staff will be recruited or retained through the use of these funds.

What are the outcomes/benefits?

- Retaining and attracting top-flight faculty and staff will allow UW institutions to continue to provide a world-class education for Wisconsin students;
- These faculty and staff will attract additional private and federal funding through their research initiatives;
- This research leads to economic development through scientific breakthroughs and associated patents, such as flu vaccines and gene chips, which allow technology transfer to Wisconsin businesses and industry;
- This research also leads to spin-off companies, which tend to locate within 50 miles of the "home" university.

Estimated ongoing cost: \$10 million (\$6.5 million GPR/\$3.5 million Fees)

For more information: Contact UW System Communications and External Relations, 608-263-5512