

MINUTES OF THE REGULAR MEETING
of the
BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

UW-Milwaukee
Held in the Union – Wisconsin Room
Thursday, June 9, 2005
11:00 a.m.

- President Marcovich presiding -

PRESENT: Regents Axtell, Bradley, Burmaster, Connolly-Keesler, Crain, Davis, Marcovich, McPike, Olivieri, Pruitt, Randall, Rosenzweig, Salas, Semenas, and Walsh

ABSENT: Regents Gracz and Smith

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Introduction of New Regents

Regent President Marcovich welcomed to the Board three new members recently appointed by Governor Doyle.

Judy Crain, who was appointed to succeed Guy Gottschalk, is a highly respected civic leader who lives in Green Bay. She served for many years on the Green Bay Board of Education, including five years as president. She also has been active in the Brown County United Way, the Wisconsin Council on Children, Youth and Families, the UW-Green Bay Chancellor's Council of Trustees, and other civic service organizations.

Michael Spector, of Shorewood, was appointed to succeed Jose Olivieri. The retired Chair and Managing Partner of the law firm of Quarles and Brady, he recently chaired Governor Doyle's Statewide Task Force on Educational Excellence and serves on the Greater Milwaukee Committee, the UW Pathways to Excellence Board of Visitors and the UW-Milwaukee School of Education Board of Visitors.

Christopher Semenas, who was appointed to succeed Beth Richlen as student regent, is a senior at UW-Parkside, where he is majoring in English and History. He also is the past president of the Parkside Student Government Association.

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THE EQUITY SCORECARD: AN INSTITUTIONAL STRATEGY TO ACHIEVE EQUITY AND EXCELLENCE

In introductory remarks, Senior Vice President Cora Marrett indicated that Phase II documents for Plan 2008 provide evidence of the strong commitment to closing the achievement gap between students of color and other students, thanks to the diligent work of students, faculty, staff and administrators. Noting that the resoluteness of the Board of Regents also warrants recognition in this regard, she recalled that focus on an equity scorecard emerged from the interest of the Board at the March meeting in the importance of assessment and evidence.

Review of Phase II plans also showed growing momentum for assessment and planning based in internal cultures of evidence. While there is increased demand for public accountability in higher education, institutions at the same time require information in order to promote internal planning, decision-making and improvement. A culture of evidence seeks to advance continuous improvement from within the institution for those who learn, teach and work there.

In March, a two-pronged approach to accountability and continuous improvement was proposed: First, inclusion in the annual accountability report of more specific benchmarks on and indicators of progress in closing the achievement gap; and second, development of evidence-based tools for achieving equity in educational outcomes.

Indicating that one such tool is the equity scorecard, she said that the emphasis is on the importance of evidence, rather than on a single model. That emphasis would allow institutions to adopt and adapt models that fit their distinct missions and circumstances.

Senior Vice President Marrett then introduced Assistant Vice President Vicki Washington for description of the equity scorecard approach.

Assistant Vice President Washington began her remarks by defining the equity scorecard as a framework and process that is intended to enable campuses to implement more effective strategies to close the gap in access and achievement. After 16 years of effort – 10 in Design for Diversity and six in Plan 2008, considerable progress has been made, but much remains to be accomplished.

The equity scorecard, she explained, was developed by Dr. Estela Mara Bensimon, Professor of Higher Education and Director for the Center for Urban Education, and a team of researchers at the University of Southern California's Rossier School of Education. It is being field tested at 14 institutions in the Los Angeles metro

area that were selected because their student populations were already diverse, allowing them to focus on internal equity. In Wisconsin, where student populations are less diverse, equity indicators would need to consider both external and internal indicators. The scorecard provides a process to improve institutional effectiveness in terms of access, retention, climate, faculty and staff recruitment, teaching and learning, and accountability.

It is important, Ms. Washington pointed out, to bear in mind that the equity scorecard being proposed for the UW is not a mandate; rather, four or five campuses are being sought to pilot the model. It is not a report card; rather, it is a campus-based assessment model, but it is not a standardized or uniformity driven assessment model. And it is not a replacement for existing assessment and evaluation efforts; rather, it is intended to improve existing practices.

According to Dr. Bensimone, the core principle of the equity (diversity) scorecard is that the “evidence(i.e., factual data) about inequities in educational outcomes (access, enrollments, retention, graduation) greatly motivate administrators, faculty, counselors and others to solve them.”

Explaining that the scorecard model requires an examination of the entire campus experience, Ms. Washington pointed out that its remedial outcomes may require structural changes in policies, practices and programs, in order to move toward equity of outcomes. According to the Diversity Scorecard Project of the Center for Urban Education at the University of Southern California, “Equity is achieved when students of color succeed in any variety of measures relative to their representation (including access and excellence)” in all aspects of campus life.

As to why an equity scorecard should be considered at this time, Ms. Washington identified the following reasons:

- To address educational outcomes stratified by race and income;
- To reap the benefits of increasing economic returns by enhancing the skills of the workforce needed to remain competitive in a global economy;
- To equip all students for a knowledge-based economy, including racial and ethnic groups that have yet to derive full benefit from increasing economic returns on education;
- To eliminate educational inequities; and
- To increase institutional accountability

According to Drs. Estela Mara Bensimon, Donald Polkinghorne, and Georgia Bauman, as cited in *The Accountability Side of Diversity*, the disaggregation of data about educational outcomes by race and ethnicity and the determination of equity standards are evidence-based practices that will both make individuals more conscious about educational outcomes for underserved students and enable them to act purposefully to improve those outcomes.

In the USC experience, the equity scorecard worked to promote awareness by providing a clear and unambiguous picture of inequities. After analysis of the meaning of the inequities, strategic actions were developed to achieve equity in educational

outcomes based on data, not assumptions. Ms. Washington stated the belief that the equity scorecard can also be beneficial in Wisconsin in promoting strategic, focused action designed to yield better outcomes for students.

Dr. Bensimone found that, through the simple act of disaggregating existing data on indicators of student outcomes, institutions are able to locate specifically the most critical gaps in the academic performance of students of color and other underrepresented students. People then are able to better see the problems, identify the remedies and become agents of change.

Ms. Washington explained that the scorecard approach examines data through four perspectives:

- Access
- Retention
- Excellence
- Institutional receptivity

There are four steps in the process:

- 1) Create campus evidence teams, including provosts, deans, faculty, staff and institutional researchers.
- 2) Analyze existing data through the four perspectives listed above.
- 3) Develop a scorecard by selecting goals and developing equity measures and benchmarks where unequal outcomes are uncovered.
- 4) Share results by presenting a report to the Chancellor, strategic planning committees, academic senates and faculty members; launching an initiative tailored to the specific campus context; mobilizing stakeholders to engage in institutional change to address inequities; and fostering sustained conversations needed to transform information into knowledge.

Turning to specific indicators, Ms. Washington explained that, in the area of access, indicators would enable institutional leaders to become more fully informed about the extent to which underrepresented students gain access to the institution, its programs, and its resources. With regard to external access, indicators would deal with access to higher education or to a campus. Internal indicators would address questions like:

- In what programs and majors do underrepresented students enroll?
- Do underrepresented students have access to important career enhancing programs like internships or fellowships?
- What access do underrepresented students have to financial support?
- What access do underrepresented students at four-year colleges have to graduate and professional schools?

Indicators constructed from the retention perspective address such questions as:

- What are the comparative retention rates for underrepresented students by program?

- Do underrepresented students disproportionately withdraw from high demand programs like engineering and computer science?
- How successful are underrepresented students in completing basic skills courses?
Retention indicators may also address faculty and staff retention issues.

Institutional receptivity indicators examine campus climate, raising questions such as:

- How well are faculty and staff of color represented in all areas of university life?
- How well is the postsecondary education system serving the needs of students of color?
- Do educational outcomes for students of color in specific areas reveal an equity gap?

Excellence indicators have both access and achievement components. When viewed through the lens of access, questions might include:

- Which majors or courses function as “gatekeepers” for some students and “gateways” for others? For example, is there a western-culture or race bias in particular courses? Why are African American students concentrated in certain majors?

When excellence is viewed through the lens of achievement, questions might include:

- What are the comparative completion rates for underrepresented students in highly competitive programs?
- What is the pool of high-achieving underrepresented students in each academic discipline who are eligible for graduate study?
- What percentage of underrepresented students graduate with a GPA of 3.5 or higher?

As next steps, Ms. Washington identified the following:

- Build capacity of UW System Administration to facilitate implementation of the scorecard
- Identify current assessment practices at UW institutions
- Explore options for piloting the equity scorecard at UW institutions

In closing, Ms. Washington stated in summary that the equity scorecard is an approach that is intended to identify factors that create gaps in access, achievement and excellence; direct attention and resources toward those areas; implement actions to eliminate the gaps and achieve equity in all dimensions of campus life; and monitor accomplishments using improvement targets to achieve equity.

Following Ms. Washington’s remarks were two presentations on how campuses currently make use of evidence-based approaches.

UW-Madison Provost Peter Spear began his remarks by noting that the university began collecting data on students of color in 1976 and on targeted minority students (African American, Native American, Hispanic/Latino, and Southeast Asian) in 1989.

These data showed progressive increases in students of color from under 4% of undergraduates in 1976 to about 11% in 2004 and in targeted minority students from about 4% in 1989 to about 7% in 2004. The data also showed an upswing soon after implementation of Plan 2008, reflecting focus on recruitment of targeted minority students and students of color.

With regard to retention of first-year undergraduates, data showed the gap between targeted minority and other students closing, with retention of the former increasing from about 76% in 2001 to about 90% in 2003, close to the 93% retention rate for all other students. Given credit for this dramatic improvement in retention is the PEOPLE Program which involves mentoring, scholarships and bringing students to campus in the summer. The program also has helped to improve retention of targeted minority students after two years from about 66% in 1999 to about 77% in 2002, compared to a retention rate of about 83% for all other students.

Referring to a large gap in the percentage of six-year graduation rates (80% for all students versus about 55% for targeted minority students), Dr. Spear noted that these data do not yet reflect the effects of Plan 2008 and the PEOPLE Program.

With regard to campus climate, a 2003 undergraduate student survey showed a difference in perception between students of color and other students. About 21% of students of color, but over 31% of other students rated the university excellent or very good in responding to the interests and concerns of students. About 22% of students of color, but almost 35% of other students, rated the university as excellent or very good in creating a sense of belonging for students. Sixty-eight percent of students of color, compared to about 48% of other students, considered race relations at UW-Madison an extremely or somewhat serious problem.

Six-year graduation rates for 1994-1996 new freshman with ACT scores from 28-31 were 80% for majority students but much lower for targeted minority students. Data showed, however, that minority students receiving scholarships graduated at significantly higher rates than other minority students.

Turning to data on faculty, Provost Spear displayed a graph showing a large increase in minority faculty hires under the Madison Plan and the Strategic Hiring Initiative. Tenure rates did not show significant differences between minority and other faculty.

A survey of all faculty showed that over 80% of department chairs and almost 80% of majority faculty, but less than 60% of faculty of color, felt that the climate for faculty of color in their departments was good.

Finally, data showed minority faculty steadily gaining as a percentage of total faculty, from about nine percent in 1995 to about 15% in 2004.

Gerald Greenfield, Assistant Provost at UW-Parkside, spoke about the diversity initiatives of the Criminal Justice Department, noting that the campus as a whole has a high percentage of students of color compared to other UW institutions and that diversity is a core mission of the campus.

To accommodate the lifestyles of students and their responsibilities, the Criminal Justice major is offered both during the day and in the evening, enabling those employed

full time to earn a degree. Between 1998 and 2003, 23.4% of graduates in the program were students of color, which exceeds the percentage of students of color at the university as a whole.

Incorporating diversity is a key feature of the Criminal Justice curriculum, Dr. Greenfield indicated, so that students can better relate to what is being taught. The department also is beginning to focus on diversity from a global perspective.

An ethnically diverse faculty also has been critical in attracting a growing number of students of color into the major. Strategies for hiring faculty of color have included meeting with potential applicants face-to-face during conferences, having an extensive network of colleagues nationwide, and paying particular attention to concerns and needs of applicants, such as spousal placement.

In conclusion, Dr. Greenfield indicated that involvement in community issues by faculty and students has been effective in attracting and energizing students of color in the program. Having faculty of color also assists in making connections with the local community.

In discussion following the presentation, Regent Salas referred to a document on enrollment that showed some campuses lagging in recruitment of students of color while others excelled. He expressed the hope that those which have fallen behind would redouble efforts to improve recruitment outcomes.

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2005-07 BIENNIAL BUDGET UPDATE

Connie Hutchison, Executive Secretary of the Higher Educational Aids Board, remarked that the board shares a goal with the university of ensuring that money gets to students in a fair and equitable manner. Noting that HEAB and UW staff have excellent relationships, she expressed special appreciation to Associate Vice Presidents Freda Harris and Sharon Wilhelm and to Kristen Hendrickson for their help and support.

She explained that HEAB determines formulas in February so that aid packages can be prepared for students in a timely way and that it is not possible to wait until a biennial budget is passed. For this year, the packages were based on the \$40 million included in the Governor's budget for 2005-06. However, the Joint Committee on Finance approved \$3.4 million less than the Governor's recommendation.

In addition, the Governor proposed increasing the maximum WHEG award to \$3000, up from \$2500; but the Joint Committee on Finance removed that provision, keeping the cap at \$2500.

Because of these changes, it will be necessary to re-calculate the financial aid awards, she noted, adding that the most significant change is \$7 million less than the Governor's budget in the second year of the biennium, making it more difficult to hold students harmless from tuition increases in that year.

Associate Vice President Freda Harris began her remarks by noting that, in 2003-05 UW funding was cut by \$250 million, the largest reduction ever, which was partially offset by a \$150 million increase in tuition revenues. For 2005-07, the combined effect of the Governor's budget and Joint Finance Committee actions would reduce the UW's budget by another \$90 million, with no tuition offset.

The Board of Regents' biennial budget request, she recalled, addressed some of the major concerns raised in its year-long study of the challenges facing the UW, its students, and the state. The budget called for moderate increases in tuition, substantial increases in financial aid for lower-income students, more faculty in the classroom, and targeted efforts to increase the number of baccalaureate degree holders in Wisconsin.

The Governor's budget addressed the Board's concerns by providing funding for financial aid, new faculty and baccalaureate expansion efforts. It also required \$65 million of operations reductions over the biennium, in part to fund the \$22 million in new initiatives, including 125 new faculty positions. The Joint Finance Committee budget would require \$90 million in operational reductions, cuts to student services, administration, research, etc., to fund fuel utilities, debt service, and \$9 million in new initiatives. Reductions of \$1.5 million annually would be directed to System Administration.

The Governor's budget provided a biennial increase of \$49.4 million over the UW's 2004-05 base. The Joint Finance Committee budget reduced the GPR in the Governor's budget by \$40.6 million, to an increase of \$8.8 million over the base. It would decrease financial aid by \$1.9 million and would eliminate \$11.4 million for 120 faculty positions

The Governor's budget included the expectation that tuition would need to increase between five and seven percent to cover the items included in the budget. With the pay plan proposed by the Office of State Employment Relations in May, tuition increases would need to be around seven percent under both the Governor's and Joint Finance Committee's budgets. A tuition cap was discussed, but ultimately not included in the Joint Committee on Finance budget.

Ms. Harris indicated that current statutes authorize resident undergraduate tuition to be increased to cover amounts included in the legislative budget, increases for pay plan and related costs, state imposed costs, differential tuition, changes in mix, etc. In the last biennium, specific language was included to allow the UW to recoup \$150 million of the budget reduction from tuition, but no such option has been included for the coming biennium.

Another major impact on students, Ms. Harris continued, is the reduction in financial aid in the budget of the Higher Educational Aids Board. Wisconsin Higher Education Grant (WHEG) funds were decreased by \$11 million biennially and \$3.4 million in the upcoming year. While the Governor's budget came close to fully funding a hold-harmless provision for WHEG students in the coming year, the Joint Finance Committee's budget would increase financial aid appropriations by six percent annually. The dollar increases provided by this percentage would not be enough to cover the dollar amount of tuition increases, causing the financial aid gap to widen.

In addition, funding for Advanced Opportunity Grants and Lawton Grants, the two major financial aid appropriations within the UW System, were reduced biennially by \$1.9 million.

In 1986, Ms. Harris recalled, the Legislative Audit Bureau performed a management audit of the UW System that noted the need for enrollment planning to provide sufficient funding to maintain high quality instruction. At that time, the UW System enrolled 139,134 students and state funding per student was \$1,222 below the national average. After implementing enrollment management and receiving additional funding from the state, the UW was \$161 above the national average in state funding per student by 1994-95. In 2003-04, due to a combination of increased enrollments and reduced state funding, the state support per student was once again more than \$1,200 below the national average.

While the 2003-05 GPR reduction was partially offset by significant tuition increases, Ms. Harris pointed out that UW institutions remain well below their peers in tuition and fees paid by students: UW-Madison ranks eighth out of nine; UW-Milwaukee ranks eleventh out of fifteen; and the UW comprehensive universities rank 33rd out of 35.

Other actions by the Joint Committee on Finance included student surcharges, various studies and changes in reporting requirements. There also would be a tuition remissions to veterans, costing an estimated \$3 million to \$7.6 million, which would result in an additional budget reduction or an increase in tuition.

In conclusion, Ms. Harris remarked that, if the Joint Finance Committee budget remains unchanged, UW students and families will again pay more to receive less – no additional faculty, fewer services, fewer sections, and more ad hoc instruction.

In discussion following the presentation, Regent Salas noted that the Governor's budget would have held the lowest income students harmless from tuition increases. He asked if any relief could be provided to them with the cuts made by the Joint Committee on Finance. Ms. Harris replied that, while some students would receive up to \$2,500, there would not be enough money available to hold harmless the population of students that receive WHEG grants. Ms. Hutchison added that higher individual awards would mean that fewer students could be served. In the coming year, students would lose \$30 to \$250 out of their aid packages; but the second year of the biennium would require greater reductions.

Regent President Marcovich asked whether, if students decided not to enroll, their aid packages would become available to others, to which Ms. Hutchison replied that all aid would be distributed. It was HEAB's belief that most students still would enroll, but would graduate with increased debt.

Regent Randall asked if HEAB commits over 100% of available aid, to which Ms. Hutchison replied that about 130% is committed, partly because of duplication of applications. The formula that is developed attempts to stretch the aid money as far as possible.

In response to a question by Regent Walsh, Ms. Hutchison said that all recipients will receive letters about changes in their aid packages. An award between \$2,500 and \$2,600 will decrease by about \$118. The average award will be close to \$1,700.

Regent Walsh noted that a six percent increase in aid would not cover a six percent increase in tuition, increasing the aid gap. He pointed out that it is a top priority of the Board to focus on financial aid for student access. Ms. Hutchison added that the Governor is committed to that goal as well.

Regent Walsh added that another top priority is funding for faculty, and that money for 120 positions was removed from the Governor's budget.

Referring to the reduction in state support per student, Regent Bradley remarked that, as a parent, he would view that as an indication of declining quality. In 1986 the problem had been addressed by reducing enrollment. Ms. Harris explained that the 1986 audit had been done because of complaints that students were unable to access the courses and services they needed. Observing that the same kinds of problems are occurring now, Regent Bradley pointed out that, in the absence of the ability to raise tuition to cover costs, the UW either must become smaller or sacrifice quality.

In response to a question by Regent Olivieri, Ms. Harris explained that the rationale for the financial aid cut by the Joint Committee on Finance was that, if tuition is increased by six percent, then financial aid should increase at the same rate. One problem, she pointed out, is that Wisconsin has less financial aid than surrounding states.

Ms. Hutchison emphasized that the Governor and HEAB are supportive of the UW's priority on financial aid. She added that the Joint Committee on Finance had left the aid appropriation as GPR, rather than the UW auxiliary funds used in the last biennium, causing new money to flow into the budget, even though it is not as much as needed.

Regent Rosenzweig did not believe that the message was clearly conveyed about the link between increased numbers of baccalaureate degrees, economic growth and expanded student access, including access for lower income students. Noting that the Joint Committee on Finance had provided \$22.5 million for utilities, along with money for faculty retention and Alzheimer's research, as well as eliminating some reporting requirements, she urged that legislators be thanked for these positive actions and encouraged to listen to the Board's message about student access and economic growth.

President Reilly added that many editorials have made the point that Regent Rosenzweig stated.

Turning to legislative action on the Capital Budget, Associate Vice President Harris reported the following actions by the Joint Committee on Finance:

- Reduction of all-agency funds for maintenance, repair and renewal by \$20 million, from \$220 million to \$200 million. Because the UW would normally receive about half of these funds, the impact would be approximately \$10 million. Even after the reductions, the funding provided to the UW should remain virtually the same as the last biennium.
- Reduction of funding for UW major projects by \$10 million, from \$164 to \$154 million. This level of funding supports 14 major projects, and the UW has been directed to submit a plan to the Building Commission.

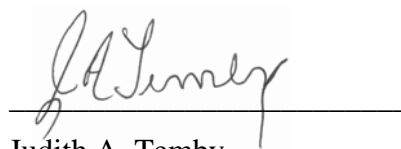
- Authorization for the Governor's Wisconsin Institute for Discovery at UW-Madison for 2005-07, with enumeration for future biennia withheld; and
- Setting of a state target for future borrowing which could significantly reduce the amount of funding available.

Noting that the Governor and the co-chairs of the Joint Committee on Finance had spoken about wanting to make future reinvestments in the UW, President Reilly said that the Legislature should be asked to restore the funding for financial aid and for faculty that was in the Governor's budget.

He called for creation of a bi-partisan commission to consider what the state wants and expects from the UW System in the long term. The results of such a study, he indicated, could drive targeted investments in the university and promote the well-being of the state as a whole.

Upon conclusion of the discussion, the meeting was adjourned at 12:55 p.m., upon motion by Regent Olivieri, seconded by Regent Salas.

Submitted by:



Judith A. Temby

Secretary

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MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Milwaukee, Wisconsin

UW-Milwaukee

Held in the Union – Wisconsin Room

Friday, June 10, 2005
9:00 a.m.

- President Marcovich presiding -

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Semenas, and Walsh

ABSENT: Regents Burmaster and Smith

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APPROVAL OF THE MINUTES

The minutes of the May 6, 2005 meeting stood approved as distributed.

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Resolution of Appreciation: Chancellor Jack Miller

Noting that he was one of the regents assigned as a liaison to UW-Whitewater, Regent Salas said that it had been a privilege to get to know the campus and community and to participate in revision of the university's mission statement. He also stated his pride in the Chancellor's stance on matters of value to the university.

Adoption of the following resolution was moved by Regent Salas and adopted by acclamation, with a standing ovation in honor of Chancellor Miller.

Resolution of Appreciation: Chancellor Jack Miller

Resolution 9021: **WHEREAS**, Jack Miller has served with dedication and innovative leadership during his seven years as chancellor at the University of Wisconsin-Whitewater; and

WHEREAS, Chancellor Miller's devotion to improving diversity at UW-Whitewater was evident through his exhaustive efforts to improve access, retention, graduation, and success of underrepresented students and staff, efforts for which he recently received the Outstanding Leadership Award from the Brothers of the Academy; and

WHEREAS, he demonstrated his commitment to UW-Whitewater's future, not only by garnering tremendous support for the university's "Beyond Tradition" campaign, which raised \$3.5 million in private contributions for a new building for the College of Business and Economics, but also by overseeing the completion of the David A. Kachel Fieldhouse; and

WHEREAS, Jack greatly enhanced communities served by Wisconsin's colleges and universities by helping to lead the Wisconsin Campus Compact, which ties student education to service, volunteerism, and activism, developing college graduates who can succeed as informed citizens at local, and global, levels; and

WHEREAS, through his notable contributions to educational policy and development of the America's Most Literate Cities study, Chancellor Miller earned widespread respect in the educational field, having his work recognized by more than 100 of the country's largest daily newspapers and broadcast media; and

WHEREAS, in the true spirit of the Wisconsin Idea, Chancellor Miller has displayed a passion for the expansion of education worldwide in his work teaching students of all educational levels in the United States, Costa Rica, England, and South Africa, and has offered his service to such groups as Big Brothers and Big Sisters and the Victim Assistance Program;

BE IT THEREFORE RESOLVED, that the Board of Regents of the University of Wisconsin System extends heartfelt thanks to Chancellor Jack Miller for his excellent efforts in furthering higher education in Wisconsin and for his loyalty to the UW System, its students and staff, and the citizens of Wisconsin, and wishes him well in his new position as president of Central Connecticut State University.

Expressing appreciation for the resolution, Chancellor Miller stated his gratitude for the opportunity to lead UW-Whitewater for the past six years. He had tried his best to honor the responsibility given him, although more remains to be done.

While the UW is best higher educational system in which he has worked, he stated, it also is the least respected by state officials. Observing that it is important to take the long view, he applauded President Reilly's initiative to have a bipartisan commission look at how many students to educate and at what cost.

To the Board, he offered the advice to focus on outcomes, rather than process; to identify goals and hold system and campus leaders accountable. To his fellow chancellors, he offered the advice to focus on the work of the Integrated Planning Group and to connect resource allocation to output.

In conclusion, he expressed appreciation to all, adding that "I can't imagine having a better time."

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Resolution of Appreciation: Regent Jose Olivieri

Before presenting the resolution, Regent Davis recalled that she had the privilege of serving with Regent Olivieri on both the Education Committee and the Business and Finance Committee. She especially admired his uncommon leadership style, approaching issues with both depth and passion. He has been a champion of student access, she noted, and did not suffer mediocrity well. Remarking that he provided visionary leadership, she expressed gratitude for all he taught her. Uncommon leadership, she said, means daring to be bold, especially in difficult times.

Adoption of the following resolution was moved by Regent Davis and adopted by acclamation, with a standing ovation in honor of Regent Olivieri.

Resolution of Appreciation: José Olivieri

Resolution 9022: **WHEREAS**, José Olivieri has contributed insightful guidance and enlightening perspective during his seven years as a member of the University of Wisconsin System Board of Regents; and

WHEREAS, his leadership of the Education Committee and tenure on the Business and Finance Committee have demonstrated his outstanding stewardship as a policy-maker, fiscal guardian, and guarantor of quality throughout the UW System; and

WHEREAS, José has recognized many of the UW System's exceptional employees as chair of the Academic Staff Excellence Awards Committee, and has helped select top university leaders by chairing the UW-Milwaukee Chancellor Special Regent Search Committee and serving on the committees for the UW-Madison and UW-River Falls chancellors; and

WHEREAS, Regent Olivieri has illustrated his deep commitment to Wisconsin students and families through his passion for access and affordability, disciplined approach to ensuring program quality, and his abiding interest in maximizing credit transfer opportunities for all students; and

WHEREAS, through his strong connections to the Hispanic community of Milwaukee and his adamant support of Plan 2008, Regent Olivieri has championed improvements in the diversity of the UW System and seen to it that our institutions are welcoming to students and staff from all racial and ethnic backgrounds; and

WHEREAS, the rigor with which he has prodded the UW System toward integrating technology into teaching and learning demonstrates José's astute vision for guiding the UW System into the 21st century;

BE IT THEREFORE RESOLVED, that the Board of Regents of the University of Wisconsin System highly commends and honors Regent José Olivieri for his dedication, passion for higher education and commitment to the UW System, its students and staff, and all the citizens of Wisconsin.

Regent Olivieri expressed gratitude Governor Thompson for appointing him to the Board, the Senate for confirming him, and the Chancellors and staff for supporting him as a Regent and committee chair.

Stating that the UW is a great institution, he urged that the state focus on the university and protect it as one of its greatest assets.

The Board, he observed, has been a joy to work with, maintaining a reservoir of trust that allows frank discussion of issues. Noting that adequate time is needed to discuss these issues, he asked that presenters bear in mind how to help the Board make decisions.

He asked that the Board continue to focus on:

- Connecting technology to education
- Increasing transfer of credit opportunities for students
- Increasing diversity on campus
- Looking for ways to increase enrollments, including the matter of tuition pricing, in order to produce more graduates for the state's work force.

Stating that the state's future depends in part on UW-Milwaukee's success, he asked that Chancellor Santiago's focus on both student success and research be supported, along with connections between UW-Milwaukee, UW-Waukesha and the City of Milwaukee.

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Resolution of Appreciation: Regent Beth Richlen

In introductory remarks, Regent President Marcovich remarked that Regent Richlen has been an excellent advocate for students and the most effective student Regent with whom he had worked. Noting that she had accomplished a great deal as a Regent, he predicted that she would have a bright future.

Regent President Marcovich read the following resolution, which was adopted by acclamation, with a standing ovation in honor of Regent Richlen.

Resolution of Appreciation: Beth A. Richlen

Resolution 9023:

WHEREAS, Beth Richlen has been a strong and articulate voice for UW students during her two years as a member of the University of Wisconsin System Board of Regents; and

WHEREAS, Regent Richlen is a steadfast supporter of the university's commitment to diversity, Plan 2008, and recruitment and retention efforts, believing that diverse populations and ideas are essential to the mission of the UW System; and

WHEREAS, through her service as a member of the Education Committee and Committee on Student Discipline and Other Student Appeals, Regent Richlen worked to continuously improve quality in the

classroom, expand student access through increased financial aid support, and help reinvigorate the university's commitment to its civic mission; and

WHEREAS, Beth's experiences as a student government leader enabled her to be a rigorous judge of excellence and character as a member of the Teaching Excellence Awards Committee and the Special Regent Search Committees for the UW System President, and the UW-Milwaukee Chancellor; and

WHEREAS, her wise counsel and advice were essential to developing strategies to re-define educational quality as part of *Charting a New Course for the UW System*; and

WHEREAS, Regent Richlen will remain committed to improving the UW System through her service on the UW-Stevens Point Alumni Board of Directors, and as a law student at UW-Madison; and

WHEREAS, Beth Richlen has given unselfishly of her time and talents in the true spirit of the Wisconsin Idea;

BE IT THEREFORE RESOLVED, that the Board of Regents of the University of Wisconsin System highly commends and honors Regent Beth A. Richlen for her distinguished tenure, and her service to the UW System, its students and staff, and the citizens of Wisconsin.

Expressing her appreciation, Regent Richlen remarked that serving on the Board had been a wonderful experience, sitting at the table with great leaders and working with first-rate chancellors. She extended best wishes to the new student Regent, Chris Semenas.

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Resoluton of Appreciation: Regent President Toby Marcovich

In opening remarks, Regent Axtell noted that Regent Marcovich received core values from his Russian grandfather from whom he learned to set goals and then set out to achieve them. After graduating from law school, he returned to Superior, serving as assistant district attorney and then city attorney before going into private practice and heading a law firm for many years. Regent Axtell and Chancellor Erlenbach then gave a number of examples of his remarkable sense of humor.

In a video tribute, Governor Doyle characterized Regent Marcovich as a creative person and a true friend with a wonderful sense of humor, who has been a great friend of UW-Superior and the UW System for many years.

The following resolution, read by Regent Axtell and Chancellor Erlenbach, was adopted by acclamation with a standing ovation in honor of Regent President Marcovich.

Resolution of Appreciation: Regent President Toby Marcovich

Resolution 9024: **WHEREAS**, Toby E. Marcovich has provided invaluable service, extraordinary leadership, and an abundance of (good) humor during his eight years as a member of the University of Wisconsin Board of Regents; and

WHEREAS, as president of the Board since 2003, Regent Marcovich has been a strong and articulate university advocate, working tirelessly to create a vital relationship between the university and state elected officials, and to ensure the UW System is afforded every available resource; and

WHEREAS, Regent Marcovich has demonstrated an unequalled commitment to the betterment of education at UW System institutions through his promotion of effective teaching and learning opportunities, as well as promoting public service to the entire Wisconsin community; and

WHEREAS, through his service as a member, and leader, of the Executive and Business and Finance Committees, Toby has shown his commitment to the UW System's tradition of fiscal responsibility and effective stewardship; and

WHEREAS, Regent Marcovich has acknowledged the talent and accomplishments of UW employees through his work as a member of the Academic Staff Awards Committee, and selected outstanding leadership for the university as part of the Special Regent Search Committees for the UW System president and chancellors at UW-River Falls and UW-Eau Claire; and

WHEREAS, Regent Marcovich displayed his deep appreciation for the potential of UW System campuses and the Wisconsin Idea through his work on the

Board's strategic planning effort, "*Charting a New Course for the UW System;*" and

WHEREAS, Toby Marcovich has inspired us when we were challenged, lifted us when we were down, and tickled us when we needed a laugh;

BE IT THEREFORE RESOLVED, that the Board of Regents of the University of Wisconsin System thanks Regent Emeritus Toby E. Marcovich for his distinguished leadership, unfaltering service, and extraordinary example as a model of the Wisconsin Idea.

Stating that his eight year tenure on the Board had been "golden," Regent Marcovich expressed appreciation first to his wife, Sharon, without whose steadfast support he could not have done the job. He also expressed special appreciation to former President Katharine Lyall and to President Reilly for the excellent work they have done.

He thanked staff for their knowledge and willingness to help and expressed appreciation to the chancellors, congratulating them for doing so much with so little.

Thanking the regents with whom he had worked over the years, he recalled coming to the Board as the only Democrat and finding that political differences meant nothing. Once people become regents, he observed, politics are set aside and all come together, with respect for one another, to make decisions in the best interest of the university and the state.

As to the future, he noted that the Board can solve educational problems and can help the state's financial situation through research, baccalaureate degree expansion and spurring economic growth. Noting that the UW had accepted huge budget cuts to help the state deal with a large deficit, he stated that now is the time for others to pitch in. Neighboring Minnesota, he pointed out, has increased its per capita income and commitment to higher education, passing Wisconsin in economic growth. He urged everyone to persuade the Legislature that, without renewed commitment to the UW, the state will continue to fall behind.

In conclusion, he remarked that he had "never been associated with a better group."

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REPORT OF THE PRESIDENT OF THE BOARD

Report on the May 24, 2005 meeting of the Wisconsin Technical College System Board

A written report on the May 24, 2005 meeting of the Wisconsin Technical College System Board was provided.

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Report on the June 8, 2005 meeting of the Hospital Authority Board

The Board received a written report on the June 8, 2005 meeting of the Hospital Authority Board.

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REPORT OF THE PRESIDENT OF THE SYSTEM

UW-Milwaukee presentation: UW-Milwaukee's Research Agenda – Partnerships Advancing Academics and Economic Development

In opening remarks, Chancellor Santiago noted that, along with maintaining student access and opportunity, a key objective for UW-Milwaukee is to enhance its research mission and help to grow the state's economy.

One great advantage, he pointed out, is UWM's location in the heart of the Chicago to Milwaukee to Minneapolis IQ corridor, where many advantageous partnerships are available. In that regard, he referred to a slide showing the Milwaukee region's biomedical strengths and acknowledged three researchers whose work focuses on women living with AIDS.

The goal, Chancellor Santiago stated, is to grow UWM research to \$100 in annual expenditures over a 10-year period. To indicate that the goal is achievable, he referred to a chart on research growth at other institutions and particularly to the success of the University of Louisville, which experienced rapid growth in research. It was necessary for that university to spend one to two dollars of other funds for each dollar earned for research in order to develop the infrastructure needed for expanding its research mission.

For UW-Milwaukee to succeed in this effort, the Chancellor identified the following strategies:

- Support for upcoming faculty through such means as the UWM Chancellor's Scientist Award which provides a faculty member \$40,000 a year for five years in research support. For 2005, the winner of that award is Douglas Steeber, Assistant Professor of Immunology.

- Creation of a Biomedical Technology Alliance to foster collaboration in biomedical technology with academic institutions and industry. Initial areas of scientific focus include biomedical imaging, medical informatics, and biomechanics/rehabilitation. The objective is to capitalize on such activity to enhance research and promote economic development.
- The Strategic Research Development Program to foster world-class interdisciplinary research teams across UWM's colleges and regional academic institutions, in partnership with industry, to build nationally recognized research programs in strategic areas of research strength.

From eight proposals received for the Strategic Research Development Program, the Wisconsin Institute for Biomedical and Health Technologies was selected. Participating schools include the College of Engineering and Applied Science, the College of Health Science, the College of Nursing, the College of Letters and Science, and the School of Business Administration. Partners include the Medical College of Wisconsin, GE Healthcare, Aurora Health Care, and Cerner, which together have contributed \$15 million to the program. The goals of the program are as follows:

- To support interdisciplinary research teams at the frontiers of research in biomedical technology, resulting in a significant increase in extramural funding;
- To expand collaborative programs of graduate study, including interdisciplinary doctoral degrees in biomedical technology-related areas;
- To provide educational opportunities in cross-disciplinary areas of biomedical technology to enhance the knowledge and skill-set of industry employees while preparing a new workforce for the future;
- To develop intellectual property that generates new industrial markets and jobs for the region by virtue of the commercialization component of the enterprise; and
- To serve as a model of academic and industry partnership for other communities worldwide.

Chancellor Santiago then introduced Dr. William Hendee, President of the Medical College of Wisconsin Research Foundation and Dean of the Graduate School of Biomedical Sciences, Medical College of Wisconsin (MCOW).

Stating that partnership with UWM is important to MCOW, Dr. Hendee noted that the institutions have shared values to foster innovation, scholarship and entrepreneurship, which will lead to growing the economy and creating new jobs. Biomedical research, he pointed out, combines biology with physics, chemistry, engineering, and mathematics – disciplines in which MCOW does not expertise and needs to reach into the university for collaboration.

He noted that the partnership will bring five institutions together and indicated that objectives for the Biomedical Technical Alliance include: Research that will create new businesses and benefit existing ones; creation of an incentive fund for new ideas; and plans for a research and development park for new businesses and collaborative research.

Thanking Chancellor Santiago for his remarks, President Reilly noted that the vision outlined in the presentation is exactly the kind of growth that will propel Wisconsin forward in the 21st century.

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Grant to Help Solve Nursing Shortage

President Reilly announced that the U.S. Department of Labor has awarded a \$1.3 million grant to the UW System to help solve the nation's growing nursing shortage. The grant will fund a program called SWIFT – The State of Wisconsin Initiative to Fast-Track Nurse Educators. The purpose is intended to speed up the process of preparing nursing faculty to teach at Wisconsin colleges and universities by as much as 18 months, without diluting the quality of their education. Lack of qualified faculty is one major factor that has prevented the state's nursing schools from enrolling as many students as they would like. There currently are 3,000 potential nurses on wait lists for Wisconsin nursing programs. SWIFT is designed to help knock down those barriers.

SWIFT takes advantage of a network of partners who are willing to provide support and resources, including many UW campuses, Wisconsin Technical Colleges, state government agencies, health care associations and providers, and state workforce development boards.

President Reilly then introduced Sally Lundeen, Dean of the UW-Milwaukee College of Nursing, who will administer the program. Dean Lundeen commented that she is delighted with the award of federal funding and credited Kris Andrews, UW System Assistant Vice President for Federal Relations, for her hard work to obtain the grant. The Dean pointed out that the federal dollars are matched more than dollar for dollar by health care systems, expanding the reach of the program that will help relieve the bottleneck in education of nurses. In closing, Dean Lundeen stated the commitment to increasing the number of nurses of color as well.

President Reilly expressed appreciation to Dean Lundeen, Congressman Paul Ryan, Kris Andrews, State Workforce Development Secretary Roberta Gassman, and Wisconsin Health Care Association Executive Director Tom Moore, all of whom worked to bring so all partners together in SWIFT.

This type of collaboration, the President noted, demonstrates that the UW is a value-added public university with the flexibility and vision to respond to state needs, and an efficient and strong university system that can tap expertise, resources, and talent from around the state.

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Recognition of UW-Milwaukee Graduate Student

President Reilly recognized Donte McFadden, who was completing his PhD in Modern Studies at UW-Milwaukee. He also is helping fellow students through his work as an advisor with the McNair Scholars program, that assists disadvantaged and underrepresented juniors and seniors with future graduate study.

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Welcome to New Regents

President Reilly welcomed newly appointed Regents Judy Crain, Michael Spector and Chris Semenas, adding that their experiences as students and as individuals who have served on UW committees and other boards will be a great asset to the Board of Regents.

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Introduction of United Council Executive Director

President Reilly introduced Stacey Hafner, the new executive director of United Council of UW Students, recalling that she had served at one time as Chair of the Associated Students of Madison. She recently moved back to Wisconsin from Massachusetts, where she worked with the Massachusetts Public Interest Research Group. Ms. Hafner will be supporting the work of newly elected United Council President Beau Stafford and Vice President Guillermo Cuaulte, Jr.

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UW-Whitewater Baseball Team crowned Division III National Champions.

President Reilly congratulated the UW-Whitewater Warhawks, who captured the first title in school history last month, defeating the State University of New York-Cortland by a score of 11-4. The game was viewed by 1,900 fans – the largest crowd for a championship since 1986. The team’s undefeated tournament run was the first since 1999 and capped off an astonishing 45-7 season.

He also congratulated UW-Stevens point, which won an automatic berth to the national tournament after defeating the Warhawks in the post-season.

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REPORT OF THE PHYSICAL PLANNING AND FUNDING COMMITTEE

The committee’s report was presented by Regent Salas, Chair.

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UW-Milwaukee Presentation

UW-Milwaukee Director of Campus Facilities Planning and Transportation Claude Schuttey updated the committee on three UWM building projects: The Lapham Hall remodeling project, the Klotsche Center addition/remodeling and parking project, and the Kenilworth redevelopment project. These projects will provide needed expansion

space, more flexible lab space, additional parking capacity, and improved housing for students.

It also was noted that Regent Salas and Regent Pruitt met with members of neighborhood associations regarding the Columbia Hospital project. The neighborhood representatives were assured that they would be kept abreast of future developments and that their concerns would be incorporated into future planning, as had neighborhood concerns about the Kenilworth project.

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Building Commission Actions

Assistant Vice President David Miller reported that the Building Commission approved about \$6.8 million for projects at their May meeting. Of that amount, \$6.5 million was general fund supported borrowing and \$0.3 million was program revenue.

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2005-07 Capital Budget Update

Reporting to the committee on the progress of the 2005-07 capital budget request, Mr. Miller noted that the Joint Finance Committee reduced the amount available for all UW GPR major projects by \$10 million, which reduced the original funding level of \$164.4 million to \$154.4 million. The committee also reduced the UW's all-agency funding by about \$10 million. Mr. Miller was instructed to consult with the chancellors and bring a recommendation to the committee on how to deal with this reduced level of funding.

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UW-Madison: Authority to Rename the Laboratory of Limnology Building the "Arthur D. Hasler Laboratory of Limnology"

The building would be named in honor of Professor Hasler's remarkable 41-year career in the UW-Madison scholarly community. He was a pioneer in developing the science of limnology and one of the preeminent ecologists of the twentieth century. His work on land-water interactions focused on agricultural practices and their effects on water quality in Lake Mendota. That work became a scientific cornerstone of efforts to reduce nutrient loading of the Madison lakes. Professor Hasler won numerous distinguished scientific awards and was awarded the Naumann-Thienemann Medal, the highest honor bestowed by the International Association of Theoretical and Applied Limnology.

Adoption by the Board of the following resolution was moved by Regent Salas, seconded by Regent McPike and carried on a unanimous voice vote.

UW-Madison: Authority to Rename the Laboratory of Limnology Building the “Arthur D. Hasler Laboratory of Limnology”

Resolution 9025: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to rename the Laboratory of Limnology building, located at 680 North Park Street, the "Arthur D. Hasler Laboratory of Limnology".

Adoption of the following resolutions as consent agenda items was moved by Regent Salas, seconded by Regent McPike and carried on a unanimous voice vote.

UW-Whitewater: Authority to Exchange land with Fairhaven Retirement Community

Resolution 9026: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to: (a) exchange 2.41 acres of land in Jefferson County owned by the Board of Regents, for 2.79 acres of adjacent land owned by Fairhaven Retirement Community, and (b) adjust the campus boundary accordingly. The variance in acreage equalizes appraised values so no money will change hands in this transaction. Both parcels are vacant former agricultural land.

UW System: Authority to Construct a Facility Maintenance and Repair Project

Resolution 9027: That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct an Arey Hall Elevator Installation project at an estimated total cost of \$448,000 Program Revenue Supported Borrowing – Facilities Maintenance and Repair.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

Regent Bradley, Chair, presented the committee's report.

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UW-Milwaukee Presentation on Fraud Hotline

Paul Rediske, Internal Audit Director, discussed a pilot program at UWM that will allow individuals to anonymously report waste, fraud, harassment and other concerns through a web-based service used by a number of other higher education institutions and private businesses. The program is thought to be an efficient, cost-effective way to gather such information and potentially reduce the university's exposure to fraud, lawsuits and negative public relations issues. Such programs are one way colleges and universities are attempting to apply recent Sarbanes-Oxley anti-fraud directives in the higher education environment. Additional reports on such programs will be provided at 6-12 month intervals.

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Revised 2005-06 Pay Plan Guidelines

The committee discussed a proposed revision that would allow UW institutions greater flexibility in distributing 2005-06 salary adjustments. Initial guidelines approved by the Board in November 2004 required pay plan amounts of two percent or less to be distributed across the board to all individuals with solid performance ratings. The proposed change would allow institutions to distribute either across the board or using previously approved guidelines that allow for recognition of merit/market factors, exceptional performance and/or other internal/external pay problems if the pay plan is equal to or greater than two percent.

Speaking in support of the proposed revision, UW-Madison Provost Peter Spear and Richard Meadows, UW-Milwaukee Dean of Letters and Sciences, discussed the need for a competitive pay plan, the increasing number of counter offers being received by their faculty and staff, and the economic impact of loss of grant funds. UW-Madison had twice as many outside offers in the past year, and the UW-Milwaukee College of Letters and Sciences made three times as many counter-offers to retain faculty.

The committee acknowledged that this is the time of year that executive pay plan ranges usually would be approved. However, there is no action on executive ranges; and, when the pay plan is approved, it will apply to faculty, staff, and executives. The committee asked staff to prepare competitive compensation information that includes salary, car allowances, housing allowances, deferred compensation, and other related items. A report is expected in the fall.

The committee approved the proposed change to the pay plan guidelines for inclusion in the consent agenda.

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Trust Funds: Strategic Asset Allocation and Spending Plan Review – Final Recommendations

Assistant Trust Officer Doug Hoerr reviewed the recommendations and requested approval for:

- Additional asset classes that focus on real rates of return beyond inflation;

resources were not sufficient to properly support an enrollment of nearly 140,000 FTE students (approx. 165,000 headcount), in response to which the Board of Regents directed UW System to reduce subsequent enrollments and manage future enrollments to maintain quality; and

WHEREAS, state General Purpose Revenue (GPR) support per student at the time of the 1986 audit was \$1222 **below** the national average, but, as a result of enrollment management and increases in state support, improved to \$161 **above** the national average by 1995; and

WHEREAS, since that time, GPR support per student has steadily declined to the point that today it is \$1228 per student **below** the national average; and

WHEREAS, it is universally accepted that there is a positive correlation between a state's per capita income and the number of residents who have baccalaureate degrees, and, accordingly the UW System is committed to implementing initiatives to maximize access for Wisconsin residents and now enrolls more than 135,000 FTE students each year; and

WHEREAS, despite deep cuts in state support, including the largest cut in state GPR support in the university's history in 2003-05, the UW System has continued to work hard to maintain access and sustain quality; and

WHEREAS, the UW System has eliminated more than 450 positions in the current biennium and has been directed to cut a minimum of 200 administrative positions in the 2005-07 biennium, continuing to maximize administrative efficiency and effectiveness as it maintains quality; and

WHEREAS, in August 2004, the Board of Regents passed, and submitted to the Governor and the Department of Administration, a 2005-07 "Student Access and Wisconsin Success" budget designed to put students first by increasing financial aid and adding more faculty in the classroom; and

WHEREAS, the Governor's proposed biennial budget reversed a trend of diminishing support for the UW System and its students by, among other things, increasing financial aid and reallocating dollars for additional teaching positions; and

WHEREAS, the Joint Committee on Finance has cut the proposed increases in financial aid by \$2 million to the UW System and nearly \$11 million to the Higher Education Aids Board, and eliminated the funding for classroom faculty; and

WHEREAS, only the full Legislature can restore GPR support for the UW System following Joint Committee on Finance action;

THEREFORE, BE IT RESOLVED that the Board of Regents urges the full Legislature to restore the 120 faculty positions and the financial aid removed by the Joint Committee on Finance;

BE IT FURTHER RESOLVED that the Board of Regents strongly supports UW System President Reilly's call for a bi-partisan State Commission to address fundamental questions about what the people of Wisconsin want their public university to be, and to do, in the 21st century, including whether the state wants the UW to increase access to higher education in Wisconsin, or limit it by shrinking enrollments? Whether to continue to raise tuition to offset budget cuts, or hold down tuition increases? Whether to stoke the university's powerful research engine and connect it to job creation and the discoveries of the future? Whether to indicate how much state support per student should be provided and how much financial aid is necessary given rising tuition; and

BE IT FURTHER RESOLVED that the Board of Regents requests that such guidance and direction from the Commission be concluded by early 2006, so that the Board of Regents can, with the advice of the Legislature and the Governor, and mindful of the results of the 1986 audit, plan prudently for the future, including determining appropriate enrollment levels for Fall 2007.

Stating her support for the resolution, Regent Connolly-Keesler commented that it was to the point and that the bipartisan commission would need to ask hard questions.

Regent Olivieri asked if the resolution should focus on financial aid and wondered whether raising two issues would make it less likely that either would succeed. Referring to a higher education task force recommended in the Legislature, he suggested that this initiative be acknowledged in the resolution and that it would be helpful to review higher education generally, rather than just the UW System. Finally, he felt the resolution should refer to higher education costs in general and not just tuition.

Regent Rosenzweig agreed that the resolution should recognize the Joint Finance Committee motion, particularly in view of the fact that both co-chairs talked about their hope for meaningful dialogue with the UW and the regents.

Regent Bradley indicated that President Reilly viewed his suggestion for a bipartisan commission as compatible with the legislative motion.

In response to a question by Regent Walsh, Regent Olivieri indicated that the Joint Finance Committee motion was broader in scope, but consistent in spirit with the President's recommendation.

Regent President Marcovich noted that the resolution is broad, asking that a bipartisan commission address fundamental issues. In response to Regent Olivieri's suggestion about referring to costs, he noted that the Board regulates tuition, but could not control all other costs.

President Reilly suggested that the resolution be amended by inserting in the first line of the second last paragraph after the words "Board of Regents" the words "noting the call by the Joint Committee on Finance for a Higher Education Task Force". This language was accepted by Regent Bradley, who moved adoption of the resolution and by Regent Randall, who seconded the motion.

The question was put on the amendment, and it was adopted on a unanimous voice vote.

Put to the vote, the resolution as amended was adopted. Regent Bradley thanked the competent staff who had worked on the resolution, noting that it was another example of willingness to go the extra mile in order to get the job done.

State Support for the UW System

Resolution 9028: WHEREAS, following a Legislative Audit Bureau (LAB) management audit of UW System in 1986, the Wisconsin Legislature concluded that the UW System's resources were not sufficient to properly support an enrollment of nearly 140,000 FTE students (approx. 165,000 headcount), in response to which the Board of Regents directed UW System to reduce subsequent enrollments and manage future enrollments to maintain quality; and

WHEREAS, state General Purpose Revenue (GPR) support per student at the time of the 1986 audit was \$1222 **below** the national average, but, as a result of enrollment management and increases in state support, improved to \$161 **above** the national average by 1995; and

WHEREAS, since that time, GPR support per student has steadily declined to the point that today it is \$1228 per student **below** the national average; and

WHEREAS, it is universally accepted that there is a positive correlation between a state's per capita income and the number of residents who have baccalaureate degrees, and, accordingly the UW System is committed to implementing initiatives to maximize access for Wisconsin residents and now enrolls more than 135,000 FTE students each year; and

WHEREAS, despite deep cuts in state support, including the largest cut in state GPR support in the university's history in 2003-05, the UW System has continued to work hard to maintain access and sustain quality; and

WHEREAS, the UW System has eliminated more than 450 positions in the current biennium and has been directed to cut a minimum of 200 administrative positions in the 2005-07 biennium, continuing to maximize administrative efficiency and effectiveness as it maintains quality; and

WHEREAS, in August 2004, the Board of Regents passed, and submitted to the Governor and the Department of Administration, a 2005-07 "Student Access and Wisconsin Success" budget designed to put students first by increasing financial aid and adding more faculty in the classroom; and

WHEREAS, the Governor's proposed biennial budget reversed a trend of diminishing support for the UW System and its students by, among other things, increasing financial aid and reallocating dollars for additional teaching positions; and

WHEREAS, the Joint Committee on Finance has cut the proposed increases in financial aid by \$2 million to the UW System and nearly \$11 million to the Higher Education Aids Board, and eliminated the funding for classroom faculty; and

WHEREAS, only the full Legislature can restore GPR support for the UW System following Joint Committee on Finance action;

THEREFORE, BE IT RESOLVED that the Board of Regents urges the full Legislature to restore the 120 faculty positions and the financial aid removed by the Joint Committee on Finance;

BE IT FURTHER RESOLVED that the Board of Regents, noting the call by the Joint Committee on Finance for a Higher Education Task Force, strongly supports UW System President Reilly's call for a bipartisan State Commission to address fundamental questions about what the people of Wisconsin want their public university to be, and to do, in the 21st century, including whether the state wants the UW to increase access to higher education in Wisconsin, or limit it by shrinking enrollments? Whether to continue to raise tuition to offset budget cuts, or hold down tuition increases? Whether to stoke the university's powerful research engine and connect it to job creation and the discoveries of the future? Whether to indicate how much state support per student should be provided and how much financial aid is necessary given rising tuition; and

BE IT FURTHER RESOLVED that the Board of Regents requests that such guidance and direction from the Commission be concluded by early 2006, so that the Board of Regents can, with the advice of the Legislature and the Governor, and mindful of the results of the 1986 audit, plan prudently for the future, including determining appropriate enrollment levels for Fall 2007.

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Report of the Vice President

Additional Joint Finance Committee Action

Vice President Durcan expressed appreciation to the Joint Finance Committee for approving funding for the current year utility shortfall in the amount of \$22.5 million.

In other action, the UW System maintained its information technology purchasing authority and the ability to provide telecommunication services.

Regent Bradley expressed the committee's appreciation for the Joint Finance Committee's actions and stated the hope that they would be approved by the Legislature.

Big 10 Business Officers Meeting

Ms. Durcan reported that, at the recent Big 10 Business Officers meeting at Penn State University, the institutions provided updates on tuition increases and faculty/staff salary plans, along with state budget and GPR funding levels. Regent Bradley noted that it is helpful to find out what other states are doing in these areas.

Tuition increases range from a low of four percent in Iowa to as much as 10% expected at Michigan and Michigan State, with most in the six to seven percent range. Faculty and staff salary increases will be in the 2.5-3.5% range, with additional flexibility from reallocation.

Michigan is facing the most significant financial challenges, with a two percent mid-year reduction and an expected additional four percent cut coming from the Governor's budget.

Most Big Ten institutions are doing more with Sarbanes-Oxley, including the hot line presented at this meeting, rotating auditors, developing a code of ethics and performing background checks on new employees.

Ms Durcan's general observation was that UW System peers have much more control over their own destiny, whether it be in setting tuition, all types of insurance (health, property, liability), bonding, capital construction, etc.

University Business

Vice President Durcan noted that UW-Eau Claire was featured in the May issue of *University Business* for its outsourced text rental program that streamlined services to students.

Fleet Audit Hearing

Ms. Durcan reported that Regent Vice President Walsh and Executive Vice President Mash testified at the Joint Audit Committee hearing on the vehicle fleet audit. There were two questions asked at the hearing to which Dr. Mash responded this week.

Consent Agenda

Adoption of the following resolutions as consent agenda items was moved by Regent Bradley, seconded and carried on a unanimous voice vote.

Revised 2005-06 Pay Plan Guidelines

Resolution 9029: Upon the recommendation of the President of the University of Wisconsin System, the Board of Regents, in order to permit greater flexibility in addressing specific institutional salary needs, revise Regent Resolution 8933 adopted on November 5, 2004 such that institutions be permitted to use the 2003-05 pay plan distribution guidelines for 2005-07 if the unclassified pay plan is two percent or greater in any year.

However, the Board suspends those pay plan distribution guidelines if the authorized amount of unclassified pay plan is less than two percent in any year, and directs that in such instances the pay plan percentage be distributed across-the board to all those who have at least solid performance rating, with any unused funds distributed by the chancellor, in consultation with governance bodies, to address salary needs specific to their institution.

Further, if the pay plan is two percent in any year, the Board permits institutions to distribute the two percent across-the board to all those who have at least solid performance rating, with any unused funds distributed by the chancellor, in consultation with governance bodies, to address salary needs specific to their institution.

University of Wisconsin System Trust Funds Strategic Asset Allocation and Spending Plan

Resolution 9030: That, upon recommendation of the Regent Business and Finance Committee, the Board of Regents approves the following changes to the Strategic Asset Allocation and Spending Plan:

- 1) Treasury Inflation Protection Securities (TIPS), Timber, Real Estate, Commodity Futures (via

indexes of futures), and Emerging Market Debt as additional approved asset classes;

- 2) Revision of the Statement of Investment Objectives and Guidelines to accommodate the addition of the following approved asset classes:

Under the section "Investment Guidelines & Restrictions" and "Approved Asset Classes," add:

- *Treasury Inflation Protection Securities and Emerging Market Debt* (under "Fixed Income-Oriented Vehicles"),
- *Timber, Real Estate, and Commodity Futures* (under the "Alternatives category"); and

- 3) Reduction of the small fraction spending plan rate from 4.5 percent to 4.0 percent effective June 30, 2005.

UW System Trust Funds Acceptance of Bequests

Resolution 9031: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the benefiting University of Wisconsin 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, and that the Trust Officer or Assistant Trust Officers be authorized to sign receipts and do all things necessary to effect the transfers for the benefit of the University of Wisconsin.

Let it be herewith further resolved, that the President and Board of Regents of the University of Wisconsin System, the Chancellors of the benefiting University of Wisconsin institutions, and the Deans and Chairs of the benefiting Colleges and Departments, express their sincere thanks and appreciation to the donors and their families for their generosity and their devotion to the values and ideals represented by the University of Wisconsin System. These gifts will be used to sustain and further the quality and scholarship of the University and its students.

In discussion following the committee report, Regent Davis requested that the information obtained on competitive compensation also include domestic partner benefits, and Regent Bradley concurred with that request.

In response to a question by Regent Walsh, Vice President Durcan said that the university was able to retain its ability to procure its own information technology contracts and to have UW campuses served by Wisnet. Associate Vice President Lewis added that some telecommunications companies wanted to ensure that the university was not offering or re-selling services to the private sector. In response, the Board's policy on competing with the private sector was shared, along with the university's goals of providing telecommunications services to educational partners – UW campuses, K-12 institutions, and Technical Colleges.

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REPORT OF THE EDUCATION COMMITTEE

Regent Olivieri, Chair, presented the committee's report.

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2005-06 Tenure Designations and New Tenured Appointments

Noting that achieving tenured status is a very important moment in the careers of faculty, Regent Olivieri remarked that the process is rigorous and difficult. That a substantial percentage of applicants (92%) received tenure is a reflection of good hiring practices and a process that sorts out along the way those who do not merit tenure.

Among faculty of color, 100% of applicants received tenure in 2004 and 86-89% in 2005. The committee was advised that variation in percentages occurs from time to time and does not raise concerns about treatment of faculty of color.

The committee approved the resolution for inclusion in the consent agenda.

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Program Authorizations

Noting that the Board of Regents acts on proposals for new majors through a two-reading format, Regent Olivieri indicated that the approval process is long and rigorous.

UW-Eau Claire proposed a BA/BS in Women's Studies, changing a minor in that area into a degree program. It was indicated that there is a growing number of students interested in this major, which would be highly interdisciplinary and the only such program in northwest Wisconsin. Graduates would be expected to go into such fields as health, human services, law and politics. No new resources would be required to mount the program.

The second proposed program was a consortial Doctor of Physical Therapy to be offered jointly by UW-La Crosse and UW-Milwaukee. Remarking that the program is unique and innovative, Regent Olivieri explained that it took many years to develop and that movement from a master's degree to a doctoral degree was driven by changes in health care delivery, rather than by accrediting bodies. It was estimated that by 2008 98% of programs nationally will be doctoral programs. While UW-Madison will continue at this time to offer a master's degree, the committee expressed the hope that it would join the consortium if it decided to move to a doctoral degree in the future.

Efforts have been made to reduce credits and time to degree, and the program would include two tracks – an entry level track and a transitional track for practicing therapists.

Regent Olivieri expressed the concern that movement toward doctoral degrees in allied health fields lessens the ability to work with the Technical Colleges and urged that ways be found to continue to facilitate transfer opportunities.

The committee expressed its support for joint degree programs and asked that such activity continue to be promoted.

The programs will be returned to the agenda for action in September.

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Elimination of the College of Education, Exercise Science, and Health and Recreation, UW-La Crosse

At the May meeting, this proposal had been placed on file at the call of the committee chair.

Professor Bruce Riley, Chair of the Faculty Senate, appeared before the committee to state the position that the plan required review by the Faculty Senate. In response, Chancellor Hastad reviewed the process of consultation and input that had been followed in bringing forth the recommendation, including meeting with appropriate groups and holding listening sessions.

The plan called for elimination of a deanship and other measures needed to make required administrative budget cuts. After the May meeting, the Chancellor addressed issues raised by Regent Burmaster about the organizational structure for teacher education, and the proposal was changed to satisfy those concerns.

Senior Vice President Marrett reaffirmed the support of System Administration for the proposed action, noting that would make no reductions in programs, professors or courses, but would cut administrative costs only.

The committee approved the proposed elimination for inclusion in the consent agenda.

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Revised Faculty Personnel Rules: UW-Milwaukee and UW-Stevens Point

The proposed revisions at UW-Milwaukee would codify a conflict of interest policy for researchers and scholars. The UW-Stevens Point revisions would bring its University Handbook into better alignment with the Open Meetings Law.

The committee approved the proposed revisions for inclusion in the consent agenda.

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Report of the Senior Vice President

Presentation by UW-Milwaukee on the Synergy of Research and Student Access

The presentation by Provost Rita Cheng focused on how the campus agenda is being shaped to implement Chancellor Santiago's goals for UW-Milwaukee to become a leading research university and to increase the success and diversity of UWM students.

With regard to diversity, she described how UWM is using existing data to identify strategic actions to promote retention and graduation of students of color, consistent with the data-based focus of an equity scorecard as described by Assistant Vice President Vicki Washington. UW-Milwaukee is a volunteer for the equity scorecard project.

Provost Cheng also gave an overview of the university's plan to strengthen its array of doctoral programs in strategic areas.

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Follow-up Discussion of Equity Scorecard

Assistant Vice President Washington advised the committee that the Bensimon approach would use existing data, rather than the widespread collection of new data. What is important is who looks at the data and how it is used. The approach requires broad-based understanding at all levels of the institution in order to promote positive change.

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Consent Agenda

Adoption of Resolutions 9020, 9021, 9022 and 9023 as consent agenda items was moved by Regent Olivieri and seconded by Regent Pruitt. At the request of Regent Randall, Resolution 9023 was removed from the consent agenda.

Put to the vote, the following resolutions were adopted on a unanimous voice vote.

2005-06 Tenure Designations and New Tenured Appointments

Resolution 9032: That, upon recommendation of the respective Chancellors and the President of the University of Wisconsin System, the 2005-06 tenure designations and new tenured appointments, reported in the attached materials by institution, be approved.

UW-Milwaukee: Amendments to Faculty Personnel Rules

Resolution 9033: 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 amendments to the UW-Milwaukee Faculty Personnel Rules.

UW-Stevens Point: Amendments to Faculty Personnel Rules

Resolution 9034: That, upon recommendation of the Chancellor of the University of Wisconsin-Stevens Point and the President of the University of Wisconsin System, the Board of Regents approves the amendments to the UW-Stevens Point Faculty Personnel Rules.

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Upon motion by Regent Olivieri, seconded by Regent Gracz, the following resolution was adopted on a voice vote, with Regent Randall voting in opposition.

UW-La Crosse: Elimination of the College of Education, Exercise Science, Health & Recreation

Resolution 9035: That, upon recommendation of the Chancellor of the University of Wisconsin-La Crosse and the President of the University of Wisconsin System, the College of Education, Exercise Science, Health and Recreation be eliminated.

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ADDITIONAL RESOLUTIONS

Resolution of Appreciation to UW-Milwaukee

The following resolution, read by Regent Gracz, was adopted by acclamation, accompanied by a standing ovation of appreciation to UW-Milwaukee for hosting the June meetings.

UW-Milwaukee: Resolution of Appreciation

Resolution 9036: **WHEREAS**, the members of the University of Wisconsin System Board of Regents are delighted to have accepted the invitation to hold its annual June meeting at the University of Wisconsin-Milwaukee; and

WHEREAS, the board appreciates the outstanding efforts underway to improve UWM's research capacity and to expand student access, as presented to the Education Committee by Provost Rita Cheng; and

WHEREAS, the board was well informed about the proposed Fraud Hotline program, the details of which were highlighted by Internal Auditor Paul Rediske; and

WHEREAS, the Regents are even better acquainted with UW-Milwaukee's vital capital needs, including Lapham Hall and the Klotsche Center; and

WHEREAS, the board was pleased to hear the progress of UW-Milwaukee's research initiatives geared toward advancing academics and economic development, as presented by Chancellor Carlos Santiago; and

WHEREAS, UW-Milwaukee is a nationally recognized leader in research, education, and the development of human potential;

BE IT THEREFORE RESOLVED, that the Board of Regents hereby thanks Chancellor Santiago and the entire University of Wisconsin-Milwaukee community for providing an impressive, hospitable, and educational experience.

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UNFINISHED OR ADDITIONAL BUSINESS

Regent Meeting Improvement Survey

Regent Connolly-Keesler, Chair of the Regent Meeting Improvement Committee, called attention to the regent meeting improvement survey that had been distributed and asked that any suggested changes in the survey be made to her by the following Monday. Surveys would be mailed by the middle of the following week, with the request that they be returned to her by June 27th. She planned to report on the results in July.

She thanked Senior Vice President Marrett, Colleen Howe and Mark Mailloux for their hard work in putting the survey together.

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ELECTION OF OFFICERS OF THE BOARD OF REGENTS

President of the Board

Regent Walsh was nominated for President of the Board by Regent Axtell, who noted that Regent Walsh had clearly demonstrated the leadership, energy, wisdom and communication skills necessary for that office. The nomination was seconded by Regent Gracz. There being no further nominations, Regent Walsh was elected President on a unanimous voice vote.

Thanking the Board members for their confidence in him, Regent Walsh remarked that the challenge is to persuade stakeholders of the value and importance of the University of Wisconsin and that he would commit himself to meeting that challenge.

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Vice President of the Board

Nominating Regent Bradley for Vice President, Regent Davis cited his depth of understanding of the issues, his passion for excellence, and a temperament that will facilitate building bridges. The nomination was seconded by Regent Randall. There being no further nominations, Regent Bradley was elected Vice President on a unanimous voice vote.

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Secretary, Assistant Secretary, Trust Officer and Assistant Trust Officers

Regent Randall nominated Judith Temby for re-election as Secretary, Cheryle Goplin for re-election as Assistant Secretary, Deborah Durcan for re-election as Trust Officer and Patricia Brady and Doug Hoerr for re-election as Assistant Trust Officers. The nominations were seconded by Regent McPike. There being no further nominations, they were re-elected on a unanimous voice vote.

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CLOSED SESSION

The meeting was recessed at 12:10 p.m. and reconvened at 12:25 p.m., at which the following resolution, moved by Regent Walsh and seconded by Regent Bradley, was adopted on a unanimous roll-call vote, with Regents Walsh, Semenas, Salas, Randall, Pruitt, Olivieri, McPike, Davis, Crain, Bradley, and Axtell (11) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 9037: That the Board of Regents recess into closed session to consider appointment of a chancellor for UW-Whitewater and to consider annual personnel evaluations, as permitted by s.19.85(1)(c), *Wis. Stats*, to confer with legal counsel concerning pending or potential litigation, as permitted by s.19.85(1)(g), *Wis. Stats*, to consider personal histories related to naming of a facility at UW-Madison, as permitted by s.19.85(1)(f), *Wis. Stats*, and to consider a salary adjustment for a faculty member at UW-Madison, as permitted by s.19.85(1)(c), *Wis. Stats*.

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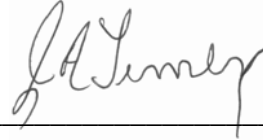
The following resolution was adopted in the closed session:

UW-Whitewater: Authorization to Appoint Chancellor

Resolution 9038: That, upon recommendation of the Special Regent Committee and the President of the University of Wisconsin System, Martha D. Saunders be appointed Chancellor of the University of Wisconsin-Whitewater, effective August 1, 2005, at a salary of \$175,000.

The meeting was adjourned at 3:00 p.m.

Submitted by:

A handwritten signature in black ink, appearing to read "J. A. Temby", is written over a light gray rectangular background. The signature is fluid and cursive.

Judith A. Temby, Secretary

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