

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

Held in Room 1820 Van Hise Hall
Friday, December 8, 1995
9:00 a.m.

- President Grebe presiding -

PRESENT: Regents Barry, Benson, Brown, Budzinski, Dreyfus, Gelatt, Grebe,
Hempel, James, Krutsch, Lubar, MacNeil, Orr, Smith, and Steil

ABSENT: Regent De Simone and Randall

Approval of Minutes

Upon motion by Regent Dreyfus, seconded by Regent Steil, minutes of the meeting of the Board of Regents held on November 10, 1994, were unanimously approved as distributed.

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The reports which follow the Regular action of the Board of Regents include:

Report of the President of the Board
Report of the President of the System
Report on the Board of Regents study of the UW System in the 21st Century
Report of the Business and Finance Committee
Report of the Education Committee
Report of the Physical Planning and Development Committee

At the conclusion of the Report of the Physical Planning and Development Committee, the following additional items came before the board:

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ADDITIONAL ITEMS

Cancellation of January 1996 Meeting of the Board of Regents

Regent Grebe introduced Resolution 7092; Regent Dreyfus moved its adoption. The motion was seconded and passed unanimously.

Resolution 7091: That the meetings of the Board of Regents
scheduled for January 4 and 5, 1996, be cancelled.

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COMMUNICATIONS, PETITIONS, MEMORIALS

Regent Grebe called upon President Lyall to acknowledge the departure of Tom Sonnleitner, who will be leaving UW System Administration to become the Vice President for Finance for the West Virginia University System. President Lyall praised him as the "wizard" who has computed tuition rates across 85 categories of students, resident and non-resident, and noted that he will be missed.

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At 11:29, the Board of Regents recessed for five minutes.

REPORT OF THE PRESIDENT OF THE BOARD

Report of the Regent Representative of the Wisconsin Technical
College System Board

Regent Barry had previously submitted a WTCS Board report. In addition to this report, he called attention to the WTCS Board's approval of concept of the La Crosse Consortium for Allied Health, noting that the local WTCS Board is expected to hold a referendum vote on the matter in April 1996. He expressed his belief that momentum on the project needs to be maintained; however, in view of DOA's request from participating members that funds be obtained "up-front" for planning (which has caused the need for referendum votes to obtain funds) progress has been slowed.

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Report of the Regent member of the Educational Communications Board

Regent Gelatt submitted a written report concerning the Educational Communications Board. He noted that the joint Regent/ECB Committee on consolidation is holding public hearings, and that the volume of comment has resulted in a request for an extension on the submission of the report to the Joint Finance Committee, since hearings will be held through January.

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Additional Item

Chancellor Search Committees

Noting that the Board had earlier authorized searches for chancellors at UW-Superior and UW-Stevens Point, Regent Grebe announced the appointment of Regent subcommittees that will work with President Lyall and him to make recommendations to the Board about these positions. Regent Barry has agreed to chair the Regent Committee for UW-Superior; he

will be assisted by Regents Krutsch and Randall. Regent Smith has agreed to chair the Regent Committee at Stevens Point; he will be joined by Regents MacNeil and Orr.

REPORT OF THE PRESIDENT OF THE SYSTEM

Presentation of the Regent Teaching Excellence Awards

President Lyall observed that the presentation of the Regent Teaching Excellence Awards provide an opportunity to reflect upon the importance of good teaching in the UW System, noting that these awards recognize not only outstanding career achievement by individual teachers, but that, for the third year, they will recognize an exceptional academic department that fosters excellence in teaching. She added that this relatively new award has attracted national interest, and that several colleges and universities across the country are using the UW System model to develop their own programs; this interest reflects an awareness of the need to pay attention to teaching at the programmatic level, as well as at the level of the individual course.

Regent Krutsch, who, with Regent MacNeil, selected the 1995 award winners, presented the awards. She noted that these awards represent an opportunity for the board to recognize and honor some of the UW System's outstanding teachers and departments, and that they also provide a means for the Regents to "show support for the idea that effective teaching is serious, demanding intellectual work." She noted that "those faculty and academic staff who teach with dedication, creativity and passion are our most valuable resource, helping ensure for us enlightened citizens, imaginative and dedicated workers, and thoughtful, compassionate stewards of the future," and stressed the need to continue to encourage and reward good teaching. She then presented individual awards, which recognize career achievement in teaching, to Professor Alan Bigel (UW-La Crosse) and Professor James Grundloh (UW-Oshkosh).

Professor Alan Bigel

Professor Bigel has taught political science at UW-LaCrosse since 1984, having developed and taught an entire curriculum in legal studies courses and constitutional law. Earning the highest ranking in his department on student evaluation scores every semester since he was hired, he is credited by a colleague as contributing to the success of UW-La Crosse students in "gaining admission to fine law schools which is "in no small measure, due to the preparation received in his courses." Regent Krutsch cited, in particular, Professor Bigel's "unparalleled" commitment to and love for teaching, noting that former students praised his dedication, enthusiasm, ability to explain complex concepts, as well as his availability outside class; many former students credit him with a profound influence on their intellectual development, career choices, and lives. Professor Bigel also has a strong record in university and departmental service, as well as the production of many scholarly articles in highly respected journals. Thanking the Board for the honors conferred upon him, Professor Bigel credited his students for the impact they have had on his life, noting that several former students were there to attend the presentation of this teaching award.

Professor James Grundloh

Professor James Grundloh has taught in the Department of Economics at UW-Oshkosh since 1970; Regent Krutsch reported that he has excelled not only in his teaching of traditional college classes and his mentoring of younger faculty, but in the area of outreach and curriculum development with the K-12 schools, where he has been enormously influential at the local, state, and national levels. In his work with both undergraduates and K-12 teachers, he has pioneered a multitude of new approaches to making economics education more effective, from new uses of technology and distance education to student management teams to new ways of connecting economic theories and ideas with the real world. Citing Professor Grundloh's colleagues, Regent Krutsch reported that he was praised by them not only for his ability to get students motivated and to convey difficult material to them, but also for his positive influence on their lives. As Director of the Center for Economic Education at UW-Oshkosh, Professor Grundloh helps the center promote economics literacy by providing teacher training programs for K-12 teachers, as well as curriculum development assistance and assessment services; as State Program Director for the Wisconsin Council on Economic Education, he coordinates the offerings of the nine campus-based centers throughout the state. As a direct result of his work, the subject of economics is now "an integral part of the curriculum in virtually all of the school districts in his area," and the Oshkosh School District recently received a national exemplary economic education program award from the National Council on Economic Education. His work at the state level can be measured by the fact that 85 school districts representing 65 percent of the K-12 student population in Wisconsin are now actively involved in enhancing the quality of the economics strand in their K-12 curriculum. Regent Krutsch also briefly alluded to his leadership in his department, administrative work, and university service.

Observing that his remarks might echo those made by Professor Bigel, Professor Grundloh reflected on the support he'd been given by senior faculty, the "wonderful" working environment he'd been in and the encouragement he'd received; he recognized the work of administrative and support staff who help "create an environment that supports and encourages innovation"; and he concluded by recognizing the feedback received from his students, whom he cited as having improved his teaching by having taught him that his role is not to disseminate knowledge, but rather to facilitate student learning.

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Department of Plant and Earth Science

Regent Krutsch concluded by presenting the Regents Teaching Excellence Award for Academic Departments and Programs to the UW-River Falls Department of Plant and Earth Science. Added three years ago in response to growing national discussion about the importance of department collaboration to the coherence of students' educational experience and overall intellectual development, this award is focused on student learning; however, it also takes into account the department's crucial role in creating academic cultures that value teaching, and provide incentives and rewards for its improvement. Observing that the Plant and Earth Science Department at UW-River Falls stood out among the excellent

nominations for the award, Regent Krutsch cited its range and interdisciplinary focus of its six major programs, its effectiveness in fostering innovation and timely approaches to teaching and curriculum development, and its success in creating a learning community among faculty and students that has contributed directly to students' intellectual growth and academic achievement. To prepare its graduates to succeed and excel, the department emphasizes field work, cooperative learning, and discipline-related community service. It encourages and provides substantive faculty-student and student-student mentoring, and undergraduate research experiences, including co-authorship of professional publications and presentations. As a result, a number of its students have won prestigious graduate school fellowships and national awards for their research. The department fosters extensive social contact among students and between students and faculty through an open-door approach to student advising, five discipline-related clubs within the department, and other extra-curricular programs. Noting that the department's nomination folder cited accomplishments of its students and graduates, as well as teaching awards won by individual faculty members, Regent Krutsch added that there were also testimonials from other sources, including the personnel manager of a firm that employs several of the department's graduates and from former students. The former testimonial praises the excellence of the training and the enthusiasm of the department's graduates; the latter example cited the quality of the program, its ability to prepare students for further study, and the encouragement and support received while a member of the program. Professor Samuel Huffman, the Chair of the Department of Plant and Earth Science, and Professor Ian Williams, a member of the department, accepted the award on its behalf. Professor Williams observed that awards such as this improve department morale and demonstrate that excellent teaching is appreciated.

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Presentation: Distance Education Update

President Lyall introduced Senior Vice President David J. Ward, who presented information on the most recent developments in distance education within the UW System. Currently, there are 199 credit courses planned in Distance Education for 1995-96; 4,908 students are projected to enroll in these courses, which will be delivered in both synchronous ("real time" or live) and asynchronous (available for access by students on demand) formats. Telephone, computer and internet, instructional television fixed service, broadcast television, satellite, fiber optics, videotape, and compressed video technologies are all used, either singly or in combination with each other, and most of the UW institutions have one or more of these technologies available to them. The audiences served by these technologies include teachers, businesses, WTCS students, nurses, state employees, and high school students, as well as the general public and the UW students who form the largest part of the audience. Ward attributed the small number of courses aimed at high school students to the need to "relax" a policy that prevented institutions from using credit outreach for this group; he noted that this policy has been made more flexible during a two year pilot period to encourage more course offerings to the high schools. Showing a map of the institutions which can access the Compressed Video System, Ward reported that it is the product of a partnership between the UW institutions and UW Extension and was built through the reallocation of base funds; the system is also linked to other

significant partners, including state agencies and public libraries. UW institutions, high schools, State and National businesses, Technical Colleges, and the CESA districts all receive UW Distance Education Courses.

Ward noted that an important element of Distance Education is the need inform users about what is being accomplished. To that end, UW-Extension and UW institutions have formed a Distance Education Clearinghouse and an Internet site which provides information on all UW System distance education credit courses. In the future, the Clearinghouse will also provide information on non-credit programs as well as a searchable database of courses offered. This information will be used by students, faculty and as part of the Transfer Information System; the audience reached will include not only educators and learners in Wisconsin, but it is also accessible worldwide.

In Spring of 1996, the Nursing Degree Consortium, described as a "landmark accomplishment in the UW System," is expected to begin. The five participating institutions (UW-Eau Claire, UW-Green Bay, UW-Oshkosh, UW-Madison and UW-Milwaukee) hope to meet the demands of 9,000 RNs who want to complete a BSN within 5 years; most of these people are placebound, living in Northern and Southwestern Wisconsin. The response of these five institutions was to plan a common curriculum and develop a Home Institution Concept, which allows students to seek a degree and obtain student services from one institution, while being able to take courses from all five--this concept is being considered along with other registration options for other distance education courses.

Other opportunities also exist, including those in partnership with K-12 schools (to be discussed below); the collaborative efforts of the Northwest Business Consortium, which uses fiber optics to share courses between 5 UW institutions and UWC-Barron County; an arrangement between UW-Platteville and UW-Stout to share courses in engineering and material handling; an UW-Oshkosh Regional MBA degree that replaces the old system in which instructors travelled to other campuses to deliver courses; and UW-Madison's partnership with other Big Ten institutions. On-going investments in distance education include multi-media classrooms and the development of campus-wide fiber optic networks (with funding provided by the technology fee); the Center for Distance Education, which is UW-Extension's assigned project; and the on-going assessment of distance education needs. Ward noted that the technology is rapidly evolving; that this is a period of "start ups and experimentation" which will require "learning by doing"--policies will need to be flexible and investments will need to be made strategically. He added that there will be great need for faculty and staff development funds, and that existing resources will need to be stretched. He concluded that there are a few things that are still needed: state funding for technology; cooperation with the people developing BadgerNet (a statewide telecommunications system currently under development); and leverage from private vendors, with whom the UW System hopes to develop mutually beneficial partnerships.

K-12 Partnership Opportunities

President Lyall reported that discussions have begun with the urban K-12 school superintendents whose districts encompass two-thirds of all

the students in the public schools; the goal of these discussions is to help facilitate the development of the UW System's distance learning network. She noted that there is a great deal of interest in coordinating K-12 investments in instructional technology with those of UW System, so that the networks can communicate with each other. Two areas in particular have been of greatest interest: in-service training for teachers, an area in which every school district invests heavily, and providing assistance to college preparation counseling services (through recruitment and information materials) to allow students and high school counsellors to tap into our developing information network for all students.

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Good News Items

UW-La Crosse Nuclear Medicine Technology Program Student Success

President Lyall reported that 100% of students in UW-LaCrosse's Nuclear Medicine Technology program passed the national certification examination this fall; one earned the highest score in the nation. Placing this success in context, she observed that, nationally, the pass rate is only 65%.

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UW-La Crosse Division III Football Title

President Lyall announced that the UW-LaCrosse Eagles won Division III and would be competing in the Alonzo Stagg Bowl in Virginia, and she wished them success.

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UW-Extension Survey: "The Quality of Life in Wisconsin"

The UW-Extension Survey Research Lab has released the first volume of The Quality of Life in Wisconsin, which had been distributed to the Regents. This survey focuses on work and the economic well-being of the people of Wisconsin, as well as how they feel about themselves and their futures. The survey concludes that large numbers of Wisconsinites believe they are better off financially now than they were four years ago; and that they will be the same or better off in the coming years. It also shows that a majority of Wisconsinites are satisfied with their jobs but believe they will need additional training in the next few years in order to move ahead. President Lyall observed that the educational opportunities offered by the UW System will be increasingly important to the future quality of life in Wisconsin.

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National Science Foundation Early Career Development Award

A UW-Milwaukee faculty member, Michael Reddy, Assistant Professor of Chemistry, has received the National Science Foundation Early Career Development Award. One of 24 scientist nationwide selected to receive the \$370,000, five-year grants designed to promote the development of young

faculty as well-rounded educators, Professor Reddy is a biochemist studying viruses as models of biological processes involving protein-nucleic interactions.

REPORT OF THE BUSINESS AND FINANCE COMMITTEE

Regent Gelatt, Chair, stated that Resolutions 7068 - 7070 had been approved by the Business and Finance Committee, and moved their adoption as consent agenda items. The motion was seconded by Regent Hempel, and the resolutions passed unanimously.

Contractual Agreement with the General Electric Company

Resolution 7068: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents accepts an amendment to the previously accepted agreement with General Electric Company which provides an additional \$1,150,000 to develop a prototype tomotherapy for the treatment of cancer.

Helen E. Doolittle Bequest

Resolution 7069: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the bequest of the late Helen E. Doolittle, of the County of Dane, State of Wisconsin, be accepted; and that the Trust Officer or Assistant Trust Officers be authorized to sign receipts and do all things necessary to effect the transfer for the benefit of the University of Wisconsin Medical School (Madison).

(The Will states:

THIRD. I give and bequeath the following sums to the following people or organizations:

A. To the Regents of the University of Wisconsin, the sum of Fifty Thousand Dollars (\$50,000) for the University of Wisconsin Medical School (Madison), in memory of my beloved brother, John W. Doolittle, MD.

FOURTH. I give and devise the rest, residue and remainder of my estate, both real and personal as follows:

B. To the Regents of the University of Wisconsin, Seventy-five percent (75%) to the Eye Department of the University of Wisconsin Hospital, Madison, in honor of my beloved brother, John W. Doolittle, MD.

The total distribution will be approximately \$350,000.

Dr. Doolittle received a degree in 1937 from the University of Wisconsin Medical School.)

Thomas J. Morgan Living Trust

Resolution 7070: That, upon the recommendation of the President of the University of Wisconsin System, the Chancellor of the University of Wisconsin-Madison and the Chancellor of the University of Wisconsin-Eau Claire, the bequests under the Trust Agreement of Thomas J. Morgan, of the City of Brookfield, County of Waukesha, State of Wisconsin, be accepted; and that the Trust Officer or Assistant Trust Officers be authorized to sign receipts and do all things necessary to effect the transfers for the benefit of the University of Wisconsin-Madison and the University of Wisconsin-Eau Claire.

(The Trust states under ARTICLE III:

3.41 Ten per cent (10%) thereof to the University of Wisconsin, Eau Claire, Wisconsin.

3.42 Ten per cent (10%) thereof to the University of Wisconsin, Madison, Wisconsin.

Each campus has received \$60,000.00.)

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Accountability for Achievement: 1995 Report on UW System
Accountability Indicators

Regent Gelatt stated that, since the full Board was invited to be present for President Lyall's presentation to the Committee, he would not comment on her remarks. (The President's comments and highlights of the report are summarized in the Minutes of the Business and Finance Committee.) He also commented on the significance of the report, noting that this is an area in which he believes Wisconsin leads the nation in openly presenting its accountability measures.

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Report on Common Administrative Processes

At the October meeting, the Committee had requested that a briefing on priorities, projects and timelines relating to common administrative processes be presented at the December meeting. Associate Vice President Alley, who presented the report to the Committee, noted that benefits considered in prioritizing common processes projects are: enhanced

services; solving existing operating problems; better use of systemwide technology infrastructure; better operational flexibility to adapt processes to new conditions; reductions in cost; and avoiding future cost increases. Mr. Alley outlined the near-term plan which focuses on five common process re-engineering projects: statewide purchasing; the UW biennial budget; the UW annual budget process; financial management; and student services. Senior Vice President Sanders has sponsored a series of staff development programs in process re-engineering, attended by approximately 50 System Administration staff members. A team from UW System Administration, UW institutions and the State will attend a three and one-half day seminar on re-engineering, and several additional UW staff are planning to attend other seminars on re-engineering. Regent Gelatt noted that this is a new initiative to capitalise on synergies of the system.

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1994-1995 Annual Financial Statements

Regent Gelatt reported that, in previous years, System Administration has prepared two separate financial reports, one on a cash basis, usually presented in October, and the accrual financial statements, usually reported in February. In response to the Committee's request for more timely accrual basis financial information, the presentation was consolidated this year into one report. Assistant Vice President Durcan and her staff presented a computer-generated slide presentation of the 1994-95 Annual Financial Statements. Balance sheet assets were \$4.5 billion and total liabilities were \$.9 billion, resulting in an equity and funds balance of \$3.6 billion, an improvement of \$.2 billion over last year. Regent Gelatt noted that these figures may not be directly comparable to more common balance sheets, since depreciation is not included. In addition, a number of six-year comparisons of financial data were presented. Regent Gelatt remarked that these figures indicate that 88% of the GPO funding goes to salaries and benefits, which highlights the importance of effectively and efficiently using staff.

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Presentation on the Intermediate-Term Fund

The Committee was reminded by Vice President Marnocha that, at the September meeting, it had adopted a resolution redefining the fixed-income components of the trust funds into three funds: the principal-long term fund, the principal-intermediate term fund and the cash management fund. The Committee had also asked that the necessary program modifications be made to enable the start-up of these funds by December 31. The necessary system modifications have been made. Institutions and departments will be notified of the changes and will be given necessary instruction prior to December 31.

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Annual Report on Research Support: UW-Madison

Regent Gelatt stated that Vice Chancellor Wiley outlined some of the key research issues and projects on the Madison campus, and then

introduced the new Dean of the Graduate School, Virginia Henshaw. Dean Henshaw stated that the three major challenges she sees for the Graduate School are in the areas of commitment, curriculum and communication. She noted that the commitment needs are in the area of funding, particularly for facilities which will assist in recruitment. In the area of curriculum, she noted the importance of not separating graduate, undergraduate and professional education, since all are dependent upon research. Communication of the process and benefits of research is vitally necessary to maintain public support.

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Gifts, Grants and Contracts

Vice President Marnocha reported to the Committee that total gifts, grants and contracts for the five-month period ended November 17, 1995, were \$287.8 million, a decrease of \$6.8 million over the previous year.

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UW-Madison Category B Academic Staff Gender and Race Equity Awards

Vice President Marnocha reported that, at the July meeting, the Board approved equity salary adjustments for all institutions except Madison, and authorized the UW System President to approve the UW-Madison equity adjustments which are deemed necessary. UW-Madison has identified 658 individuals who are entitled to equity salary adjustments. The annualized cost, pending 120 appeals, is \$907,756. It is estimated that after appeals, the cost will approach \$950,000. The President has approved the awards as proposed. Any modifications resulting from appeals will be presented to the President for approval.

REPORT OF THE EDUCATION COMMITTEE

Regent Krutsch, Chair, presented the report. She began by stating that Resolutions 7071 - 7074 had been approved by the Education Committee, and presented them for action by the full Board. Her motion was seconded by Regent MacNeil, and the resolutions passed unanimously.

Appointment of UW System representatives to Natural Areas Preservation Council

Resolution 7071: That, upon recommendation of the Chancellor of the University of Wisconsin-Extension, the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Board of Regents, as authorized by the legislature, reappoints Ronald G. Hennings, State Geologist and Assistant Director, Wisconsin Geological and Natural History Survey, UW-Extension, and Paul E. Sager, Professor, Natural and Applied Sciences, UW-Green Bay, to new three-year terms (January 1, 1996 - December 31, 1998) as University of Wisconsin System representatives to the Natural Areas Preservation Council.

Faculty Policies and Procedures: UW-Milwaukee

Resolution 7072: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, revisions to section 5.30 of the UW-Milwaukee Faculty Personnel Policies and Procedures be approved.

Authorization to Recruit: Dean, Professional Studies, UW-Green Bay

Resolution 7073: That, upon recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Dean of Professional Studies.

Ernst and Young Professor of Accounting, UW-Madison

Resolution 7074: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, Professor Larry Rittenberg be appointed the Ernst & Young Professor of Accounting, School of Business, effective immediately.

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Report of the Senior Vice President for Academic Affairs

Announcement of Sabbatical Awards, 1996-97

Senior Vice President Ward announced that 255 faculty members have been selected to receive sabbatical leaves during 1996-97, 113 of whom will be on leave the full year. Of the recipients, 30 percent are women and 13 percent are minorities.

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Update on National Accreditation Movement

Senior Vice President Ward updated the Committee on the status of the national accreditation movement. Regent Krutsch reminded the Board that it had hosted a panel discussion of proposals from the National Policy Board on Higher Education for Institutional Accreditation in February 1995. That policy board was disbanded in June 1995, and its efforts to form a new national organization on accreditation were turned over to a committee of college and university presidents. This committee has developed a proposal which President Lyall encourages the Board to review; she has asked that comments and reactions to it be directed to her so that she can relay them to the committee. Regent Krutsch added that she believes this proposal is improved, although the "disconnection" between governing boards and accrediting agencies continues to be a problem. She suggested that governing boards consider nominating members to the national board.

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UW-Superior: Academic Reorganization

Regent Krutsch reported that the committee considered the proposed academic reorganization of UW-Superior. Interim Chancellor Jan Womack told the Committee that, as a result of the 1995-97 budget cuts, UW-Superior proposes to eliminate one level of academic administration in order to protect the instructional mission during fiscal retrenchment. Doing so will strengthen departments and move academic leadership closer to the faculty and students. Regent Krutsch reported that Resolution 7075 was approved by the Education Committee; she moved its adoption by the Board of Regents. Her motion was seconded by Regent MacNeil, and it passed unanimously.

UW-Superior academic reorganization

Resolution 7075: That, upon recommendation of the Interim Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Board of Regents, pursuant to s. 36.09(1)(gm)(3.), Wis. Stats., approves the discontinuation of the College of Arts and Sciences and the College of Professional Studies, University of Wisconsin-Superior, effective July 1, 1996.

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Panel Discussion: Goals for reducing the average number of credits taken for the baccalaureate degree and revisions of ACIS-6.0 "UW System Undergraduate Transfer Policy"

Regent Krutsch stated that Senior Vice President Ward had introduced two documents ("Goals for Reducing the Average Number of Credits Taken for the Baccalaureate Degree" and "Revisions of ACIS - 6.0, UW System Undergraduate Transfer Policy") which were then discussed by a panel of Chancellors and Vice Chancellors. She noted that the former issue affects the number of students the UW System can enroll: when students consume high numbers of credits, they are effectively keeping other students from enrolling. The effective use of credits can help maintain student access to the UW System. As part of planning for Enrollment Management III, the board was presented with a report and a plan for reducing the average number of credits that students enroll for in preparation for the baccalaureate degree; each institution would establish a goal for reducing credits-to-degree by the year 2000-2001.

The second document is also related to Enrollment Management III, which emphasized the importance of facilitating student transfer within and into the UW System. A working group to review transfer policy and practice was convened and it developed these policy revisions. Regent Krutsch reported that the underlying expectation in the revised policy is that transfer students should be accommodated by institutions to the fullest extent possible and should, with rare exception, be treated the same as continuing students.

The panel discussing these items consisted of Chancellor Gary Thibodeau (UW-River Falls), Chancellor John Schroeder (UW-Milwaukee), Provost/Vice Chancellor Kay Schallenkamp (UW-Whitewater), and Provost/Vice

Chancellor Julius Erlenbach (UW-La Crosse). Regent Krutsch summarized their comments, reporting that Provost Erlenbach described the issue of credits-to-degree as a major concern of the UW-La Crosse faculty, and urged the board to consider strategies such as per credit tuition charges, tuition surcharge for excess credits and late drop charges. He also noted that under current policy, part-time students subsidize full-time students. Regent Krutsch noted that she had inquired whether individual campuses can or should have the flexibility to make such decisions; she learned that current Regent policy precludes them from doing so, and suggested that individual campuses be allowed to develop policies to help achieve their goals.

Provost Schallenkamp discussed the need to address "more is better" attitudes and expectations of faculty, employers and students which encourage students to take additional courses in their majors and experience the depth and breadth of the curriculum. UW-Whitewater is promoting three-year degrees, the concept of life-long learning, enhanced advisory programs and program assessment; UW-Whitewater strongly endorses the revisions to the transfer policy. Chancellor Thibodeau reported that UW-River Falls has lowered degree requirements from 128 to 120 credits (except for credentialing programs in education); he also noted the differences and relationships between advising and scheduling. Regent Krutsch added that he had stated that academic quality and integrity can be maintained with this kind of reduction as long as professors carefully consider individual courses and their the content.

Chancellor Schroeder commended the board on its approach to this issue, observing that it has gotten the institutions' attention by telling them "where to go but not how to get there." Noting that institutions differ, he cautioned that UW-Milwaukee's student body is composed of large numbers of non-traditional students and transfer students, and the application of transfer and credit-to-degree policies needs to reflect these characteristics; he added that the transfer policy is not always compatible with individual campus curricular requirements such as English proficiency or general education principles; and finally, he agreed that students are acutely aware of the job market, but getting out of the university as soon as possible does not always help with employment. Recalling Provost Schallankamp's remarks, Regent Krutsch noted that while it may be desirable for some students to accumulate more credits, the availability of limited resources suggests that after accumulating a certain number of credits, students who choose to earn more could pay a higher percentage of actual costs.

Senior Vice President Ward noted that there are two issues, the number of credits required for the degree and the number of credits a student attempts beyond the required number, and that all credits do not have a "value added" component. Regent Smith observed that the emphasis on good advising, careful scheduling and review of degree requirements can have positive results for students, and asked if the revisions in the transfer policy go far enough. Chancellor Grugel responded that the changed and improved policy will help students throughout the system, particularly since it emphasized improved communication. Regent Krutsch concluded her summary of the discussion by noting that David Stacey, President of United Council, said he is not convinced there is a problem with extra credits; compared with other systems, the UW System is below the national average in credits attempted and the potential benefits of changing current practice are not that valuable.

Regent Gelatt asked whether the proposed revisions to the ACIS-6.0 will reduce the volume of complaints from students about "lost" credits that do not transfer. Vice President Ward replied that they would; he noted that there is not a large quantity of complaints, but rather that the complaints that exist are often made to the legislature. These revisions are aimed to reduce the level of dissatisfaction by assigning a "point person" at System and on each campus to address transfer problems. Regent Krutsch added that other changes in the policy will help the new institutions recognize students' attempts to meet requirements at their former institutions; she also observed that this system has been in the process of improving for some time. She then introduced Resolution 7076, and moved its adoption by the Board. Her motion was seconded by Regent Smith, and it passed unanimously.

Revision of ACIS-6.0, UW System Undergraduate Transfer Policy

Resolution 7076: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves ACIS-6.0 (revised), UW System Undergraduate Transfer Policy, effective January 1, 1996, and authorizes the Senior Vice President for Academic Affairs to grant extensions to institutions that request additional time to implement specific provisions of this policy.

REPORT OF THE PHYSICAL PLANNING AND DEVELOPMENT COMMITTEE

Regent Dreyfus, Chair, presented the report. He noted that Regents Barry, Brown and Dreyfus had been joined in their committee meeting by Mr. Robert Brandherm, from the Division of State Facilities Development. Regent Dreyfus then introduced Resolutions 7077 - 7086, which had been approved by the Physical Planning and Development Committee, and moved their adoption as consent agenda items by the full board. Seconded by Regent Barry, the motion passed unanimously.

UW-Madison: Authority to construct an Ingraham Hall remodeling project for Area and International Studies programs, \$219,000, campus funds

Resolution 7077: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to construct an Ingraham Hall second and third floor remodeling project at a cost of \$219,000 using campus funds.

UW-Milwaukee: Authority to construct a Lapham Hall Terrestrial Ecology and Molecular Biology Research Remodeling Project

Resolution 7078: That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Lapham Hall Terrestrial Ecology and Molecular Biology Research Remodeling project at a

cost of \$106,000 using General Fund Supported Borrowing - WISTAR Funds.

UW-Eau Claire: Approval of Design Report and authority to construct a Hilltop Center Dining/Kitchen Remodeling project

Resolution 7079: That, upon the recommendation of the UW-Eau Claire Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct a Hilltop Center Dining/Kitchen Remodeling project at a cost of \$2,451,100 using \$1,535,100 Program Revenue Cash and \$916,000 Program Revenue Borrowing.

UW-La Crosse: Approval of the Design Report and authority to construct the Campus Central Chilled Water Plant and Distribution System Project

Resolution 7080: That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct a Central Chilled Water Plant and Distribution System project, at a cost of \$2,693,000 from All-Agency Funds (\$1,775,000 Utility Funds and \$918,000 Health and Safety Funds).

UW-La Crosse: Approval of the Design Report and authority to construct the Cowley Hall Fume Hood Replacement and Ventilation project

Resolution 7081: That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the Cowley Hall Fume Hood Replacement and Ventilation project at a cost of \$1,979,523 using All-Agency Health and Safety Funds.

UW-La Crosse: Approval of the Design Report and authority to construct a Trowbridge Residence Hall Maintenance Project

Resolution 7082: That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the Trowbridge Residence Hall Maintenance project at a cost of \$250,500 using Program Revenues.

UW-Madison: Approval of the Design report and authority to construct a Camp Randall Stadium Wrestling Center remodeling project

Resolution 7083: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the Camp Randall Stadium Wrestling Center Remodeling

project, at an estimated cost of \$666,400, using Gift Funds.

UW Center-Fox Valley: Conceptual approval of the Science Facility/Student Services/Administration Addition/Reconstruction proposal and authority to seek state funding for movable equipment

Resolution 7084: That, upon the recommendation of the UW Centers Chancellor and the President of the University of Wisconsin System, conceptual approval be granted to the Science Facility/Student Services/Administration Reconstruction proposal for UW Center-Fox Valley and authority granted to seek funding for movable equipment, estimated at \$1,490,200, as part of the UW System's 1997-99 Capital Budget.

UW-Madison: Authorization to Execute Memorandum Agreement with City of Marshfield and Wood County on Behalf of College of Agricultural and Life Sciences

Resolution 7085: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Vice President for Physical Planning and Development be authorized to sign a Memorandum Agreement with the City of Marshfield and Wood County for the exchange of lands and leasehold interests to accommodate the future needs of the City of Marshfield and the UW-Madison College of Agricultural and Life Sciences at the Marshfield Agricultural Research Station.

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Regent Dreyfus noted that Resolution 7086 begins a long-range plan to undertake a series of maintenance and renovation work on 22 UW-Madison residence halls to ensure that they will meet the needs for the next century. His motion to adopt Resolution 7086 was seconded by Regent Barry, and it passed unanimously.

UW-Madison: Acceptance of a Long Range Plan for Single Student Housing Maintenance and approval of the Design Report and authority to construct the first of the projects: Slichter Hall Maintenance project

Resolution 7086: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System:

- (1) a long-range plan for major maintenance of single student housing be accepted, at an estimated total cost of \$18.1 million and
- (2) the Design Report be approved and authority granted to construct the first of the projects involving a Slichter Hall

Maintenance project at a cost of \$910,000.

All work will be funded using Program Revenue-Housing Funds.

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Regent Dreyfus then introduced the following resolutions, moving adoption of each Resolution:

UW-Platteville: Authority to name the south campus roadway "Longhorn Drive"

Resolution 7087: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to name the south roadway on campus "Longhorn Drive."

UW-Stout: Authority to name the Jarvis Hall Addition "Micheels Hall"

Resolution 7088: That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, authority be granted to name the Jarvis Hall Addition "Micheels Hall."

The motions to adopt Resolutions 7087 and 7088 were seconded by Regent Barry; they passed unanimously.

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UW-Eau Claire: Authorization to Seek Enumeration of a Student Residence Hall in the State of Wisconsin's 1996 Budget Adjustment Bill

Resolution 7089: That, upon the recommendation of the UW-Eau Claire Chancellor and the President of the University of Wisconsin System, authorization be granted to issue a Request for Proposals for private development of student housing to serve approximately 350 students.

Regent Dreyfus moved that Resolution 7089 be adopted; Regent Barry seconded the motion. Prior to its adoption, Regent Barry noted that this revised resolution may come back to the Committee for enumeration as a state program revenue project; however, the committee felt the private sector evaluation should take place before enumeration. Regent Gelatt asked whether this was consistent with other Board decisions; Regent Barry replied that, because of UW-Eau Claire's housing shortage and the apartment suite-design of this complex, it was deemed worthwhile to seek private sector support and involvement. Regent Dreyfus added that this complex will be part of the University's residence hall program, and that it therefore is part of the academic co-curricular program.

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Report of the Vice President for Physical Planning and Development

Proposed Service Agreement between the UW System and Division of Facilities Development

Regent Dreyfus introduced Resolution 7091, regarding the proposed service agreement between the UW System, and the Division of State Facilities Development of the Department of Administration; he noted that the background information contains the details of the major changes involved in this agreement. Regent Dreyfus added that Vice President Brown has not yet signed the agreement, pending the Board's recommendation. Regent Dreyfus moved the adoption of Resolution 7091, which was seconded by Regent Brown and passed unanimously.

Resolution 7090: That the proposed Service Agreement between the UW System and Division of Facilities Development be approved.

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UW-Madison: Parking Ramp

Regent Dreyfus reported that Vice President Brown provided the committee with an update on two UW-Madison parking ramps: the vertical expansion of Lot 46 (located in the 600 block of University Avenue, near the University Square shopping center) which could provide approximately 400 additional stalls, and Lot 3A (located on Lake Street near the Peterson Building and the Extension Building) which could add about 300 stalls. The two ramps being advanced will serve the central and lower campus as well as the Kohl Center Multi-Purpose Arena and the Red Gym.

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UW-Madison: Kohl Center Update

Regent Dreyfus added that an accelerated time frame is being attempted for construction of the Kohl Center, with ground-breaking being considered for Spring 1996. However, before that can occur, the Safety Department will have to be relocated at a cost that will exceed the \$100,000 threshold that the Board had originally planned for the move. He suggested that Vice President Brown seek Building Commission approval for this plan in January 1996, with the understanding that it would be contingent upon Regent action in February.

CLOSED SESSION

At 11:35 a.m., Regent Lubar moved the adoption of Resolution 7092, which was seconded by Regent Dreyfus. It was adopted on a unanimous roll call vote, with Regents Barry, Brown, Budzinski, Dreyfus, Gelatt, Grebe, Hempel, James, Krutsch, Lubar, MacNeil, Orr, Smith, and Steil (14) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 7092: That the Board of Regents recess into closed session to consider personal histories relating to naming a pavilion and plaza adjacent to the multi-purpose Sports Arena at UW-Madison; to naming a

room in the Engineering and Mathematical Sciences building at UW-Milwaukee; and to naming the University Archives and a room in the University Center at UW-Stevens Point; to consider honorary degree nominations at UW-Milwaukee, UW-Superior, and UW- Stout, as permitted by s.19.85(1)(f), Wis. Stats.; to consider a salary adjustment above the maximum of Group 6 of the Executive Pay Plan and to consider personnel evaluations, as permitted by s. 19.85(1)(c), Wis. Stats.; and to confer with legal counsel, as permitted by s. 19.85(1)(g), Wis. Stats.

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At 12:10 p.m., the Board arose from closed session and announced the adoption of Resolutions 7093 - 7095.

Base salary adjustment above the Executive Salary Group Six Maximum University of Wisconsin-Milwaukee

Resolution 7093: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, a full-time base salary adjustment of \$8,928, resulting in a new full-time base salary equivalent of A\$98,213, effective October 15, 1995, be approved for Barbara Moser, M.D., Senior Physician, Health Center.

Base salary adjustments above the Executive Salary Group Six Maximum University of Wisconsin-Madison

Resolution 7094: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System,

a base salary adjustment of \$17,340, resulting in a new base salary of A\$104,040, effective January 1, 1996, be approved for Judith Kimble, Professor in Biochemistry and Molecular Biology, College of Agricultural and Life Sciences, to counter a competitive offer;

a base salary adjustment of \$29,783, resulting in a new base salary of A\$100,696, effective January 1, 1996, be approved for Marvin Wickens, Professor in Biochemistry and Molecular Biology, College of Agricultural and Life Sciences, to counter a competitive offer.

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The meeting concluded at 12:10 p.m.

Judith A. Temby

Secretary

REPORT ON BOARD OF REGENTS STUDY OF THE UW SYSTEM IN THE 21ST CENTURY

Noting that the groups working on the Study of the UW System in the 21st Century had met the previous day, Regent Grebe called on them to provide progress reports.

Working Group on Program Array

Regent Orr, Chair, reported that the Working Group on Program Array had further reviewed the data available on other systems to see how the UW System compares in terms of the level of courses offered at the Bachelor's and Master's Degree levels. Based on "considerable data," Regent Orr noted that it suggests that the UW System is in the mid-range or at the low end of the number of course offerings at these degree levels. Noting that the system's Doctoral level offerings are about average, and that the professional program levels have been "very constrained," he stated that there is nothing to suggest that the UW System program offering is abnormal. He recalled that, at the last meeting, he had reported that a review of program offerings had shown that there was little program duplication. He noted that the committee had asked whether substantially identical programs which had different names were counted as two programs or one; further research revealed that a conscientious effort was made to accurately evaluate duplication based on program substance rather than name, which led Regent Orr to conclude that the data was valid, and that little duplication exists.

He then noted that the group moved on to evaluate program addition and deletion, and reminded the Board that, since merger, 290 programs have been dropped and 263 programs have been added. Compared to other states, the group's conclusion was that the changes approved at the Board's last meeting give the UW System a workable and flexible system for program additions. The group would suggest, however, that the system will require future review to determine if further adjustment is appropriate. Noting that program addition and deletion will continue to take place, the working group turned its attention to program variety, asking whether the programs offered meet students' interests. Again, based on a variety of comparable data, Wisconsin reflects national trends in course offerings, although Regent Orr commented on the difficulty in meeting rapidly changing student demands for courses; he cited the example of demand for business education courses, which increased rapidly during the 1980's. Noting that the institution has had to face dramatic changes, he observed that it could have responded better. Stating that the working group has identified some regulatory and statutory constraints which limit the ability of the institution to respond to changing demands, and that anticipating changes in demand is difficult, Regent Orr acknowledged that there are historical and legislative reasons for the delays in responsiveness. He did suggest, however, that slightly more flexibility would allow the institutions to better respond to these changes.

Regent Orr reported that the group then discussed its continuing study of the use of budget incentives to effect changes in curriculum and program array. Citing a lengthy study of performance funding around the country, he noted that this is an area of increasing interest which will continue to be studied by the group. The working group was also presented

with information about UW-Extension's credit and non-credit system programming. Regent Orr noted that Extension is working with other UW institutions in some "promising" areas. At the next meeting, the working group will again be studying the use of budget incentives, as well as trying to understand why collaborative programming hasn't been more successful within the UW System. He noted that the presentation on Distance Education had indicated that some progress in collaboration has been made, and that this area of the group's inquiry might overlap with that of the Working Group on Instructional Technology and Distance Education, but suggested that the issue needs to be examined to determine if there are ways to structure incentives to encourage more collaboration and to reduce disincentives.

Regent Gelatt asked whether the group had suggestions about improving responsiveness to rapid changes in student demand if staffing is based on tenured professors. Regent Orr replied that faculty help to identify changes, too, and that the institutions are quite responsive to changes; however, flexibility is needed in the area of academic staff, supplies, and in balancing salaries and supply accounts to provide better service to the students. Some additional flexibility, he predicted, would pay dividends.

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Working Group on Access and Affordability

Regent Hempel, Chair, observed that as this study progresses her group has found a wide array of issues to address. To respond efficiently to this phenomenon, the Working Group on Access and Affordability has divided into sub groups to highlight particular areas of interest. Chancellor John Kerrigan has assumed a responsibility for pursuing the affordability section; Interim Chancellor Jan Womack will be the liaison with the working group focussing on Instructional Technology and Distance Education; Regent Smith has undertaken the study of time and credits to degree, which overlaps with his work on the Education Committee and with the work already undertaken at the various institutions; Kris Mcgrew of UW-Extension has been studying why students choose to attend the UW System rather than the technical college system, and how to enhance the state's investment in its educational assets by working with the K-12 system to advise students on their decisions about higher education. Regent Hempel noted that the conclusions reached by these sub-groups should help the working group achieve its goal of providing the UW System with recommendations for its budget process, as well as to suggest future agenda items for the Business and Finance and Education Committees.

Regent Hempel then summarized a few of the policy issues being studied by the working group. She noted that President Lyall's presentation to the Business and Finance Committee [to be discussed below] had made her aware that the group's discussions of state supported financial aid have been too narrow, and that they may need to look at more alternatives to make education more affordable--these may include providing more support for the UW-Foundation's fund-raising efforts, assisting private financing of financial aid, containing the growth and cost of room and board, encouraging high school seniors to make better use of advanced placement courses, and/or ensuring that students who can are able to use the UW Centers for summer school education at a reasonable cost.

One sub-group will be looking at technology and instructional productivity; its members have been discussing barriers to the implementation of new technology for learning efficiency, and how much help the faculty might need in time, supplies and expense of software to facilitate more efficient learning. Regent Hempel stated that she considers this area to be quite promising. She was careful to define what is meant by "instructional productivity," noting that the term is not intended to describe how hard people work; rather, it addresses the technologies people have at their disposal and the way work and its results are prioritized.

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Working Group on Future Funding and Revenue Structures

Regent Gelatt, Chair, recalled that, at the last meeting, projections of future expenses and revenues had identified a likely gap of over \$150 Million to occur ten years from now. The committee has been looking at both what might be done to slow the growth of expenses and what might be done to try to raise revenues over the next ten years. To help develop ideas, the committee has been reviewing funding and expense structures of comparable institutions--in November, it looked at comparisons of revenue and expense structures between Madison and its peers and Milwaukee and its peers; in December, it looked at comprehensive institutions. The committee noted that in almost all of the peer comparisons the fraction of state support of the peers was lower than the fraction of the state support for the Wisconsin institutions and the fraction of tuition revenue is higher. Regent Gelatt noted that several options for "closing the gap" were discussed, and that they will be discussed further at a meeting scheduled for December 20, 1995, in order to meet the goal of producing some results by the February 1996 meeting. Items which will be discussed further include: statutory language changes which might increase flexibility in the use of auxiliary reserves for related purposes; various tuition structures, such as the viability of a market-based rather than a cost-based tuition and the removal of constraint that all comprehensive institutions charge the same tuition; the possible revenue effects of closing or privatizing campuses, of combining or restructuring the Center System, and encouraging comprehensive campuses to recruit more out of state students (to the extent that they have space available) in order to gain a tuition which is more than the average cost of instruction.

Regent Gelatt concluded that the working group is still working on developing a final definition of what it will report, but that he anticipates reporting options for expense cuts or revenue increases to be achieved through significant changes to the extent that it's required in the biennial budget process. The problem exists because of a projected gap that will occur based on current expectations that state revenue will not keep pace with growth in enrollments and the cost of instruction; thus, one of the roles of the Board will be to try and convince the Legislature and the citizens of Wisconsin of the importance of public higher education.

Regent Krutsch pointed out that the definition of "unmet need" in the area of financial aid sometimes assumed no financial contribution from the student, and asked whether the group was considering whether to

require students to work some hours during the school and in the summers, or to redefine "unmet need" in the process of considering these questions. Regent Gelatt replied that this might be a question to be addressed by the Working Group on Access and Affordability. Regent Krutsch later commented that, in the future, the greatest decisions by the Board may be to make choices about what the UW System chooses to subsidize with tax-payer money, and she asked whether this issue would be addressed by this working group. Regent Gelatt replied that it may fall within the issue of market-based versus cost-based pricing for tuition. Regent Krutsch inquired further about making decisions about what is purchased with that payment, an issue which Regent Gelatt agreed would arise in future discussions about the allocation of the base budget.

Regent Barry observed that, while it is often perceived that individuals might attend technical college prior to transferring to the university to earn degrees, some people who obtain degrees from the university eventually attend technical college to learn job-related skills. He then asked whether the discussions about the UW-Centers might include aligning them more with the Technical College System. Regent Gelatt asked if this might mean improving the alliance between the four-year institutions and the Technical Colleges; Regent Barry replied that this pattern suggests that there may be a need for a foundation of intellectual skills to which the technical skills are added.

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Working Group on Mission and Roles

Regent Lubar, Chair, reported that the group had spent the morning and early part of the afternoon listening the chancellors comment on questions relating to the role of the Regents and System Administration, potential changes in roles, missions and rules that would allow institutions to better accomplish their goals; they were also asked to highlight what makes their institution distinctive. The first question requested that Chancellors describe their views of the role of the Regents and/or System Administration; they were also asked to suggest changes. Regent Lubar commented with interest on the similarity of responses, noting that a common theme throughout the responses was that the Board should focus more on broad system-wide goals; that the Regents and System Administration should provide a supportive environment for creative and flexible planning; that there is a need for more institutional autonomy; and that opportunities for cooperation among campuses should be encouraged. It was believed that the Regents and System Administration should focus less attention on management details and more attention on what institutions are doing to accomplish their missions; further, Chancellors asked that reporting burdens be reduced where possible. It was also clear that Chancellors believe the Regents should be stronger advocates for the UW System and its institutions and help to educate Wisconsin citizens on the importance of the UW System to the health of the state. Chancellor Ward noticed that the reputation of UW-Madison improves as one moves farther away from the state, and he suggested that there should be a more positive focus in Wisconsin on the excellent work of faculty, staff and students who make the system great.

The second question asked about changes that might be made in the missions of the institutions. For the most part, the chancellors indicated that there was no need for large changes in their institutions'

missions; instead, they felt they needed flexibility to accomplish their existing missions more fully--in particular, several cited the need for more flexibility in areas of personnel and use of auxiliary resources.

The third question asked how institutions can address pressing needs, particularly for professional development and instructional technology in an environment of declining state support or (at best) the same level of state support. The group was informed of several strategies: institutions' strategic planning to reallocate base funds to fund initiatives in high priority programs; partnerships among institutions and with the private sector to respond to changing needs; increased fund-raising efforts, seeking additional gifts and grants and alternative sources of funding--although it was clear that donors expect to contribute to a margin of excellence and do not expect their gifts to substitute for state funding; funding staff professional development (a high priority) through base reallocation of external funds; and finally, exploring the possibility of allowing faculty and staff to take advantage of the expertise within the System (i.e., allowing them to take courses without charge) to help keep pace with changing technologies. Two major points were made concerning changing technology. The first recognized that technological advances are affecting both instructional and administrative processes; the second noted that, while chancellors embrace technology, they acknowledge that it is a very expensive investment.

The fourth question asked whether the possible creation of an incentive fund would encourage implementation of state wide goals. Regent Lubar reported that, in general, while there was some enthusiasm for an incentive fund supported by new monies, there was no support if these weren't new funds coming in. In effect, the chancellors cautioned that the fund must be large enough to foster creative work, but it should be established with new money since we are not now fully funding basic needs. There is some concern that an incentive fund would create additional work and a win/lose environment that might outweigh the benefits to be derived. One chancellor talked about encouraging risk and emphasized that such a program should have at its core that success would be rewarded while failure would not be punished.

The fifth question asked what synergies within the UW System would help each Chancellor's institution better achieve its missions and ambitions. The common theme in the responses was recognition of the amazing resources within the UW System, that these resources can be shared better, that policies should encourage collaboration within the UW System to improve program array, avoid unnecessary duplication, improve transfer of credits and share expertise for professional development and training.

Chancellors were asked what rules, regulations or policies should be rescinded or modified to help them lead or manage. Responses provided a number of specific examples relating to fiscal management, personnel administration and reporting requirements. For example, Chancellors would like to be permitted to move funds freely from one expenditure category or budget line to another so that they can react to what the market is asking for. They could be more responsive if the rules regarding program revenue funds were relaxed. Personnel issues received some attention: An interest was expressed in creating a category of non-tenure track faculty (which would require changes in Chapter 36 of the State Statutes as well as other revisions in the Administrative Code); and it was reported to be

difficult to reconcile the need to hire creative professionals within the requirements of the Classified Personnel System. In addition, the group was reminded that some measures of accountability do not track quality well in the current environment, and that concepts of faculty workload are changing dramatically with new instructional technologies

Finally, Chancellors highlighted the distinctive character of their institutions. Obvious differences between institutions are due to size, mission and character. The chancellors' statements asked the group to understand that their missions do not need to be revised so much as the institutions need to be empowered to carry them out more completely and efficiently. Upon the conclusion of the presentations, Senior Vice President Sanders agreed to do a report for the February 1996 meeting to suggest ways to increase managerial authority and flexibility. At that meeting, the experiences of other Systems, particularly Oregon and Maryland will be reviewed and considered.

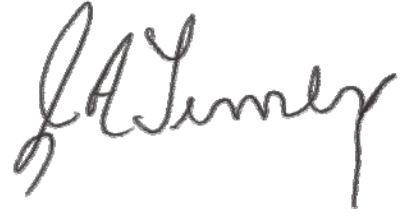
Regent Lubar concluded his report by observing that the findings of each of the working groups seemed to be coalescing. Regent Grebe asked whether the group had discussed the role of the Board of Regents. Regent Lubar replied that, while there was a degree of reluctance to offer critique, no one suggested eliminating the Board; rather, it is perceived as a necessary part of the system.

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Working Group on Instructional Technology and Distance Education

Regent Dreyfus announced that this group has essentially concluded its task and is prepared to submit its final report at the appropriate time. In that report, four key policy issues will be identified: one will assess the role of distance education and instructional technology on the campus and inter-campus as being primarily to respond to student needs; second, a policy proposal relating to both internal (within a campus and between UW institutions) and external (with K-12, technical colleges, businesses, communities and perhaps the CIC); third, a policy to deal with the adequacy of instructional technology resources; and finally, a policy to provide incentives (such as funding incentives, as well as influencing promotion and tenure decisions) for the development of faculty competence, participation and utilization of instructional technologies.

Regarding the first proposed policy recommendation and drawing a distinction between current and potential students, Regent Gelatt asked whether the recommendation represents a decision not to provide instruction to those who are not currently students. Regent Dreyfus explained that the policy is to be driven by student needs; no distinction was made between those on campus and outreach for others not currently enrolled. Regent Grebe noted that, as he understood it, the policy will be driven not by the technology but rather by a desire to be responsive to the needs of the student consumers.

A handwritten signature in black ink, appearing to read "J. A. Temby". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Judith A. Temby Secretary