

**REVISED MISSION STATEMENT  
UNIVERSITY OF WISCONSIN-EXTENSION  
(FIRST READING)**

**BACKGROUND**

At the recommendation of its Chancellor, Cathy Sandeen, the University of Wisconsin-Extension requests approval for its newly revised mission. Section 36.09(1)(b), Wis. Stats., requires that “the Board, after public hearing at each institution, shall establish for each institution a mission statement delineating specific program responsibilities and types of degrees to be granted.” Regent Policy Documents 1-1 (UW System Mission) and 1-2 (Approval of Mission Statements) and ACIS-1.0 indicate that in addition to the UW System mission, the University of Wisconsin-Extension establish a select mission.

Section 36.09(1)(b), Wis. Stats., also requires that UW institutions’ select missions include a listing of the general degrees offered by the institution. In addition, university missions must coincide with Higher Learning Commission (HLC) Criteria for Accreditation Mission Components (effective January 1, 2013), available at [http://www.ncahlc.org/Information-for- Institutions/criteria-and-core-components.html](http://www.ncahlc.org/Information-for-Institutions/criteria-and-core-components.html).

**REQUESTED ACTION**

No action is requested at this time. Pending further instructions by the Board of Regents (Board), after this first reading, a public hearing presided over by a Regent will be scheduled. Following that hearing, the proposed revision of the select UW-Extension mission statement, including any changes made in response to the input from stakeholders at the hearing, will be brought before the Board for final approval.

**DISCUSSION**

Higher education in Wisconsin and across the U.S. is rapidly changing, and is under increasing pressure to adjust to new competitors, new technologies, and new student and market needs, all within the context of reduced state funding. Internal challenges and external pressures require new delivery models and approaches to address unmet needs for quality education in the state and beyond. The UW-Extension is requesting a change in select mission to meet these needs by offering specific types of degrees and credit-bearing credentials such as certificates in the academic area of business and management. The following sections provide context for UW-Extension’s proposed select mission change, including high-level evidence for the overall market need and student demand for the business and management programs included as part of the request for degree-granting authority. For additional information and data, see UW-Extension’s Appendix document.

UW-Extension requests Board approval of the proposed select mission that will provide UW-Extension with degree-granting authority for select degrees. If adopted, the language would permit UW-Extension to seek authorization to offer professionally focused and cross-disciplinary, direct assessment, competency-based credit-bearing certificates, associate degrees, and

baccalaureate degrees in the area of business and management.

UW-Extension aims to deliver academic programs that will improve service to the large segment of nontraditional students who need high-quality professionally oriented degrees in alternative formats. These degrees will be offered exclusively in the competency-based format. UW-Extension degrees will be offered collaboratively with other UW institutions using similar partnership arrangements as UW-Extension's current, successful, collaborative degrees (see <http://ce.uwex.edu/campus-partnerships> ).

Based on student and market data collected since the inception of the UW Flexible Option Program, UW-Extension identified the bachelor's level business and management disciplinary area to be the academic programs highest in demand by current and potential student populations. If the proposed select mission is approved by the Board, UW-Extension will seek from the Board authorization to offer credit-bearing credentials in this disciplinary area at multiple undergraduate degree levels. Based on program assessment findings, data indicating student and market demand, and the outcomes of institutional strategic and academic planning processes, UW-Extension may seek from the Board approval of further expansions to the mission that would permit the institution to offer additional degree levels and curricular areas in the future.

Advancement of the proposed mission, and subsequent offering of new academic programming approved by the Board, will leverage the substantial investment that UW System and UW-Extension have made in the UW Flexible Option Program to build new systems, processes, and staff required to operate non-term, collaborative, direct-assessment, and competency-based programs. These new systems and processes span the entire student lifecycle – from marketing, recruitment, and admissions; to registration, financial aid and bursar functions; to student record-keeping; to advising; to instructional design; and to learner-support systems. The delivery of these services in a direct assessment, competency-based format does not exist at any other UW institution.

Prior to its request for degree-granting authority, UW-Extension sought partners from other UW institutions to collaboratively offer academic degree programs in business and management in the UW Flexible Option format, following the successful model of Flex programs at UW-Milwaukee, UW Colleges, UW-Parkside, UW-Stevens Point, and UW-Madison. This process did not result in sufficient interest or commitment, whereupon UW-Extension moved forward with its mission revision.

On June 3, 2015, UW-Extension shared governance groups endorsed expanded mission revision language to include degree-granting authority for a broad array of program areas up to the level of a Master's degree. This former version of the proposed mission change was reviewed by UW System Administration and resulted in a revised document, limiting the scope of the proposed changes to the select mission and limiting the curricular areas for degree delivery to business and management academic programs. UW-Extension's shared governance groups voted to endorse the proposed select mission language on September 1, 2015.

UW-Extension will not request additional financial resources from UW System Administration or from the State of Wisconsin to develop and implement new academic degree programs, delivery infrastructure, and/or credentials. All new degree programs

presented for authorization to the Board will be designed as program-revenue, cost-recovery programs. Tuition for the proposed academic degree programs will be set, as for all UW System institutions, by the Board of Regents. (These new programs will not be based on credits or semesters, therefore necessitating a different tuition structure.)

The American Council on Education finds that only 15% of undergraduates are “traditional” students: younger than 25, enrolled full time, and living in or near a university. ACE considers the remaining 85% of undergraduates “nontraditionals,” or students who are not necessarily a good match to UW-Extension’s traditional model of full-time residential education. Additional information regarding the attributes of nontraditional learners may be found at <http://www.acenet.edu/news-room/Documents/Post-Traditional-Learners.pdf>.

In Wisconsin alone, recent census data indicate that 21% (or over 800,000) of the state’s adult citizens 25-years-old and over acquired some college credits. ([http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_13\\_5YR\\_S1501&prodType=table](http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_5YR_S1501&prodType=table)). It is this nontraditional population that UW-Extension and other UW institutions seek to serve through options that combine full-time employment with credentialing and degree-completion opportunities. This market is served to some degree by existing programs within the UW System, including online programs in business and management. UW institutions and various systemwide initiatives over the past few years have targeted students seeking degree-completion in flexible formats. UW-Green Bay, UW-Oshkosh, UW-River Falls and others received Board approval for Bachelor of Applied Studies degree-completion programs directed at adult working students that make use of asynchronous online and hybrid delivery. There are also other flexible and customized formats offered by UW institutions, including prior learning assessment, adaptive technologies, self-paced courses, flexible start dates, personal learning pathways, test-outs, as well as flexible acceptance of transfer credits for learning outside the classroom and for professional experience (such as military service).

This nontraditional population is seeking educational models with a high degree of customization and personalization. (See Kamenetz, A. (2010). *DIY U: Edupunks, Edupreneurs, and the Coming Transformation of Higher Education*. Chelsea Green Publishing; Laitinen, A. (2012). *Cracking the Credit Hour*. New America Foundation.) Competency-based Education (CBE) is one such model, but is not the panacea. For example, the July 2015 Educational Advisory Board report, *Three Myths about Competency-Based Education: Separating Fact from Fiction*, reports that “CBE programs across the board report low levels of student demand for CBE, higher costs than anticipated, and deep challenges to student persistence and completion.” The market research conducted by UW-Extension focuses on student demand for flexible online programs and identifies a large population in Wisconsin currently being served not by UW institutions but, rather, by the for-profit sector.

Using data from the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS), UW-Extension found that UW institutions combined only awarded a total of 3% of bachelor’s degrees and 2% of master’s degrees in the areas of business and technology in 2011-12 and 2012-13 academic years and delivered online in a six-state region comprising Illinois, Indiana, Iowa, Michigan, Minnesota, and Wisconsin. UW System institutions do not focus on providing academic programs online. In contrast, for-profit institutions conferred 48% and 49% (bachelors and masters, respectively) of these same degrees.

According to the State of Wisconsin's Education Approval Board (EAB), about 23,000 Wisconsin residents enroll each year in a for-profit institution. This figure reflects 12-month Wisconsin resident enrollment in in-state or out-of-state for-profit institutions including non-degree programs (i.e., less than two-year in duration). Students who enroll in these programs pay tuition that can be as high as four times the average UW institution in-state tuition rate. Furthermore, a staggering 43% of students enrolled in for-profit institutions drop out within their first two years of enrollment. The full report may be found at <http://eab.state.wi.us/resources/outcomes/outcomesreport2015.pdf>.

In its request for degree-granting authority, UW-Extension seeks to serve these nontraditional students – currently enrolling in business and management programs at for-profit institutions – and seeks to improve services, retention, and degree completion rates for this student population.

Not only does it appear that a large segment of the nontraditional-age student population of students is generally not being well served by for-profit institutions of higher education, but the data also suggest that this potential student population is not accessing existing UW System degree programs and/or delivery options to meet their needs. This is not due to program quality – UW System programs are consistently ranked highly in regional and national rankings. It is also not because UW institutions do not offer enough face-to-face and online programs across the state – virtually every one of the UW System institutions offers business and management degrees, which are two degree areas in highest demand. According to UW-Extension analysis, the primary reason the UW is not serving more of the growing sector of nontraditional students is that the UW System does not attract adult students through a sufficient number of degree options in the flexible and customized formats that many adult students are expecting and accessing through the for-profit higher education sector.

The degrees that UW-Extension will develop are specifically aimed at “growing the pie,” offering the types of degrees and delivery options that will attract nontraditional students who are not currently enrolled in any UW institution. UW-Extension will not target for recruitment students currently enrolled or served at another UW System institution also offering adult and nontraditional degree-credentialing options. In fact, UW-Extension will pursue and implement collaborative degrees and academic program partnerships that build on UW System collaborative opportunities and structures. Academic programs will be designed in collaboration between UW-Extension's non-term and competency-based education and operational systems and the faculty and curricular resources from across the UW System. In this way, UW-Extension will not duplicate resources currently found within the UW System, but will leverage existing academic resources located on UW System campuses alongside UW-Extension's unique capacity to offer non-term competency-based degree programs. Academic programs will be designed to complement, rather than compete with, existing programs on the UW campuses.

New UW-Extension academic degree programs and certificates will be designed to expand the market of students drawn to UW institutions, just as the UW Flexible Option Program has done. As of June 30, 2015, UW Flex has enrolled just under 500 students (unique headcount, no duplicates) since January 2014. On average, since program launch in 2014, 25 new students have enrolled each month and taken one or more subscriptions for direct assessments. Partnering UW institutions currently report no decline in student enrollment in their brick-and-mortar equivalent

programs.

Operationally, new curricular and academic oversight practices, policies, and systems will be created within UW-Extension and incorporated into UW System shared governance practices. In addition, new practices, policies, and systems will be established to align competency-based oriented record keeping, financial aid, and other regulated processes with UW System, state, and federal reporting and accountability regulations. The specialized degrees to be developed are aimed at an audience that desires delivery of an educational program that fits into a 12-month, 24/7 world. Because UW-Extension operates fully on a 12-month calendar, the institution is positioned to build these new academic and reporting policies and practices expressly for nontraditional-age students.

Accreditation from the Higher Learning Commission (HLC) will be sought following final Board of Regents approval of the proposed select mission. HLC will require UW-Extension to specify the new academic approval and oversight policies and procedures that will govern these new credit-bearing credentials. UW-Extension leaders already have begun discussions with HLC.

### **Mission Revision Documents**

Listed below for comparison are the current select mission of UW-Extension, a revised version with tracked changes, and a clean version of the mission as it would read in its final form.

#### **Current Mission** (revised September 10, 2004)

Through the University of Wisconsin-Extension, all Wisconsin people can access university resources and engage in lifelong learning, wherever they live and work.

Fundamental to this mission are UW-Extension's partnerships with the 26 UW campuses, the county and tribal governments, and other public and private organizations. Fulfilling the promise of the Wisconsin Idea, UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish mutually beneficial connections with all its stakeholders.

For millions of Wisconsin individuals, families, businesses and communities, UW-Extension is the doorway to their public university, enabling them to:

- Achieve personal growth, professional success and organizational effectiveness through formal and informal learning;
- Address the changing needs of the state and society by applying relevant university research; and
- Gain greater access to educational, cultural and civic resources through the use of technologies.

In addition, UW-Extension supports the University of Wisconsin System mission by:

- Providing strong leadership for the university's statewide public service mission;
- Integrating a scholarly approach to outreach across many academic disciplines; and
- Addressing the specific educational needs of under-served disadvantaged and nontraditional students.

## Revised Mission (with mark-up)

Through the University of Wisconsin-Extension, ~~all Wisconsin people~~ people of Wisconsin and beyond can access university resources and engage in ~~lifelong~~ learning, wherever they live and work.

Fundamental to this mission are UW-Extension's partnerships with the 26 UW campuses, the county and tribal governments, and other public and private organizations. Fulfilling the promise of the Wisconsin Idea, UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish beneficial connections with all of its stakeholders.

~~For millions of Wisconsin individuals, families, businesses and communities, UW Extension is the doorway to their public university, enabling them to:~~

For Wisconsin individuals, families, businesses and communities, UW-Extension fulfills its mission by:

- ~~Achieve~~ Supporting personal growth, professional success and organizational effectiveness through formal and informal learning.
- Offering professionally-focused and cross-disciplinary competency-based certificates, associate degrees, and baccalaureate degrees in the area of business and management.
- ~~Address~~ Addressing the changing needs of the state and society by conducting, applying, and conveying relevant university research.
- ~~Gain~~ Building greater access to educational, cultural and civic resources through the use of technologies.

In addition, UW-Extension supports the University of Wisconsin System mission by:

- Providing strong leadership for the university's statewide public service mission.
- Integrating a scholarly approach to outreach across many academic disciplines.
- Addressing the specific educational needs of under-served, disadvantaged and nontraditional students.

## Revised Mission (clean)

Through the University of Wisconsin-Extension, people of Wisconsin and beyond can access university resources and engage in learning, wherever they live and work.

Fundamental to this mission are UW-Extension's partnerships with the 26 UW campuses, the county and tribal governments, and other public and private organizations. Fulfilling the promise of the Wisconsin Idea, UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish beneficial connections with all of its stakeholders.

For Wisconsin individuals, families, businesses and communities, UW-Extension fulfills its mission by:

- Supporting personal growth, professional success and organizational effectiveness through formal and informal learning.
- Offering professionally-focused and cross-disciplinary competency-based certificates, associate

degrees, and baccalaureate degrees in the area of business and management.

- Addressing the changing needs of the state and society by conducting, applying, and conveying relevant university research.
- Building greater access to educational, cultural and civic resources through the use of technologies.

In addition, UW-Extension supports the University of Wisconsin System mission by:

- Providing strong leadership for the university's statewide public service mission.
- Integrating a scholarly approach to outreach across many academic disciplines.
- Addressing the specific educational needs of under-served, disadvantaged and nontraditional students.

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## **Appendix Submitted by UW-Extension to Support its Mission Change Proposal to the Board of Regents**

### **What problem are we addressing?**

Higher education in Wisconsin and across the U.S. is rapidly changing, and it is under increasing pressure to adjust to new competitors, new technologies, and new needs, all within the context of reduced state funding. Internal challenges and external pressures require new delivery models and new approaches to address unmet needs for quality education in the state and beyond.

According to the American Council on Education, only 15% of undergraduates are “traditional:” younger than 25, attending full time, and living on or near a university; 85% of undergraduates are better described as “nontraditional” students.<sup>1</sup> In Wisconsin alone, recent census data indicate that 21% (or over 800,000 adults) of its citizens fit this nontraditional description.<sup>2</sup>

Yet UW System institutions are not meeting the higher education needs of this growing population (see Tables 1a and 1b below). Table 1a shows that within the six-state Midwest region (Illinois, Indiana, Iowa, Michigan, Minnesota, and Wisconsin), all UW institutions combined award only 9% of all bachelor’s degrees and 5% of all master’s degrees. Table 1b focuses on those programs that returning, nontraditional students are most likely to take – those programs that are offered both at a distance and face-to-face – and shows that all UW institutions combined award only 7% of the bachelor’s degrees and 3% of the master’s degrees.

The market share of UW institutions is even smaller if one looks at online business and information technology degrees (see Table 2 below). In the same six-state Midwest region, all UW institutions combine to award only 3% of these bachelor’s degrees and 2% of these master’s degrees. Importantly, business and technology represent 8 of the top 10 occupations requiring a bachelor’s degree that are projected to grow the most in the next decade (see Table 3 below). In contrast, for-profit institutions award 48% of the bachelor’s degrees and 49% of the master’s degrees in business and technology (Table 2). *The State of Wisconsin’s Education Approval Board reports that about 23,000 Wisconsin residents enroll each year in a for-profit institution, paying tuition that can be as high as four times the tuition at the UW. A staggering 43% of them drop out within their first 2 years.*<sup>3</sup> This growing population of nontraditional, higher-education-seeking students is not well served by for-profit enrollment.

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<sup>1</sup> <http://www.acenet.edu/news-room/Documents/Post-Traditional-Learners.pdf>

<sup>2</sup> [http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_13\\_5YR\\_S1501&prodType=table](http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_5YR_S1501&prodType=table)

<sup>3</sup> <http://eab.state.wi.us/resources/outcomes/outcomesreport2015.pdf>



## What is our solution?

The logical question to ask is why these tens of thousands of Wisconsin students are not enrolling in UW programs. It is not that UW programs are not high quality – UW programs are consistently ranked highly in regional and national rankings. It is also not that UW institutions do not offer enough programs all across the state – virtually every one of the UW institutions offers business and technology degrees, two degree areas in highest demand in the state. The reason the UW System is not serving more of the growing sector of nontraditional students is that the UW System does not offer degrees in the flexible and customized format adult students expect and need in a world connected by the internet.

A 2014 study by the higher education research firm Eduventures<sup>4</sup> found that the national nontraditional degree-completer market is 60 million, yet only 6 million (10%) are currently enrolled in undergraduate programs. To attract more of these students, Eduventures identified the following criteria:

- 60% of nontraditional students are driven by career advancement
- 70% are focused on lower tuition and fees
- 51% identified self-paced completion as very important
- 47% want and need credit for life/work experience through an exam
- 44% want accelerated completion options
- 43% want options to test out of courses for faster completion

This growing segment of nontraditional students lives in a 12-month, 24/7 world, and these students seek quality education that likewise is available on a 12-month, 24/7 basis. They seek educational models that are interactive and participatory, and they “mix and match” among multiple institutions. They seek education that is more like the multimodal connectivity of smart phones vs. land lines, the customization of streaming video vs. basic cable, and the interactive expanse of Google vs. encyclopedias.<sup>5</sup> The UW must find ways to bring high-quality, and high-demand, degrees to this segment of students on their terms – while maintaining the high quality for which the UW is famous. Operationally, the UW System must find ways to develop programs quickly to meet rapidly emerging needs, and the UW-System must find ways to quickly modify educational offerings (or disassemble them altogether) when needs change.

The UW Flexible Option<sup>6</sup> is one such program that is built specifically to address the needs for quality higher education for this segment of nontraditional students. As of June 30, 2015, UW Flex has enrolled just under 500 students (unique headcount), *with no decline in enrollments in the brick-and-mortar equivalent programs at the UW*

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<sup>4</sup> Closing the Degree Completion Gap: Challenges and Opportunities, Eduventures, May 2014.

<sup>5</sup> Kamenetz, A. *DIY U: Edupunks, Edupreneurs, and the Coming Transformation of Higher Education*. Chelsea Green Publishing, 2010.

Laitinen, A. (2012). *Cracking the Credit Hour*. New America Foundation.  
<https://www.newamerica.org/education-policy/cracking-the-credit-hour/>

<sup>6</sup> [flex.wisconsin.edu](http://flex.wisconsin.edu)

*institutions offering the degrees. In other words, UW Flex is bringing new students into the UW.*

UW-Extension is asking for authority from the Board of Regents to offer degrees that are specifically aimed at the large segment of adult nontraditional students who need high-quality, professionally oriented degrees in alternative formats. These degrees will be offered in the competency-based format, and while UW-Extension will award the degrees, they will be offered collaboratively with other UW institutions, using similar partnership arrangements as the current successful collaborative degrees.<sup>7</sup> Specifically:

**University of Wisconsin-Extension requests approval to offer professionally focused and cross-disciplinary competency-based credit certificates, associate degrees, and baccalaureate degrees in the area of business and management.**

The bachelor's degree in the area of business and management has consistently been the highest-demand degree level and area since the inception of the UW Flexible Option. In the future, we will seek authority from the regents to offer additional degree levels and curricular areas, as opportunities present themselves.

These new degrees will leverage the substantial investment that UW System and UW-Extension have already made in building new systems, processes, and staff that are required to operate non-term, collaborative, competency-based programs. These new systems and processes span the entire student lifecycle – from marketing, recruitment, and admissions; to registration, financial aid and bursar functions; to student record-keeping; to advising; to instructional design and learner-support systems. Non-term, CBE systems do not exist in any other UW institution.

We are not requesting additional financial resources from System or from the State of Wisconsin. All new degrees will be designed as program-revenue, cost-recovery programs.

New curricular and academic oversight practices, policies, and systems will be created within UW-Extension and incorporated into UW System shared governance practices. In addition, new practices, policies, and systems will be established that will align non-term, CBE-oriented record-keeping, financial aid, and other regulated processes with UW System and federal reporting regulations. Because UW-Extension operates fully on a 12-month calendar, our institution is ideally positioned to build these new academic and reporting policies and practices expressly for nontraditional students.

The UW-Extension degrees will be designed explicitly to complement, rather than compete with, existing programs on the UW System campuses. New degrees and certificates will be designed to expand the market of students drawn to UW institutions. The real competition for the students we seek is not from within the UW System but rather from in-state and out-of-state for-profit and not-for-profit institutions that are increasingly targeting Wisconsin students. Again, about 23,000 Wisconsin residents are

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<sup>7</sup> <http://ce.uwex.edu/campus-partnerships/>

currently enrolled in for-profit institutions. While some of these institutions are accredited and have a vital role to play in higher education, others are less credible and take advantage of students and financial aid systems without providing a viable set of skills or credentials – and in most cases, these schools are more expensive than the UW.

The new collaborative degrees to be created take advantage of “systemness” across the UW. There will be collaboration between UW-Extension’s non-term and CBE systems, and faculty and curricular resources from across the UW. In this way, we will not duplicate resources within the UW System, but we will leverage existing academic resources at traditional campuses within the system along with UW-Extension’s unique capacity to offer non-term CBE degrees to “grow the pie” for students, so they, too, have access to a high-quality UW education.

### **How will the new UW-Extension degrees operate?**

1. We seek authority to offer high-demand, professionally oriented degrees that are cross-disciplinary, to be offered only in the competency-based format, and designed to operate using cost-recovery program revenue.
  - a. UW-Extension degrees will be distinct within the UW System due to the methods used to deliver them. That is, while many UW institutions offer business and management degrees (including online), a UW-Extension business and management degree will be offered in a 12-month, CBE format for the nontraditional student who either does not want, or cannot take, what is currently offered throughout the UW System.
  - b. Only degrees that are in high demand will be offered, and we will propose degrees only after thorough market research and analysis is undertaken.
  - c. UW-Extension degrees will be designed only as cost-recovery programs; in other words, the programs must break even entirely through enrollment revenue.
  - d. UW-Extension degrees will be priced competitively.
  - e. The resources for start-up and development of new degrees will come from existing UW-Extension resources. We are not seeking additional financial support from the UW System or from the State of Wisconsin.
  - f. *In this mission change, we are only seeking permission to offer credit-bearing credentials, up to the bachelor’s degree, in the area of business & management.* This has consistently been the highest-demand degree level and area since the inception of the UW Flexible Option. We may seek authority in the future to offer additional degree levels and curricular areas, as opportunities present themselves.

2. UW-Extension degrees will be offered in collaboration with existing UW institutions to the fullest extent possible.
  - a. The market for nontraditional students is very competitive – and for competitive reasons alone, we seek to maximize the UW “brand” by leveraging our existing high-quality faculty, staff, and curriculum.
  - b. Our existing collaborative degrees<sup>8</sup> utilize faculty from across the UW System, bringing them together in “virtual departments” that will then develop the curriculum to support the program. Faculty are supported by the instructional design and D2L teams that exist within UW-Extension’s Division of Continuing Education, Outreach, and E-Learning (CEOEL).
  - c. In existing collaborative degrees, the partner UW institutions offer the degree. In the new model, we intend to use similar collaborative arrangements, with the primary difference that UW-Extension will offer the degree.
  - d. We envision the following steps as we explore new degree opportunities:
    - i. UW-Extension engages in market research and analysis to determine demand for a particular degree (area and level) from our intended student audience. We further will explore the degree opportunities that already exist for those students, including what exists across the UW System and from other institutions in the state and beyond.
    - ii. If we determine that a new UW System CBE-type program is viable in this arena, we will simultaneously pursue the development of a “traditional” collaborative degree with our UW partners (i.e., one that would look very much like our existing collaborative degrees) *and* evaluate the viability of offering the degree collaboratively using UW-Extension’s new degree-granting authority.

Viability criteria will focus on time and cost to develop the new degree, comparing the two collaborative models. This includes the time and costs on faculty workload (which should be similar), on academic planning and oversight (which will differ), on operational infrastructure (which will be different), and on accreditation (if appropriate, which will differ as well).
    - iii. These comparative analyses will determine which path we take towards degree development.
    - iv. This process will be transparent to our UW partners and to UW System administration.

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<sup>8</sup> See <http://ce.uwex.edu/campus-partnerships/>

3. Leveraging existing faculty from across the UW System will require sustainable workload and revenue-sharing agreements. That is, faculty engaged in collaborative degrees must have workloads that are sustainable, and supportive, of their home institution's primary mission. Revenue sharing must be agreeable and fair to all parties.
  - a. This is true for our existing collaborative degrees, including for UW Flex, and those arrangements can serve as the model for new collaborations that are developed.
  - b. Additionally, and as we currently do with our existing UW Flex partnerships, we will negotiate with the partner institution's central administration as opposed to seeking direct arrangements with individual schools, colleges, departments, faculty or staff. It will be the responsibility of the partner institutions to negotiate their own internal arrangements, consistent with their institutional culture.

**Table 1a**  
**2012 & 2013 Degrees Conferred among Midwest Higher Ed Institutions Offering Bachelor's or Master's Programs of Any Kind and in Any Format<sup>9</sup>**

Institutional Sector	Degrees Conferred in 2012 and 2013			
	Bachelor's Degree		Master's Degree	
	Count	Percentage	Count	Percentage
Private for-profit, 4-year or above	67,553	12%	52,470	21%
Private not-for-profit, 4-year or above	179,085	31%	92,945	37%
Public 4-year or above (less UW)	284,396	49%	93,054	37%
UW 4-year institutions	53,117	9%	11,612	5%
<b>Total</b>	<b>584,151</b>	<b>100%</b>	<b>250,081</b>	<b>100%</b>

**Table 1b**  
**2012 & 2013 Degrees Conferred among Midwest Higher Ed Institutions Offering Bachelor's or Master's Programs Both Online or Face-to-Face<sup>10</sup>**

Institutional Sector	Degrees Conferred in 2012 and 2013			
	Bachelor's Degree		Master's Degree	
	Count	Percentage	Count	Percentage
Private for-profit, 4-year or above	60,303	28%	51,252	37%
Private not-for-profit, 4-year or above	50,084	23%	42,792	30%
Public 4-year or above (less UW)	92,183	43%	42,494	30%
UW 4-year institutions	14,095	7%	3,781	3%
<b>Total</b>	<b>216,665</b>	<b>100%</b>	<b>140,319</b>	<b>100%</b>

<sup>9</sup> Source: NCES IPEDS, 2013 and 2012 datasets; all CIP codes for degrees delivered using any delivery method from all Midwest region institutions (IL, IN, IA, MI, MN, WI)

<sup>10</sup> Source: NCES IPEDS, 2013 and 2012 datasets; all CIP codes for degrees delivered both in “brick and mortar” and online from all Midwest region institutions (IL, IN, IA, MI, MN, WI)

**Table 2**  
**6-Digit CIP Degrees in CIP 52 (Business) & CIP 11 (Technology) Conferred in 2012**  
**and 2013 Conferred among Midwest Higher Ed Institutions Offering Online**  
**Bachelor's or Master's Programs<sup>11</sup>**

Institutional Sector	Degrees Conferred in 2012 and 2013			
	Bachelor's Degree		Master's Degree	
	Count	Percentage	Count	Percentage
Private for-profit, 4-year or above	25,705	48%	19,126	49%
Private not-for-profit, 4-year or above	17,363	32%	10,935	28%
Public 4-year or above (less UW)	9,257	17%	8,030	21%
UW 4-year institutions	1,698	3%	813	2%
<b>Total</b>	<b>54,023</b>	<b>100%</b>	<b>38,904</b>	<b>100%</b>

**Table 3**  
**Top 10 occupations in Wisconsin with highest predicted job growth that require a**  
**bachelor's degree, 2012 to 2022<sup>12</sup>**

Rank	Description	2012 Jobs	2022 Jobs	Expected Increase*	Ave. Hourly	Regional Completions
1	Registered Nurses (Bachelor's and Associates)	55,348	64,618	9,270	\$30.20	4,478
2	General and Operations Managers	30,672	36,132	5,460	\$41.78	6,017
3	Software Developers, Applications	9,794	12,767	2,973	\$36.78	638
4	Accountants and Auditors	20,129	22,890	2,761	\$27.91	2,300
5	Computer Systems Analysts	9,487	12,099	2,612	\$34.60	1,360
6	Market Research Analysts and Marketing Specialists	7,506	9,839	2,333	\$25.08	1,603
7	Elementary School Teachers, Except Special Education	26,440	28,394	1,954	\$27.06	2,156
8	Management Analysts	11,125	12,956	1,831	\$32.23	5,689
9	Software Developers, Systems Software	2,965	4,505	1,540	\$40.51	711
10	Computer and Information Systems Managers	5,884	7,137	1,253	\$49.06	2,229

<sup>11</sup> Source: NCES IPEDS, 2013 and 2012 datasets; all degrees with 6-digit CIP Code in categories CIP 52 (Business) and CIP 11 (Technology) delivered online from all Midwest region institutions (IL, IN, IA, MI, MN, WI)

<sup>12</sup> Source: Bureau of Labor Statistics' Quarterly Census of Employment and Wages, accessed April 2014. Uses QCEW Employees, Non-QCEW Employees & Self-Employed – EMSI 2013.4 Class of Worker.

\*Expected Increase takes occupational mix, national growth, and competitive effects into account.

Regina Millner, President, UW System Board of Regents  
Ray Cross, President, UW System  
David Ward, Senior Vice President, UW System  
1700 Van Hise Hall  
1220 Linden Dr.  
Madison, WI 53706

August 15, 2015

Dear Regent President Millner, President Cross, and Senior Vice President Ward,

On behalf of UW-Extension, Provost Brower and I are proud to submit materials to formally request from the UW System Board of Regents a change of its select mission. The rationale and the content of the proposed mission change will be reviewed with the Education Committee of the UW System Board of Regents at its September meeting. UW-Extension will review the comments received and hold a public hearing requesting input from constituents and stakeholders prior to the second reading by the Education Committee.

We request a mission change that will allow UW-Extension to award credit-bearing certificates, associate's and bachelor's degrees in the academic disciplines of business and management.

We seek degree-granting authority to allow UW-Extension to offer only specific types of credit-bearing credentials that are professionally oriented and competency based, delivered primarily online and in formats specifically for nontraditional and returning adult students. These credentials are intended to "grow the pie" of enrollments into the UW – leveraging successes and infrastructure of the UW Flexible Option to provide quality education to students who are not currently served by UW System institutions.

The attached documents include UW-Extension's current mission, the proposed mission change language (with changes in red), and an Executive Summary containing the major points for this change. Note that UW-Extension's shared governance groups will vote on the new mission language on September 1, 2015. Note, too, that they already endorsed a prior, expanded, language of the proposed mission change on June 3, 2015. The prior language was subsequently reviewed by UW System Administration, resulting in the current, and narrower, mission-change request.

Thank you for your assistance and we look forward to working with you.

Sincerely,



Cathy Sandeen  
Chancellor  
UW-Extension & UW Colleges



Aaron Brower  
Provost & Vice Chancellor  
UW-Extension