

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Milwaukee, Wisconsin

Held in Sandburg Residence Hall, Flicks - Room 161

Thursday, June 6, 2002

10:30 a.m.

- President Smith presiding -

PRESENT: Regents Axtell, Boyle, Brandes, Burmaster, DeSimone, Gottschalk, Gracz, Jones, Klauser, Krutsch, Marcovich, Mohs, Olivieri, Randall, Schneiders and Smith

ABSENT: Regent Barry

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Building a New Kind of University

Regent President Smith thanked Chancellor Zimpher and UW-Milwaukee for hosting the June 6th and 7th meetings. Chancellor Zimpher commented that the visit provides an opportunity for faculty, staff, students, alumni and friends to meet Regents and other guests, and to showcase the campus. This year's theme, "Building a New Kind of University", has two meanings, she explained, the first relating to actual construction around the campus and city, and the second relating to the university's commitment to building an urban research university for a new century.

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RESOURCES: BUILDING OUR RESOURCE BASE

In introductory remarks, Regent President Smith remarked that the final report before the Board is the culmination of considerable work over the course of the year. Out of these efforts came 25 possible action items, 17.5 (70%) of which are recommended for immediate action, pilot projects, or further study – an impressive result.

Associate Vice President Sell noted that several changes were made as a result of review by the Business and Finance Committee the preceding month: specification that the special assistant for federal relations should periodically update the Business and Finance Committee on progress in increasing federal funding (Item 8.b.); a study of other universities' experiences with per-credit tuition and related tuition plans (Item 9.b.); specification that the EGOLL group report regularly (and annually in the Instructional technology Report) on progress in implementing goals for learning programs (Item 14); and an addition to Item 25 of decreasing time-to-degree, along with credits-to-degree, and requiring that any proposals on surcharges consider the effects on retention and access.

Regent Krutsch commented that the UW was ahead of many other universities and boards in considering the inter-relationships of access, affordability and other factors.

Noting the importance of discussing resource base, Regent Axtell described that base as a three-legged stool, composed of tuition, GPR, and other revenues. In view of the limited availability of GPR and the fact that decision-makers do not want to raise tuition, the other revenues, such as federal funding, on which the university can draw become increasingly important. One irony, he noted, is that the high quality faculty and staff needed to obtain federal grants and contracts also need to be paid competitive market salaries, funded from GPR and tuition. He urged that resource base issues continue to be given top priority, with an emphasis on creative and innovative solutions, in areas such as e-learning and other strategies to reach nontraditional students.

Stating that the resource-base study was thoughtful and well-done, Regent Mohs considered it a useful means of taking a fresh look and obtaining a deeper understanding of a subject that the Board deals with on an ongoing basis.

Regent Schneiders commented that a more compelling case must be made to elected officials for funding this state university system, noting that it is important to each of them that their constituents have access to a quality UW education. The point needs to be better made, she emphasized, that the state must pay an adequate share to run the university if that quality and access is going to continue to be available.

Regent Gottschalk thanked the members of the Business and Finance Committee for the hard work and many hours they devoted to this effort.

Regent Olivieri concurred with the importance of making the case for adequate GPR to fund the UW as a very important part of the state's future. With regard to tuition, he noted that the study identified some strategies that may help enhance revenue from that source. He urged that major focus be placed at all UW institutions on enhancing other sources of revenue, both private and federal, as a major means of improving the resource base going forward.

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Upon motion by Regent Gottschalk, seconded by Regent Axtell, the following resolution was adopted unanimously.

Approval of “Building Our Resource Base”

Resolution 8548: That the Board of Regents approves the Final Report on “Building Our Resource Base” and its associate recommendations.

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QUALITY: FACULTY RETIREMENT AND REPLACEMENT TRENDS

In introductory remarks, Regent President Smith noted that a significant number of faculty hired in the 1960s, 70s, and even the early 1980s are reaching retirement age and that this demographic shift will have a great impact on UW institutions. He introduced three panelists to speak about the matter: Dr. Frank Goldberg, Associate Vice President for Policy Analysis and Research; Dr. Carol Sue Butts, UW-Platteville Provost and Vice Chancellor; and Professor Joe Heim, Chair of the UW-La Crosse Faculty Senate.

Beginning his presentation, Dr. Goldberg recalled that an April 1999 Occasional Research Brief, titled “Graying of the Faculty in the UW System”, projected that over the subsequent 10 years almost 2,400 faculty (39% of the 1997 base) would retire. These proportions varied from 33% at UW-Milwaukee to 49% at UW Colleges. The experience since that ORB was published has shown the projections to be accurate. Since 1997-98, 12.2% (758) of the faculty have retired, compared to a projection of 12.5%. This percentage varies from a low of 9% at UW-Madison to over 16% at UW-Eau Claire and UW-Stout.

As a result, he pointed out, the overall age of the faculty has become slightly younger. In 1985-86 for example, 21.8% of the faculty were under forty years of age. That percentage fell to 14.2% in 1997-98. While the percentage increased to 18.4% in 2001-02, the faculty still is considerably older than in 1985-86.

The changing demographics present opportunities for UW institutions, he remarked, noting that, as predominately white-male faculty retire, they are replaced by higher proportions of women and people of color – making the overall faculty more diverse. Currently, among faculty less than 40 years of age, 38% are women, whereas only 22% of faculty over age 55 are women. Similarly, 20% of faculty under 40 years old are people of color, whereas only 9% of faculty over age 55 are people of color.

On the other hand, he continued, changing demographics also create challenges, particularly in small departments where departures of individual faculty have a greater impact than they would in a larger department.

Provost Carol Sue Bates began her remarks by indicating that, in addition to her own viewpoint, she would be conveying input that she received from other provosts.

Because of the number of retirements, she pointed out that a new generation is coming to campus, bringing infectious energy, enthusiasm and ideas to academics and extra-curricular activities. Campuses are using this energy in a positive way to think about new program directions, technology and service to constituents. It is an opportunity to shift direction, move faculty positions from one program area to another and to shift resources across the campus.

The new generation of faculty, she continued, are enhancing campus climate by their awareness of current social issues, such as diversity and the status of women colleagues.

These new faculty, Provost Butts observed, have different priorities than the faculty they are replacing. They are more focused on career establishment, and they are increasingly research oriented and discipline based in their thinking. This has resulted in demand from new faculty for resources to support scholarship and in an increase in grant awards.

In addition, the new generation of faculty is more sophisticated in instructional technology skills than the faculty they are replacing. Consequently, more resources are needed to equip classrooms and labs for the instructional modes new faculty will be using. They expect technology-assisted instruction to be recognized in the personnel review and reward structure, and they expect equipment and space for research to be made available in a timely manner.

Initially, she commented, new faculty are not as engaged with campus life as their predecessors and lack a broader institutional perspective. Noting that senior faculty have a greater sense of university leadership and campus citizenship, she indicated that it will take time to develop these traits in new faculty. There is some concern, she added, that significant numbers of retirements will result in loss of institutional memory and campus traditions. She felt that the most important message that veteran faculty could pass on to the new generation is a sense of campus citizenship and the professional importance of campus service.

Turning to challenges presented by recruiting large number of new faculty, Provost Butts mentioned first that a major drawback, as reported by UW-Madison, has been high startup costs for new assistant professors, particularly in the sciences, where the average cost exceeds \$500,000, compared to an average of \$164,000 across disciplines. UW-Milwaukee also has reported that startup costs in the sciences have limited the rate at which they can replace departing faculty. Filling so many vacancies has caused significant increases in such recruiting costs as advertising, travel, interviewing, and moving costs. There also are recruiting problems in specific areas, such as business, accounting, computer science, nursing, social work, the sciences, and specific areas in education.

Salary considerations also are challenging, she indicated, particularly in the above-mentioned fields where higher salaries are needed to attract new assistant professors. This, in turn, leads to compression at the ranks of associate professor and professor.

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Stating that, in the past decade, retention of faculty has become far more difficult than in the past, she commented that retention of new faculty needs to be a top priority, particularly in view of the increases in recruitment and startup costs. Acclimating faculty to the campus culture, mentoring them and providing for their essential teaching and research needs are means of improving retention. Noting that loose connections to the university make new faculty more likely to leave, she reiterated the importance of a sense of belonging and commitment to the university and suggested that perhaps retired faculty would be willing to help the new generation develop a sense of campus citizenship.

Professor Heim began his remarks by thanking the Regents and Senior Vice President Marrett for their interest in quality from a faculty perspective. Like Provost Butts, he was including input from other faculty representatives in his presentation.

First addressing the area of instructional quality, he listed five negative impacts of large numbers of retirements:

1. Loss of experienced instructors, especially in specialty areas where replacements are hard to find;
2. Possible lag in instructional quality as new faculty take time to “get up to speed”;
3. Over-reliance on part-time instructors and academic staff to help fill the gap;
4. Inability to offer desired courses due to difficulty in recruiting faculty because of increasing competition;
5. The possibility of less interest in teaching on the part of some new faculty due to increased interest in research.

Positive impacts for instructional quality include:

- 1) Fresh knowledge and research techniques brought by new faculty;
- 2) Increased diversity of faculty.

In the area of scholarship, he listed the following negative impacts:

- 1) Loss of experience and loss of well-known academic stars;
- 2) Loss of role models for faculty;
- 3) Time pressures on faculty resulting from a heavy teaching load, coupled with research and service obligations.

Positive impacts on scholarship include:

- 1) Increased research productivity;

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- 2) Increase application of research in teaching;
- 3) Benefits of research to the prestige of the university;
- 4) Rekindling of research interest in older colleagues.

In the area of service and governance, he identified the following negative impacts:

- 1) Loss of wisdom and experience as veteran faculty retire;
- 2) Less interest by new faculty in campus service and advising;
- 3) Less commitment by new faculty to the value of shared governance;
- 4) Less commitment by new faculty to the Wisconsin Idea.

Positive impacts on service and governance include:

- 1) Infusion of new perspectives into committees and governance bodies;
- 2) Increase focus on service to the community.

Negative impacts on departments include:

- 1) Loss of institutional memory;
- 2) Increased demands placed on faculty time by new faculty recruitments;
- 3) Resources for recruitments taken from other departmental needs.

Positive impacts on departments include:

- 1) The opportunity to reassess departmental direction and priorities;
- 2) The benefit of mentoring for both older and younger faculty;
- 3) The opportunity to put old issues to rest;
- 4) Less resistance to change on the part of younger faculty.

In summary, Professor Heim noted that, while high levels of faculty retirements present considerable challenges, they also present opportunities for change in a positive direction.

In discussion following the presentation, Regent President Smith referred to Professor Heim's emphasis on the impact of faculty retirements on loss of institutional memory and campus traditions. Noting the accelerating rate of change both on and off campus, he asked if this loss is less of a problem today than in the past. In reply, Professor Heim predicted that the

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impact would last three to five years and then dissipate over time. In addition, he indicated that retired faculty often stay in the community, where their memory can be drawn on if needed.

Referring to pressures on faculty time, Regent Krutsch pointed out that, if faculty were to teach fewer classes, there would be a negative impact on student access and graduation rates. With regard to the education of Ph.D. students, she observed that most are trained in narrow specialties, even though a minority of them would obtain jobs at a research university. While scholarship is an important function for faculty, she expressed concern that increased emphasis on research might adversely affect teaching and student learning.

In response, Professor Heim observed that workload is one of the major issues among faculty, especially at the comprehensive universities where they teach three or four classes at a time, must do research in order to get promoted and tenured, and also are expected to perform service activities.

Regent Boyle inquired about the attitude of new faculty toward tenure and whether there are other kinds of innovative employment practices being tried, such as three-to-five year contracts.

Professor Heim indicated that tenure still is highly desired, although new faculty today are increasingly mobile and thus perhaps less concerned with tenure than in the past. He thought contracts for certain periods of time might be useful employment tools as well.

Regent Burmaster noted the importance of a strong PK-12 educational system in recruitment and retention of faculty with young families. Professor Heim agreed that Wisconsin's reputation for excellent education at all levels is a major tool for recruiting new faculty.

President Lyall observed that a dramatic change in recent years is use of instructional academic staff instead of tenure-track faculty as a major means of teaching more students over the last decade.

Regent Schneiders commented that a common misperception is that faculty are paid high salaries, have little contact with students, and are not accountable. She asked what could be done to convey effectively the true range of faculty responsibilities and workload and to demonstrate clearly the fact that taxpayers are getting their money's worth.

Professor Heim suggested that reports could be provided on hours worked in a typical week on teaching, student contact, community service, and research.

Concurring with Regent Schneider's point, President Lyall observed that UW-Madison's profiles of individual faculty are effective in conveying the wide range of faculty obligations. She suggested that such an effort might be extended system-wide.

Regent Marcovich agreed that perception and reality of faculty workload are far apart. He suggested an inexpensive reporting system of average hours that faculty devote to teaching, research and service. If this information were reported to the Legislature and the public in a regular and consistent manner, along with information on faculty achievements in these areas, he

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felt it would be helpful in persuading decision makers and the public to support the university's budgetary needs.

Regent DeSimone pointed out that the UW's top ranking in outside money received for research provides a convincing demonstration that faculty are successful in doing the work that is expected of them.

Regent Axtell inquired as to the role of compensation in retaining faculty. Replying that compensation is a key factor in recruitment and retention, Professor Heim thanked the Regents for their advocacy and support in this area.

Regent Krutsch commented on the importance of flexibility for institutions and departments to creatively meet their teaching, research and service goals by such means as modified tenure appointments to provide a stronger focus on teaching for faculty who are the best teachers and to focus on research for those who are most productive in that area. Noting that there are many faculty, particularly at the comprehensive universities, whose research does not attract large amounts of outside funding, she cautioned that any policy decision to choose more research over teaching is unlikely to pay off in dollars and cents.

Regent Jones agreed, suggesting that the tenure system be modified to give more recognition to teaching and advising in order to promote the goals of student retention and graduation.

UW-Madison Provost Peter Spear indicated that workload surveys done in the mid-1990s showed an average faculty work week of 55 hours. Noting that over the past decade an increasing emphasis has been placed on excellence in teaching, he said UW-Madison's tenure policy requires significant contributions to teaching as well as to research.

Expressing concern about faculty turnover, Chancellor Wells indicated that a study at UW-Oshkosh showed a 40% turnover rate for faculty hired in the last eight years, a rate that is not uncommon among UW institutions, and suggested that further attention be given to this matter. He also emphasized the importance to the student/faculty relationship to the entire university experience.

Regent Krutsch referred to dual appointments in more than one discipline as a creative means of addressing priority areas. At UW-La Crosse, for example, she mentioned the idea of dual appointments in the School of Education and discipline areas to help prepare K-12 teachers and develop better materials for K-12 students.

Chancellor Hastad indicated that the approach is patterned after UW-Madison's cluster appointments with the intent of promoting interdisciplinary thinking and work.

The meeting was recessed at 11:45 a.m. and reconvened at 1:00 p.m.

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2002-03 ANNUAL BUDGET

Introducing the presentation, President Lyall noted that the annual budget is not a new request, but simply distributes to the campuses the second-year funds for the current biennium that were approved in the state budget a year previously.

The Legislative Conference Committee was still in the process of addressing a budget reduction bill to deal with the state's \$1 billion deficit, and the budget document was based on the assumption of a \$10 million cut from the 2001-02 base budget and up to another \$30 million from the 2002-03 base budget. The impact of reductions on enrollments and service would not be known until the amount of the tuition increase is included in the final state budget bill and acted upon at a special meeting of the Board.

With regard to timing, the President noted that the university operates on an academic year calendar – admitting students and hiring faculty in the spring for the following fall, and using the summer break to work on renovation of facilities and for curriculum planning, outreach activities and professional development for staff and faculty. She observed that start-and-stop budgeting by the state disrupts orderly management of the university's responsibilities for students, faculty and the public. Expressing appreciation to the Regents for their understanding of these difficult operating problems, she said that everyone shares in the goal of running an efficient, effective and quality university system.

She pointed out that, in the 2002-03 operating budget, state GPR support reached its lowest level since creation of the UW System – at 31.3% of total resources. This was a decline from 32% the preceding year and 33.1% the year before that. Other funding sources, including gifts and grants, auxiliary fees, and segregated fees for the first time constitute more than half of the total budget resources.

With regard to the ongoing \$41 million in budget reductions, she explained that the \$10 million for the current year will come primarily from supplies and expense funds. The projected 2002-03 cuts, however, must come primarily from salaries and benefits which comprise 85% of the total base. In short, she pointed out, it is necessary to cut people in order to cut \$30 million. This, in turn, impacts instruction, student support services, administrative services, physical plant and every other part of the university mission. Last spring's pause in the admission process was essential, she emphasized, to allow time to determine how to meet those cuts.

With regard to budget outcomes, the President indicated that, under the Governor's proposal of \$41 million and a 10% tuition cap, the UW would implement 50% of the Economic Stimulus Plan and enroll up to current enrollment targets. If the final budget were to cut an additional \$10 million, the university could do about 30% of the Economic Stimulus Package. If the final budget reduction were \$10 million less than the Governor's proposal, up to 72% of the package could be implemented.

Stating that management flexibility has paid off handsomely for students and the state, she said that position and tuition flexibility has allowed the university to serve 8,600 more students with 179 fewer faculty and staff than in 1995. Flexibilities also have allowed the UW

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to maintain the lowest administrative overhead rate in the country – 5.8% compared to 10.3% for peer institutions around the country. That difference saves \$115 million a year to support student access and instruction.

Flexibilities also have allowed mounting of customized professional programs for working adults, including programs for teachers, nurses and pharmacists, without reducing traditional undergraduate programs for high school graduates. Without these management flexibilities, she felt the impact of the current budget uncertainties and future base cuts would be even more severe.

However, she cautioned that no amount of flexibility or other coping mechanisms can maintain current service levels in the face of significant future cuts. If these come about, she stated that a candid public policy dialogue will be needed about major changes to Wisconsin higher education and the level of access that can be provided for the state's citizens.

Regent Klauser commented that President Lyall's remarks make very important points and set the stage for the future.

Presenting specific provisions of the budget, Assistant Vice President Freda Harris noted that GPR and fee amounts in the document are based upon funding provided in 2001 Wisconsin Act 16, budget reductions proposed by the Governor and compensation levels approved by the legislative Joint Committee on Employment Relations for unclassified and non-represented classified staff. Distribution of funding changes resulting from the budget adjustment process would be delegated to the President.

Turning to the budget document, Ms. Harris noted that Wisconsin Act 16, the 2001-03 biennial budget, included funding of \$41.6 million for workforce development, the Madison Initiative, the Milwaukee Idea and an agricultural stewardship initiative. There also was \$300,000 in funding for increased financial aid. The document included detailed information on budget reductions by campus and tuition generated by increased enrollments, differential tuition programs and self-supporting fee programs.

With regard to auxiliaries, she pointed out that segregated fees were planned to increase 6.7% at the four-year institutions, approximately 1% less than in 2001-02. Two institutions had increases greater than 10%, due primarily to student initiatives. At the UW Colleges, segregated fees were planned to increase by 2.57%, which is 1.5% less than in 2001-02. The increase in room and board rates was 4.2%, which was 1% less than the preceding year.

UW-Superior's auxiliary transfer request would move funding from excess bookstore revenues to the parking program to support building a much-needed new parking lot.

Ms. Harris then referred to a section of the budget showing the amount of funds being reallocated for distance education and instructional technology. In the coming year institutions planned to reallocate \$16.1 million – far in excess of the Board's annual requirement of \$6 million. The commitment of this amount of funding, she indicated, reflects the high priority placed on initiatives in this area and the lack of any state increases in this area since 1997-99.

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In response to a question by Regent Krutsch, Ms. Harris explained that the budget reductions were based on allocation decision rules adopted by the Board in March. Those rules identified priority emphases to be used by the institutions in making their reductions.

Regent Schneiders inquired about funding for UW Learning Innovations and whether a time was foreseen when that entity would be self-supporting. Vice President Durcan replied that funding is composed of a combination of UW-Extension and UW System Administration resources. One million dollars was put into Learning Innovations in the 1999-01 budget, and there also is income from programs and support provided by LI.

President Lyall added that a priority for the new director will be to develop a business plan that makes LI self-supporting as soon as possible. She indicated, however, that it would not be realistic to expect that to happen in the next couple of years, even though LI continues to do quite well in comparison with similar entities across the country. While some GPR funds are spent for the program, LI also raises a significant amount of its resources from the program services that it delivers. When LI was formed, it was hoped that revenue from services to private businesses would support all of its programs. However, the recession had made private sector revenues less available. Nonetheless, President Lyall expressed confidence that LI would be self-sustaining within a few years.

Regent Mohs noted that he and Regent Gottschalk had visited Learning Innovations recently and had spent considerable time on this topic. They had concluded that LI has not taken an overly aggressive approach in terms of expenditures, and has been run in a conservative and prudent manner.

Regent Gottschalk added that distance education programs at many other universities have ended up failing. LI, on the other hand, remains strong and viable.

Adoption of Resolution 8549 was moved by Regent Klauser and seconded by Regent Randall.

2002-03 Operating Budget including approval of Auxiliary Transfers, Segregated Fees, Textbook Rental, Room and Board, and Apartment Rates

Resolution 8549: That, upon the recommendation of the President of the University of Wisconsin System, the 2002-03 operating budget be approved including auxiliary transfers, segregated fees, textbook rental, room and board, and apartment rates as reflected in the document 2002-03 Operating Budget and Fee Schedules, June 2002. As adjustments to the 2001-02 base budget, the 2002-03 operating budget includes the following increases, after proposed budget reductions of \$41.4 million:

Increase Above

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	<u>2001-02</u>
GPR	\$9,809,608
Program Revenue excluding Academic Tuition	\$96,432,413

Academic tuition rates and approval of Academic tuition revenue are not included in this document due to the uncertainty surrounding final state funding levels. The full Board will set tuition rates and tuition revenue in a special session prior to the August meeting in order to ensure that students have this information in a timely fashion.

That the President of the System is authorized to approve changes resulting from final enactment of the 2002-03 state budget adjustment bill and make final detailed allocations to reflect final legislative and gubernatorial action.

Academic tuition for Minnesota Reciprocity students will be incorporated into the 2002-03 Academic Fees/Tuition Schedule upon receipt of final Minnesota tuition information.

Regent President Smith introduced Irene Herron-Steeger, President of AFSME Local 82, who had asked to address the Board.

Ms. Herron-Steeger began by noting that Local 83 represents more than 700 employees at UW-Milwaukee, UW-Waukesha, and UW-West Bend, along with outreach employees. She urged higher salaries for two classifications of workers. Noting that the custodian class earns \$8.68 per hour, she pointed out that there generally is a turnover rate in this area of 25% per year at UW-Milwaukee because the cost of living in the city requires a salary of about \$12 per hour. She emphasized that custodians cannot make ends meet and that many work at two jobs in order to support their families. She urged that the university provide adequate and fair compensation to these workers.

Local 83 also is concerned about program assistants, Ms. Herron-Steeger continued, noting that they have taken on more and higher level responsibilities over the years without commensurate increases in pay. The starting wage of \$9.34 per hour, she said, is below the poverty level and requires them to have two jobs to make ends meet.

In conclusion, Ms. Herron-Steeger asked the Board to support a request from the Department of Employment Relations to finance an upgrade of those classifications. She then introduced Ms. Jennifer Peshut, Vice President of Local 82, who reiterated the call for a living wage for the blue collar and clerical workers who perform essential functions for the university.

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Associate Vice President George Brooks indicated that, while these issues are important, they are not within the power of the university to resolve, since classified employees are under the jurisdiction of the Department of Employment Relations. In this case, DER was asking the university and other agencies to supplement the salary levels established by the Legislature by funding several million dollars in wages. This would amount to a base budget reduction that the university could not afford. Instead, he suggested that the UW have its bargaining representatives encourage DER and the unions to advocate for adequate salary levels before the Legislature.

Regent Marcovich asked if salary levels for those classifications are the same statewide or if there are adjustments for areas like Milwaukee with higher living costs. Mr. Brooks replied that salary rates are uniform statewide, even though efforts had been made to obtain differential salaries for the Milwaukee area.

Regent Mohs asked about increases in salary levels with length of service and whether there is a problem with unfilled positions. Mr. Brooks replied that the salary for custodians might increase by about a dollar per hour after five years of service, and that some campuses have had serious recruiting problems because salary levels for custodians and administrative support are not competitive.

Put to the vote, Resolution 8549 was adopted unanimously.

The meeting was adjourned at 1:45 p.m.

Judith A. Temby, Secretary

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Milwaukee, Wisconsin

Held in Sandburg Residence Hall, Flicks - Room 161
Friday, June 7, 2002

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MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Milwaukee, Wisconsin

Held in Sandburg Residence Hall, Flicks - Room 161

Friday, June 7, 2002

9:00 a.m.

- President Smith presiding -

PRESENT: Regents Axtell, Barry, Boyle, Brandes, DeSimone, Gottschalk, Gracz, Jones, Klauser, Krutsch, Marcovich, Mohs, Olivieri, Randall, Schneiders and Smith

ABSENT: Regent Burmaster

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APPROVAL OF THE MINUTES

The minutes of the May 9th and 10th meetings were approved as distributed.

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REPORT OF THE PRESIDENT OF THE BOARD

Report on the May 22nd Meeting of the Wisconsin Technical College System Board

The Board received a written report of the May 22nd meeting of the WTCS Board.

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Report of the June 5th Meeting of the Hospital Authority Board

Referring to a written report of the June 5th meeting of the Hospital Authority Board, Regent DeSimone pointed out that 506 organ transplants were performed last year, ranking UW Hospital 2nd in the nation, and that 208 have been performed in the first four months of 2002.

Regent Mohs, a member of the Authority Board, added that a new and exciting transplant treatment has been developed as a cure for diabetes, and will be performed in the near future.

Regent Boyle, also a member of the Board, noted that Regents had received material relating to student tuition at the Medical School and that this matter would be reviewed over the next year.

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Report on Governmental Matters

A written report on governmental matters was provided to the Board.

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Remarks by Regent President Smith on Board Achievements and Future Direction

Regent President Smith began by indicating that some 25,000 students have graduated from the UW this spring, 20,000 of whom will stay in Wisconsin to live, work, and contribute to the quality of life.

The Board's annual meeting, he noted, also is a time of transition – a time to reflect on what has been accomplished and to look to the future.

Stating his pride in the Board for its strong and courageous leadership of the UW System, he cited the following accomplishments:

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- 1) Strengthening of the UW System with new partnerships and collaborations across the state, including K-12 education, the technical colleges, and new regional economic partnerships.
- 2) Measurable progress on key benchmarks of quality such as retention and graduation rates, while strengthening accountability.
- 3) Improvement in Board practices and significant management flexibility from the state.
- 4) Management of the long-term issue of competitive salaries for system leadership, by making their salaries competitive with peer institutions in order to keep them working in Wisconsin.
- 5) Early statewide leadership on the economic challenges facing Wisconsin by developing the first statewide economic summits.
- 6) GPR operating and capital budgets that will maintain quality for students of today and tomorrow.
- 7) Improvement in the quality of the student experience through a Supreme Court decision on students' rights to determine use of their fees, through efforts to reduce substance abuse, and by strong support for the importance of diversity.
- 8) Development of a multi-faceted approach to building the university's financial resource base and creation of new approaches to attract federal money.
- 9) Sound financial management, prudent stewardship of university assets, and efficient governance in the public interest.
- 10) Courageous actions to maintain quality in the classroom and in the executive team.
- 11) Appointment of seven outstanding new leaders: Vice President Cora Marrett and Chancellors John Wiley, Kevin Reilly, Ann Lydecker, Rick Wells, Doug Hastad, and Bruce Shepard.

For these accomplishments, Regent President Smith credited and thanked the members of the Board, President Lyall, and her team for their outstanding performance, the chancellors for their excellent leadership, and Secretary Temby and her staff for their support.

Looking to the future, Regent President Smith discussed four key challenges:

- 1) Funding for the university
- 2) Personnel and compensation issues
- 3) Best practices for the university and the board
- 4) Building a state relationship and partnerships.

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Funding

Noting that a great university system must have adequate resources, Regent President Smith pointed out that GPR support per student continues to decline and that in two decades there has been no real growth in GPR support for higher education even though overall state spending has grown. A formula of flat funding, low tuition, and increased access, he emphasized, could only result in a decline in the quality of higher education.

To find a solution, he suggested that there needs to be a constructive conversation on what the Legislature and the people of Wisconsin want the UW System to be: How much are the state and students willing to pay for access and quality? How should the UW position itself vis-à-vis peer institutions? If and when that conversation takes place, he continued, the appropriate role of the Regents, the Governor and state lawmakers in the management of the university should be determined and constraints that cost time, money and energy should be removed.

He stated his belief that, once that conversation takes place, state government and the UW can and will work together effectively toward the common goal of sustaining the best public higher education system in the nation.

Compensation

Noting that the university's most vital resource is its people, Regent President Smith remarked that when the UW System is referred to as a national leader, that reference is to its faculty, staff, campus and system leaders – and the results that they produce.

Wisconsin, he emphasized, must be realistic about compensating its leadership and must be competitive. Indicating that the bar continues to be raised, he cited openings for university presidents in Iowa, Minnesota and Ohio and salaries for newly hired university system leaders that are double what the UW System President is paid, even after her recent increase.

The Regent compensation policy, he stated, is fair, appropriate and should be adhered to.

Best practices: Look outside

It was learned at the economic summits, Regent President Smith indicated, that Wisconsin often has been too insular. There is need to do more benchmarking and studying of best practices. In that regard, he suggested that the Board should be more in touch with UW campuses, as well as with neighboring university systems in order to study what others do well and collaborate. Areas where effectiveness could be improved by working with others include federal issues, study-abroad programs, academic partnerships, and enhanced public support of education.

Building state relations and partnerships

Regent President Smith stated the need for a renewed partnership with state government leaders, built on common goals and expectations.

There has been good progress in increasing partnerships in education, he noted, adding that this kind of important collaboration must continue.

Partnerships with business, he indicated, also are key to the future and have been an important aspect of the UW's economic development work. Noting that many barriers between education and business have fallen over the past decade, he added that President Lyall is putting in place a corporate advisory council, as pledged at the Economic Summit, to strengthen these ties even further.

Partnership with the state to improve the Wisconsin economy also is critical, Regent Smith commented, noting that the UW's summit leadership has helped in this regard. The board as a whole, he said, should be even more involved in this activity going forward.

In addition, partnerships with students are critical and should be strengthened, he said, adding that the students and the board share many aspirations for the university and can be effective allies.

Regent President Smith then made four recommendations.

- 1) Grow the university. In that regard, he said that the next biennial budget should be approached with a commitment to grow the university in real dollars. This approach should include a conversation with state leaders on expectations, with an effort to find common ground. If the state cannot accommodate this growth, the Board then should urge state leaders to help the UW grow in other ways. Tuition policy should sustain and enhance educational quality, and work to generate more federal dollars should continue.
- 2) Work to help the state economy. Expressing the view that the state's financial future is its most pressing challenge, Regent Smith said the UW must stay engaged – the university has much to contribute, and its own future is dependent on economic success. He expected that commitment to be reflected in the next budget request to the Governor and in UW sponsorship of a third economic summit in the fall. Stating that the university can and should play a critical role in resolving these issues, he urged the board to be prepared to make strong recommendations.
- 3) Intelligence gathering. In that regard, he suggested that delegations of board members and system staff visit other systems to see what can be learned and applied to the UW's circumstances. In addition he thought the Education Committee might find productive more informal sessions with students, faculty, deans, provosts and business leaders. The Physical Planning and Funding Committee might find value in visiting all UW campuses to assess conditions first-hand, and the Business and Finance Committee might visit Washington to learn first-hand about issues regarding federal funding or visit other systems to learn how they have found efficiency and how they raise private funds.

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- 4) Have a plan. Regent President Smith noted that planning efforts have enabled the Board to reach consensus on what is important, to focus efforts and be more productive, and to help communicate priorities to university constituencies, opinion leaders and the public. He urged that the Board continue to do strategic planning in concert with the President and chancellors.

In conclusion, he thanked President Lyall, the chancellors, vice presidents and staff for the fine work they have done and he thanked the Board members for their hard work, dedication and courage in standing up for the university and its needs.

Regent Brandes expressed appreciation to Regent President Smith for his leadership and focus on the future of the university.

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REPORT OF THE PRESIDENT OF THE SYSTEM

Appreciation to Regent President Smith and Regent DeSimone

President Lyall observed that the UW has been fortunate to benefit from the wisdom and support of Regent President Smith and Regent DeSimone, who are completing seven-year terms on the Board. They have been important leaders, she pointed out, in the re-engagement of the university with the needs of the state, and she was pleased to note that they both will remain on the Board for part or all of the coming year. She thanked both Regents for their service to the Board and the entire UW.

President Lyall thanked Regent Smith for his vigorous, courageous and inspiring leadership over the past two years. He was determined to move the university forward, and his leadership inspired renewal of the Wisconsin Idea – the university in service to the state. She also expressed appreciation to Mrs. Smith, who gave up personal time on many occasions for UW events.

Regent Vice President Randall read the following resolution, which was adopted by acclamation with a standing ovation.

Resolution of Commendation for Jay L. Smith

Resolution 8550: WHEREAS, Jay L. Smith has benefited the citizens of Wisconsin with distinguished leadership during his two-year term as president of the University of Wisconsin Board of Regents; and

WHEREAS, under his leadership, the UW System has earned an increase in state GPR support and the best

capital budget in many years, despite the state's extreme fiscal problems; and

WHEREAS, Regent Smith has instituted annual Regent planning sessions that have helped focus the energies of the board and UW System staff on key issues including building the UW's resource base, economic development and quality education; and

WHEREAS, he worked with the president and chancellors to enhance the university's efficiency, to continue progress toward reducing credits to degree, to realize better retention and graduation rates, to improve minority student recruitment and retention and to institute new degrees and academic programs; and

WHEREAS, under his leadership, the Regents have become more proactive and connected to the campuses and external partners through such innovations as the Regent's legislative committee, UW Day in the Capitol, the adopt-a-campus program and Regent Partnership Awards; and

WHEREAS, under his leadership, the UW System has recruited seven outstanding new chancellors and an excellent senior vice president for academic affairs; and

WHEREAS, working with UW System President Katharine Lyall, he has brought to successful fruition two statewide economic summits, each attended by close to 1,000 people intent on creating a brighter economic future for the state; and

WHEREAS, that activity resulted in a stronger focus on the economy in the university's budget planning process, and in campus and extension based programs aimed at growing the state's workforce in crucial fields and serving local business needs; and

WHEREAS, Regent President Smith led efforts to build new bridges for the university with business leaders, K-12 education, the technical colleges, state agencies and the

counties and municipalities where UW campuses are located; and

WHEREAS, his time, energy, dedication, collegiality, sense of humor and courage to tackle tough issues have set a high standard for future leaders of the board;

BE IT THEREFORE RESOLVED, that on behalf of the citizens of the state and on behalf of a grateful university community, the University of Wisconsin System Board of Regents highly commends Regent Jay L. Smith for his extraordinary leadership and impressive achievements as President of the UW Board of Regents.

Offered by Gerard Randall, Vice President and Katharine C. Lyall, President UW System

Regent President Smith commented that it has been an honor and a pleasure to work with such excellent people on important issues. He expressed appreciation for the resolution and for a gift presented by President Lyall.

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Appreciation to Associate Vice President Kathleen Sell

President Lyall reported that, after 25 years of state budgeting – 19 of them with the UW – Dr. Sell is moving into a different role as a faculty member in UW-Madison’s ILS program. During her tenure, she has helped UW campuses move through development of 10 biennial budget requests, 20 annual budgets, and four mid-year budget recessions. In the process, she made countless campus visits, worked with numerous DOA budget analysts and team leaders, and generally has been a wise observer of the budget process. Not once, the President remarked, had Dr. Sell taken her eye off the core mission of serving students or cut corners on accuracy, integrity and hard work. She is widely respected within the UW, in state government and in national higher education circles. In conclusion, President Lyall thanked Dr. Sell for her excellent service, sharp intellect and personal integrity.

Regent Gottschalk presented the following resolution, which was adopted by acclamation with an ovation of appreciation for Dr. Sell.

Resolution of Commendation for Kathleen R. Sell

Resolution 8551: WHEREAS, Kathleen R. Sell has served the University of Wisconsin System with great dedication and distinction for 19 years beginning as a senior budget planner; and

WHEREAS, she has served as the chief budget officer for the university system since 1986 and for fifteen years as Associate Vice President for Budget Planning & Chief Budget Officer; and

WHEREAS, in that role, she has effectively managed a professional staff responsible for the operating and capital budget, market research and planning and development of the biennial budget, and has advised the president, chancellors and the board on budget development and implementation; and

WHEREAS, she has successfully shepherded eight UW System biennial budget requests through the state budget process that have allowed the UW System to provide opportunities for thousands of Wisconsin students; and

WHEREAS, she is seen as a national leader in public university budget matters and is a role model and mentor to many in the profession including the budget officers on the UW campuses; and

WHEREAS, she also served in the mid-90's as Special Assistant to the President and Chief of Staff for the Board of Regent's Study of the UW System in the 21st Century; and

WHEREAS, her leadership on that project, on the EM-21 planning and most recently on "Building Our Resource Base" helped chart the present course for the university system; and

WHEREAS, with her background in teaching both at the high school and college level, she has brought a special understanding of the needs of faculty and instructional staff to her role as chief budget officer; and

WHEREAS, she has worked effectively as a staunch supporter of higher education with others in state government and has been a wonderful and supportive colleague, mentor and friend to her associates;

BE IT THEREFORE RESOLVED, that the University of Wisconsin System Board of Regents commends Kathleen R. Sell for her lifelong passion for education and her enormous contributions to the UW System and the citizens of Wisconsin, and extends sincere best wishes on the occasion of her transition to a full-time teaching assignment in Integrated Liberal Studies at the University of Wisconsin-Madison.

Signed Jay L. Smith, President of the Regents and
Katharine C. Lyall, President of the System

Expressing her thanks for the resolution, Dr. Sell noted that everything that had been accomplished was done through teamwork. It had been a wonderful and inspiring experience, she stated, to work side by side with President Lyall for the past 19 years. In addition to her policy insights, she is a valued national leader of higher education and an excellent teacher.

Noting that she will remain within the UW, Dr. Sell indicated that she was a first-generation college student who got her start at UW-Milwaukee. In closing, she expressed her admiration for the UW chancellors and her pride in the Board of Regents for its dedication to putting students first.

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Kerrigan, President of Loras College

President Lyall reported that former UW-Oshkosh Chancellor John Kerrigan had been named interim president of Loras College, in Dubuque, Iowa.

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International Business Grant

It was reported by President Lyall that the UW-Madison Center for International Business Education and Research in the School of Business had received a CIBER grant of \$1.4 million from the U.S. Department of Education to support international education programs. She thanked Regent Axtell for his letter of support and noted that the size of the four-year grant had increased six fold from the \$220,000 received in the last round.

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SBDC Awards

President Lyall noted that UW-Extension sponsors a network of 12 Small Business Development Centers on campuses throughout Wisconsin that are renowned for effectiveness in helping entrepreneurs start up new businesses and revitalize existing firms. Last year, the SBDCs partnered with the State Department of Commerce to assist 8,600 Wisconsin business clients. Of those clients, Mary Jurmain, President and CEO of BTIO Educational Products, in Eau Claire, will be recognized as the U.S. SBA's small business person of the year for 2002. Another SBDC client, Trish Zdroik, was named Wisconsin Emerging Small Business Person of the Year. She is proprietor of TAZ Family Farms, in Rosholt. Last Year, Craig Culver, President of Culver Franchising System, Inc., was Wisconsin's Small Business Person of the Year. The firm now has restaurants from Wisconsin to Texas. The UW-based Small Business Development Centers, she reiterated, are a key economic development asset for growing businesses everywhere across the state.

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UW-Milwaukee Receives Grant to Study Dementia

It was reported by President Lyall that the National Institute of Nursing Research has awarded UW-Milwaukee a \$1 million grant to study ways to improve diagnosis and treatment of pain in people with dementia. Professor Christine Kovach, of the School of Nursing, will collaborate with researchers from UW-Madison and the Medical College of Wisconsin on the project. This research, she pointed out, is the kind of collaboration among faculty that is growing every day.

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Building a New Kind of University

In opening remarks, UW-Milwaukee Chancellor Nancy Zimpher thanked Don Melkus, Vice Chancellor for Administrative Services, for his work in making arrangements for this month's Regent meetings. The audience responded with a round of applause.

Introducing the presentation, Chancellor Zimpher noted that UW-Milwaukee has reconstructed its mission and created the Milwaukee Idea, an urban 21st century version of the Wisconsin Idea. It was the emergence of the place of cities in the future of the United States that caused creation of the Urban 13 universities and later the Great Cities Universities, including the City College of New York, the University of Massachusetts in Boston, the University of Illinois-Chicago, as well as universities in Cleveland, Detroit and other major cities. The goal of these institutions is to significantly enhance the quality of life in the urban centers that they serve.

In that regard, she turned to the UW News and World Report ranking that placed UW-Milwaukee in the fourth tier, noting that all colleagues need to work together to change the status and stature of UWM going forward.

With respect to these rankings, she pointed out that there are no Great Cities universities in tier one or tier two of the rankings. There are seven in tier three and eleven in tier four. The reason for this, she explained, is that UW News measures not only academic reputation, but graduation and retention rates, faculty resources, student selectivity and financial resources. For academic reputation and diversity, UW-Milwaukee ranks in tier two. It is the other measures that reduce the university's ranking. UWM also has a high ranking by Yahoo as one of the most wired campuses, with an A+ website, and an award from EDUCAUSE for technology solutions. In addition, many of UWM's programs have received high rankings from learned societies and journals, as well as from UW News.

In place of the current UW News ranking system, the Chancellor suggested an expanded metric for urban research universities – one that builds on and extends existing criteria. In the area of academic reputation, for example, the opinions of community leaders might be sought, as well as those of academics, to more closely testify to the worth of an urban research institution.

In the area of retention and graduation rates, she noted that these rates generally are lower for urban universities because they have an older and more transient population of students than many other universities. These students tend to “stop out” of school and take longer to complete their degrees. Today, she pointed out, 75% of all college students in this country are older than traditional-age students, more likely to be financially independent and to have dependents of their own. At UWM traditional students are only 12% of the student population. Instead of a reduced ranking for this type of student population, she suggested that credit be given for high numbers of non-traditional graduates, high numbers of transfers, and high numbers of graduates employed in the region.

With regard to the third criterion, faculty resources, she agreed with the importance of measuring compensation, the full-time nature of the faculty, and the ratio of faculty to students. In addition, UWM is committed to developing a clinical faculty who are expert practitioners. She suggested that the number of grants and contracts done with community partners be counted, as well as student evaluation of instruction, in measuring faculty resources.

Turning to the fourth criterion, financial resources, the Chancellor agreed with the importance of state budgetary support, and also suggested measuring return on investment in terms of the university's contribution to state economic viability.

In conclusion, she observed that more needs to be done to develop this type of expanded metric and to obtain the support of other Great Cities Universities so that they can make a strong case collectively for an improved ranking system.

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REPORT OF THE PHYSICAL PLANNING AND FUNDING COMMITTEE

Update on UW System Facilities Deferred and Cyclical Maintenance Needs

Regent Gracz, Chair, presented the report of the Physical Planning and Funding Committee. The Committee met jointly with the Business and Finance Committee for an update on UW System's facilities deferred and cyclical maintenance needs.

Tom Bittner, UW System Planning & Systems Specialist reported that the information in the database management system is continually being updated. Currently, the institutions are collecting data on utilities and site work. He pointed out that, throughout the upcoming decade, increases will occur in cyclical or age-related maintenance needs due to building systems reaching the end of their useful life. The Committees concurred with the approach to incorporate all of the maintenance data into each institution's long range facilities plan thus addressing maintenance needs along with programmatic needs.

Following the joint meeting, the Physical Planning and Funding Committee reconvened.

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Report of the Assistant Vice President

Building Commission Actions

Nancy Ives, Assistant Vice President, reported that the Building Commission approved about \$1.2 M for various projects at their May meeting. The Commission also approved proceeding with the proposed Co-generation facility at UW-Madison, contingent upon subsequent Regent approval. Negotiations are near completion, and funding arrangements are being finalized. The UW-Madison Veterinary Animal Diagnostic Lab may need to modify their existing space and/or purchase equipment for the study of Chronic Wasting Disease. Funds for this program have become available through the Federal Government and the State Department of Natural Resources.

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Presentation by UW-Milwaukee: Columbia Hospital--Facility Opportunities for UWM

UW-Milwaukee Chancellor Nancy Zimpher spoke to the Committee about Columbia Hospital's decision to relocate and the opportunity to use the facility for expansion. Planning will occur during the 2003-05 biennium to study how the facility might be adapted to meet

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UWM's needs. This opportunity will address long-standing space and parking problems for UWM.

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Report on Physical Planning and Funding Committee 2001-02 Accomplishments

The Committee reviewed its accomplishments for 2001-02 which focused on maintenance and long range planning while emphasizing the enhancement of the quality of the learning environment.

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Presenting Resolutions 8552-8557, which were unanimously approved by the Physical Planning and Funding Committee, Regent Gracz moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Schneiders and carried unanimously.

UW-Madison: Approval of the Design Report and Authority to Construct a Weeks Hall Addition Project

Resolution 8552: 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 be granted to construct a Weeks Hall Addition project, at an estimated total cost of \$5,000,000, Gift Funds.

UW-Milwaukee: Authority to Construct a Student Union Atrium Floor Tile Replacement Project

Resolution 8553: That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to construct the Student Union Atrium Floor Replacement project at an estimated total project cost of \$550,000 Program Revenue–Cash.

UW-Platteville: Authority to Accept a Gift and Approval to Use Existing Funds for a Revised Dairy Center Replacement Project

Resolution 8554: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, conceptual approval be granted to accept a gift of a new Swine Center site and facility that will be constructed

and funded by the UW-Platteville Foundation, and authority to use the \$1,736,000 General Fund Supported Borrowing enumerated for the Swine/Dairy Center Improvements project to fund a revised Dairy Center Replacement project.

UW-Stevens Point: Approval of the Design Report and Authority to Construct the Fine Arts Center Remodeling & Addition

Resolution 8555: That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the Fine Arts Center Remodeling and Addition project at an estimated total project budget of \$26,120,000 (\$25,120,000 of General Fund Supported Borrowing and \$1,000,000 of Gifts). Additional funding will be requested for enumeration in the 2003-05 Capital Budget to finish shelled-out spaces in the addition based on the result of bids received in January 2003.

UW-Stevens Point: Authority to Construct A Parking Lot Expansion/Repair Project

Resolution 8556: That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Parking Lots Q-T-X Expansion and Repair project at an estimated total cost of \$846,000 (\$546,000 Program Revenue Supported Borrowing and \$300,000 Program Revenue Cash).

UW-Extension: Authority to Enter Into a 10-Year Lease

Resolution 8557: That, upon the recommendation of the UW-Extension Chancellor and the President of the University of Wisconsin System, authority be granted to enter into a 10-year lease with one 10-year renewal option for space at a radio tower site to install the transmitter and antenna for WVSS-FM public radio. The tower, known as the Knapp Tower, is located at 640th Avenue, Knapp, Wisconsin, about 10 miles west of Menomonie. The base annual rental is \$9,774 with a 3% per year escalator, to be paid by UW-Extension operating funds. WVSS-FM is part of the Wisconsin Public Broadcasting network.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

The report of the Business and Finance Committee was presented by Regent Gottschalk, Chair.

The Business and Finance Committee met in joint session with the Physical Planning & Funding Committee to discuss deferred and cyclical maintenance needs of UW System facilities.

They reconvened following the joint session.

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UW-Milwaukee Presentation - Student Technology Services (STS) Update

Joe Douglas Jr., Director of Information and Media Technologies, gave an presentation on the successful UW-Milwaukee Student Technology Services (STS). In 1986 it began with 9 students; today there are 300 students with a budget of \$1.8 million, all managed by students.

This program is not only for Computer Science and Management Information System students; currently two-thirds of the students have diverse majors such as music, art, history, political science, and English.

UW-Milwaukee received the Exemplary Practices in Information Technology Solutions Award from EDUCAUSE in October 2001. Since 1995, only one of 17 universities received the award in this category.

Mr. Douglas introduced two staff members, Dean Holschbach and Beth Shaefer whose primary jobs are to mentor and advise students and help in all aspects of running the program. Also introduced were student leaders, Citlali Men, Tracy Laundrie and Tahirah Laughinghouse who manage the program.

Regent Jones presented the following resolution, which was adopted by acclamation.

UW-Milwaukee: Resolution of Commendation

Resolution 8558: Whereas, the UW-Milwaukee has established a unique work-based learning organization composed solely of student employees to deliver technology services to the campus community and to train information technology workers; and,

Whereas, the program is entirely managed by students; and,

Whereas, the program works in partnership with the Milwaukee Area Technical College and Milwaukee Public Schools; and,

Whereas, the program has achieved national recognition and is hosting a third annual national conference on Student Technology Services in June; and,

Whereas the UW-Milwaukee Student Technology Services program recently was awarded the Exemplary Practices in Information Technology Solutions Award from EDUCAUSE;

Therefore, be it resolved that the Board of Regents hereby commends Chancellor Zimpher, Director of Information and Media Technologies Joseph N. Douglas, Jr., the current and former students employees and managers of the STS program and the STS partners, MATC and MPS.

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Report on Business and Finance Committee 2001-02 Activities and Accomplishments

Vice President Debbie Durcan noted three goals which the Committee set at the beginning of the year:

- Building Our Resource Base
- Investing in Private Equity
- Developing the 2003-05 Biennial Budget

Ms. Durcan reported that the first two goals were accomplished, and the third is under development.

The Committee took several actions with respect to Trust Funds, and approved the UW-Stout laptop and UW-Whitewater tuition differentials.

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Report of the Vice President

Vice President Durcan reported on the UW-Milwaukee Laptop Program in the School of Architecture. This will begin in Fall 2002 at a cost of \$525 per semester.

Regent Krutsch expressed her support of the use of more differential tuition and special course fees to provide targeted services to students.

Vice President Durcan discussed the potential utilities shortfall. A meeting of UW System Business and Budget Officers will be held later this month. A preview of the items that will be discussed was provided to the Committee.

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The Business and Finance Committee unanimously approved the following resolutions, which were presented as consent agenda items. On behalf of the Business and Finance Committee, Regent Gottshalk moved adoption by the Board of Regents of Resolutions 8559-8565. Regent Axtell seconded the motion and it carried unanimously.

UW System Trust Funds Process for Presenting and Reporting Bequests

Resolution 8559: That, upon the recommendation of the Regent Business and Finance Committee, the following procedures be established for presenting and reporting UW System Trust Funds bequests and gifts:

1. UW System Trust Funds' bequest and gift income will be included with the quarterly reporting to the Business and Finance Committee of Gifts, Grants and Contracts and be similarly categorized as to source, gift type, and expected use.
2. Individual bequests expected to exceed \$50,000 will be brought to the Business and Finance Committee so that they can, via resolutions, be formally accepted and recognized by the President, Board and appropriate Chancellor if to a specific campus. The resolution of acceptance, recognition, and appreciation will then be conveyed, where possible, to the donor, the donor's family, and other interested parties.
3. Where appropriate, the UW foundation affiliated with the benefiting institution will be apprised of bequests expected to exceed \$50,000, so that these organizations might include these donors, donor families and other interested parties in their on-going donor recognition and appreciation efforts.

UW System Trust Funds Acceptance of Past Bequests

Resolution 8560: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the benefiting University of Wisconsin System institutions, the bequests detailed on the attached list be accepted for the purposes designated by the donors, or, where unrestricted by the donors, by the benefiting institution.

Let it be herewith further resolved, that the President and Board of Regents of the University of Wisconsin System and the Chancellors of the benefiting University of Wisconsin System institutions express their sincere thanks and appreciation to the donors and their families for their tremendous generosity and devotion to the values and ideals represented by the University of Wisconsin System.

Contractual Agreement with Glaxo Wellcome Inc.

Resolution 8561: 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 the agreement with Glaxo Wellcome Inc., entitled “The Effect of Montelukast (Singulair) in a Steroid Reduction Model of Asthma,” Protocol number FLV-431.

Contractual Agreement with Novartis Pharma AG

Resolution 8562: 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 the agreement with Novartis Pharma AG, entitled “Data Analysis Center for the Clinical Trial Projects CSMS995 0802 and CSMS995 0804.”

Contractual Agreement with Dow Chemical Company

Resolution 8563: 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 the agreement with Dow Chemical Company, entitled "Fundamental Kinetic and Mechanistic Studies of Metallocene Catalyzed Alkene Polymerization."

UW-Green Bay: Contract with Sodexo Campus Services

Resolution 8564: That upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Green Bay, the Board of Regents approves the contract with Sodexo Campus Services to provide Dining Services at the University of Wisconsin-Green Bay.

UW System Trust Funds Acceptance and Establishment of Professorship Fund Robert Turell Bequest

Resolution 8565: That, upon the recommendation of the President of the University of Wisconsin System, the Chancellor of the University of Wisconsin-Madison and the Dean of the University of Wisconsin-Madison Medical School, the bequest of the late Dr. Robert Turell be accepted for the purpose of establishing the DR. ROBERT TURELL PROFESSORSHIP FUND; and 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-Madison Medical School.

(The Robert Turell Trust states:

"4. Upon the death of my spouse, such part or all of the principal of the trust remaining after the payments, if any, required by subparagraph 3 of this paragraph shall be distributed to the following in equal shares:

UNIVERSITY OF WISCONSIN MEDICAL SCHOOL to be held as an endowed fund and the income there from to be used to establish either a professorship or fellowships in the discretion of the School's Board of Trustees with the request that this gift be memorialized in my name in such appropriate way as the Board shall determine; and...")

(Dr. Turell graduated from the Medical School in 1928. The Medical School will receive a total of approximately \$5,200,000.)

Let it be herewith further resolved, that the President and Board of Regents of the University of Wisconsin System, the Chancellor of the University of Wisconsin-Madison and the Dean of the University of Wisconsin-Madison Medical School express their deepest thanks and appreciation to the late Dr. Robert Turell for this exceptionally generous gift which will be used to sustain and further the quality of the Medical School into perpetuity.

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REPORT OF THE EDUCATION COMMITTEE

Regent Boyle, Chair, presented the report of the Education Committee.

Quality: Faculty Retirement and Replacement Trends

The presentation on faculty retirement and replacement trends initiated the question on whether faculty emphasized research more than instruction. Vice President Cora Marrett responded that nationally and in Wisconsin research and instruction are being integrated along with service, thereby giving students a more complete experience. This institution as well as many others emphasize research experiences for undergraduates. At a UW-Whitewater conference in Spring of 2002, students clearly demonstrated the benefits from active involvement in research projects.

A question was raised about expenses relating to hiring new faculty, particularly in engineering and science. UW-Madison Provost Peter Spear indicated that this is a total package which includes expenditures for new laboratories, new equipment and support staff. It's a major benefit to the university and to the State of Wisconsin because of the outside funds generated in terms of research activity.

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Report of the Senior Vice President for Academic Affairs

UW-Milwaukee Presentation: Residence Life at UWM: Home Away from Home

Senior Vice President for Academic Affairs, Cora Marrett introduced representatives from UWM who focused on resident life for students. The six areas that were reviewed include:

- 1) Establishing a welcoming community;
- 2) Fostering a learning environment;
- 3) Campus and community involvement;
- 4) Academic support initiatives;
- 5) Promoting student development programs;
- 6) Creating a community atmosphere.

The discussion demonstrated UWM's commitment to provide experiences in an environment whereby students can be engaged with the university in and outside of the classroom. This is very important in terms of student retention.

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Report of Education Committee Works and Accomplishments

Vice President Marrett reviewed the committee's accomplishments in 2001-02. The Education Committee decided that their focus throughout the year would be on the student learning experience and various aspects of what the student is involved in. Topics addressed included: quality of the student experience, retention and campus climate, scholarship of teaching, Plan 2008, the System's Accountability Report, the value of liberal arts, academic libraries, credits-to-degree, time-to-degree and graduations rates. All of these topics are inter-related to the total student experience and to the importance of maintaining quality.

Ms. Marrett highlighted two areas which the Committee could play a significant role in: One, communicating the imperative of student success and two, reaching out to external constituencies in helping to describe the importance and the quality of the educational experience.

In response to a question regarding whether or not the UW System has relevant efficiency measurements to explain to the public, Regent Boyle noted that providing new efficiency factors to better describe the high level of efficiency within the UW System will be a

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priority for the Committee. Accountability indicators, which are also relevant, will be reviewed as well.

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UW Institutional and System Report on PK-16 Collaborations

Francine Tompkins, Director of PK-16 Initiative, reported on the progress made by the State Leadership Council and the UW institutions. Ms. Tompkins noted that there is considerable variation among the institutions in terms of the progress they have made in establishing and operating regional councils. Elizabeth Burmaster, Superintendent of Public Instruction, indicated that the variation is most likely due to resources and the level of cooperation between the partners. She noted that regions in our state differ a great deal and there will be variation among the institutions. Regent Boyle reiterated that this is an important endeavor which should be pursued aggressively.

Regent Boyle reported that a task force will be established to work with the leadership council and the regional councils to identify potential funding resources for creating partnerships and establishing expectations in terms of the outcomes of the council activities.

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AODA Strategic Plan and Assessment Strategies

The AODA Strategic Plan Committee headed by Chancellor Mash, UW-Eau Claire has developed a strategic plan to establish base line measurements for alcohol and drug abuse. A survey will be pre-tested in 2003 to establish benchmarks. The Education Committee will continue to monitor the progress of this plan.

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New Program Authorizations: First Reading

B.A. in Global Studies, UW-Milwaukee

The first review for a B.A. in Global Studies, UW-Milwaukee was reviewed by the Committee. The program emphasizes foreign languages with a multi-disciplinary approach, giving students many options. The Director of the Center for National Education identified Governor Thompson's 1997 International Education Initiative as the impetus for this program.

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Regent Boyle moved adoption by the Board of Regents of Resolutions 8566 –8573 as consent agenda items. The motion was seconded by Regent Olivieri and carried unanimously.

Retention and Graduation Goals

Resolution 8566: That, upon the recommendation of the President of the UW System, the Board of Regents reaffirms its goal of increasing the systemwide graduation rate approved in December 2000, with the understanding that the specific institutional targets will be refined. The Board instructs the President and the Chancellors to take the following actions: Chancellors will submit action plans for increasing their institutional graduation rate. The President will review these plans to ensure that the strategies chosen are consistent with decreasing credits-to-degree and time-to-degree and that the graduation rate targets established are appropriate. System Administration will provide the Board with a report on the institutional plans in December 2002, and each UW institution will report on progress toward achieving these plans in its annual accountability report.

UW Institutional and System Report On PK-16 Plan/K-16 Councils

Resolution 8567: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts the report and endorses the future directions, and directs UW System Administration to place a high priority on the development and maintenance of the collaborative activities with the Department of Public Instruction, Wisconsin Technical College System, Independent Colleges and Universities, and UW System institutions identified in the June 2002, UW Institutional and System Report on PK-16 Collaboration.

UW-System Strategic Plan for Alcohol and Other Drug Abuse Prevention Initiatives

Resolution 8568: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts and endorses the UW System Strategic Plan for Alcohol and Other Drug Abuse Prevention Initiatives.

2002-03 Tenure Designations and New Tenured Appointments

Resolution 8569: That, upon recommendation of the respective Chancellors and the President of the University of Wisconsin System, the 2002-03 tenure designations and new tenured appointments, reported in the attached materials by institution, be approved.

UW-Oshkosh: Program Authorization (Implementation) B.S./B.A., Environmental Studies

Resolution 8570: That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S./B.A. in Environmental Studies.

UW-Milwaukee: Rename the Division of University Outreach

Resolution 8571: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the name of the University of Wisconsin-Milwaukee Division of University Outreach be changed to the School of Continuing Education.

Proposed Allocation of Funds for the Improvement of UW System Business Administration Programs

Resolution 8572: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents proposes to the Joint Committee on Finance: 1) that the appropriated funds be allocated for the improvement of UW System Business Administration Programs; and 2) that base budget additions be made to the following institutions as indicated, contingent upon equal and continued matching with private funds and equal matching through reallocation of GPR funds:

Institution	Amount
UW-Madison	\$1,250,000
UW-Milwaukee	\$568,000
UW-Eau Claire	\$91,000
UW-La Crosse	\$91,000
UW-Oshkosh	\$91,000
UW-Parkside	\$23,000
UW-Whitewater	\$88,822
Total	\$2,202,822

UW-Milwaukee: Charter School Contract: M.C. Preparatory School of Wisconsin, Inc.

Resolution 8573: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the Charter School contract with M.C. Preparatory School of Wisconsin, Inc.

In discussion, Regent Boyle suggested that the Board consider in the fall a presentation on what tenure means, the criteria used for promotion and what shared governance means on our campuses.

Regent Krutsch pointed out that Chancellor Zimpher’s presentation was very important as it emphasized the fact that external bodies are setting criteria for excellence and quality at our institutions. She suggested that Boards of urban universities have a real role to play in setting criteria for excellence and quality.

Regent Schneiders remarked that she felt informing responsible parents about alcohol and other drug abuse is an effective means of controlling some of the abuse, although it is not popular.

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ADDITIONAL RESOLUTIONS

Presenting Resolution 8574, Regent Klauser stated that he was particularly pleased to offer the resolution in view of the high regard in which Chancellor Zimpher and UW-Milwaukee are held. The resolution was adopted by acclamation, with a round of applause.

UW-Milwaukee: Resolution of Appreciation

Resolution 8574: Whereas, the Board of Regents is very pleased to have been invited to return to UW-Milwaukee where Chancellor Zimpher and UWM faculty, staff, students and campus partners are engaged in building a whole new kind of university; and

Whereas, it is inspiring to learn more about the university's creative and distinctive programs designed to meet Wisconsin's educational, economic and environmental needs; and

Whereas, the visit has been enriched by the interesting presentations made to the Regents on the value of residence life, on the student technology services program, on future facility plans, and on continuing progress and innovations of the Milwaukee Idea; and

Whereas, the Board appreciated the opportunity to attend a special reception sponsored by the UWM Alumni Association and the UWM Foundation, to hear a performance by talented faculty and students from the Peck School of the Arts, and to visit the impressive renovated Sandburg Residence Hall facilities;

Therefore, be it resolved that the Board of Regents hereby thanks Chancellor Zimpher, the UWM campus community, the Alumni Association and the Foundation for a particularly interesting and enjoyable visit.

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Cancellation of July 11 and 12, 2002 Meetings

Upon motion by Regent Randall, seconded by Regent Gottschalk, the following resolution was adopted unanimously.

Resolution 8575: That the Board of Regents meetings scheduled for July 11 and 12, 2002 be cancelled.

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ELECTION OF OFFICERS OF THE BOARD OF REGENTS

Regent President Smith noted that the Bylaws of the Board of Regents provide that the officers of the Board shall be elected by ballot at the annual meeting and shall hold their offices for one year and until their successors are elected. Their terms of office begin immediately after the annual meeting at which they are elected. If there is only one nominee for each office, the election is by voice vote.

President of the Board

Regent Gottschalk was nominated by Regent Krutsch.

Regent Randall was nominated by Regent Jones.

Addressing the Board, Regent Randall noted that it was eight years ago when Governor Thompson first appointed him to serve as a Regent, at which time he was a teacher at Bell Middle School in Milwaukee. He stated that, for him, teaching is not only a profession, but a life-long commitment and that he is proud to be a teacher and grateful to Secretary Thompson for the opportunity to influence higher education policy.

Referring to establishment of the University of Wisconsin 154 years ago, he remarked that Wisconsin is known as a progressive state in large part due to the scholarship, research and initiatives advanced on UW campuses and the talents that have been developed there to serve the citizens of Wisconsin and the world.

Education is fundamental to a fully engaged and thriving citizenry, he noted, stating that this state cannot be great if it fails to extend to every citizen the opportunity to be prosperous, politically involved and socially engaged. To fulfill that commitment to its citizens, the state needs a strong public university system that is truly accessible and affordable.

He advocated access for any high school graduate to the UW System, noting that this access requires financial aid for those with meager or modest resources. Noting that, as a member of the Higher Educational Aids Board, he had supported increased funding for financial aid programs and fair allocation of those resources, he said he would continue to fight for more grants versus student loans to help families send their young people to college.

To better prepare students for college, he continued, it is necessary to better prepare K-12 teachers and administrators through such initiatives as the PK-16 effort and the Milwaukee Partnership Academy, with its goal of having every student in the Milwaukee Public Schools performing at grade level in reading, writing, and math. It also is important, he indicated, to build stronger ties to professional teacher organizations and to fully support Plan 2008.

With regard to the challenge of competing for scarce resources, Regent Randall noted that he has demonstrated success in securing through competition tens of millions of dollars of federal funds for workforce development in Milwaukee and that he would apply that same energy and creativity to attract more federal funds to UW campuses.

With reference to the Economic Summits that were developed under Regent Smith's leadership, Regent Randall said the Board must continue to showcase the UW's key role in growing the state's economy through support of efforts like the Central Wisconsin Idea and the Chippewa Valley Initiative.

He noted that in Milwaukee, there is a large pool of underutilized workers who face significant barriers to employment. In addition, more than 45% of the state's prison population is made up of people of color, mostly African American men, and each year nearly 40% of those paroled go to three zip code areas in the City of Milwaukee. He urged that the UW's Law School, law enforcement programs, and graduate programs in Sociology and Education assume greater responsibility for identifying solutions to the incarceration rate. It also is important, he pointed out, to invest in UW-Milwaukee so that it can help to build the middle class of that region.

Regent Randall urged continued efforts to better articulate relationships between the UW and the Technical College System through improved coordination and resource sharing.

Further, he stated, the Board will need to attract and retain the high quality campus and system leadership that the university currently enjoys. To do so, it is necessary to compete in the marketplace with resources far more modest than many competitors. He said that the UW must position itself through state-awarded flexibilities and funds needed to compete. In return, the university will continue to be accountable stewards of those funds and responsibilities.

Pledging to continue his commitment of time, energy and effort to serve the state, Regent Randall noted that he has visited each of the four-year campuses at least four times during his tenure on the Board and has visited the two-year campuses as well, participating in commencements, faculty gatherings and student classes. "I love this state and this university more than many of you will ever know," he said, stating that the challenge is to make it even better and available to all. In that regard, his two years of service as Regent Vice President had further enlightened him as to the power of the university to transform lives individually and communally.

Thanking all those who had expressed their support for him and the Board's work, he stated his respect for the Board's long tradition of selecting leadership. He then withdrew himself from candidacy for the office of President of the Board, noting that this decision would not preclude his being a candidate for that office in the future. He stated his support for the election of Regent Gottschalk as President.

Regent Gottschalk thanked Regent Randall for his comments, stating that he is proud to call him a friend, and respected him all the more for the selfless and difficult action that he had just taken.

The presidency of the Board, Regent Gottschalk continued, will be a great honor and a heavy mantle of responsibility. He pledged his best efforts as the Board leads the UW System forward.

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Put to a voice vote, Regent Gottschalk was elected unanimously.

Vice President of the Board

Regent Marcovich was nominated for the office of Vice President of the Board by Regent DeSimone, and the nomination was seconded by Regent Randall.

Regent Olivieri was nominated for Vice President of the Board by Regent Gracz.

Regent Olivieri began his remarks by stating his respect for Regent Marcovich and his belief that he would be a fine Vice President.

Asking for the Board's support, Regent Olivieri pointed out that there are few opportunities to provide as important a service to the State of Wisconsin as serving on the Board of Regents. Citing John MacIver and Jack Pelisek as two of his role models, he said that he accepted with pride the challenge laid down by their example of extraordinary public service.

Noting that Regent President Smith had created an environment on the Board of openness and deliberation, Regent Olivieri said his goal would be to continue that type of Regent interaction and to continue the Board's role of pressing the administration to improve an already excellent institution. Observing that higher education will play an increasingly important role in society, he stated his commitment to that effort and to advocating on behalf of the UW System. It would be an honor, he concluded, to serve in a leadership role on the Board.

Regent Marcovich began his comments by stating that Regent Olivieri would be an excellent Vice President who would have his total support if elected.

During his time on the Board, Regent Marcovich continued, his effort has been to work in a collaborative manner with all colleagues, without regard to political affiliation, to promote the best interest of the UW System. Noting that all current Regents were appointed by a Republican Governor, he recalled that Governor Thompson, in appointing him as a Democrat, had indicated that some bipartisanship on the Board would be beneficial.

He thought that, in the years to come, the Board would do well to present a bipartisan image of leadership to state government and that this would be helpful in efforts to obtain more adequate GPR funding because the Board could not depend on only one party to provide support for the university.

With regard to residing in Superior, he pointed out that he is able to get to Madison in about an hour. In addition, he is closer than many to the northern UW campuses and could provide them with easy access to Board leadership.

The vote was taken by ballot, and Regent Marcovich was elected on a vote of 9-7.

Secretary, Assistant Secretary, Trust Officer and Assistant Trust Officers of the Board

Upon nomination by Regent Klauser, seconded by Regent DeSimone, the following officers were re-elected unanimously:

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Judith Temby, Secretary
Cheryle Goplin, Assistant Secretary
Deborah Durcan, Trust Officer
Pat Brady, Assistant Trust Officer
Doug Hoerr, Assistant Trust Officer

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CLOSED SESSION

The meeting was recessed at 11:00 a.m. and reconvened at 11:25 a.m., at which time the following resolution, moved by Regent Smith and seconded by Regent Axtell, was adopted on a unanimous roll-call vote, with Regents Axtell, Barry, Boyle, Gottschalk, Jones, Klauser, Krutsch, Marcovich, Mohs, Olivieri, Schneiders, and Smith voting in the affirmative. There were no negative votes and no abstentions.

Resolution 8576: That, the Board of Regents recess into Closed Session, to consider annual evaluation, as permitted by s.19.85(1)(c), *Wis. Stats.*, to confer with Legal Counsel, as permitted by s.19.85(1)(g), *Wis. Stats.*

The Board arose from closed session at 1:15 p.m., at which time the meeting was adjourned. There were no actions to report.

Judith A. Temby, Secretary

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