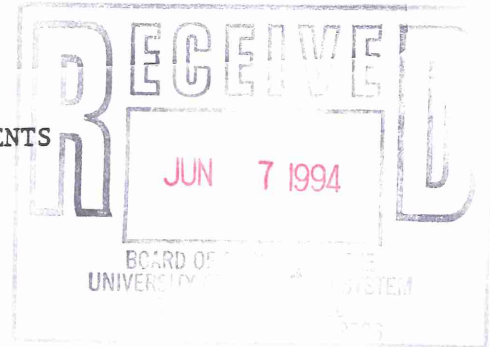


MINUTES

EDUCATION COMMITTEE, BOARD OF REGENTS
University of Wisconsin System
1820 Van Hise Hall
Madison, Wisconsin

May 5, 1994



The meeting of the Education Committee was called to order at 1:07 p.m. by Erroll B. Davis, Jr., Chair, for a session to which all regents were invited. Education Committee members present were Regents Benson, Davis, Krutsch, MacNeil, Schilling, Steil and Grebe. Other regents present were Regents Dreyfus, Gelatt, Gundersen, Hempel, Lubar, Nicholas, Orr and Tregoning.

1. UW System Enrollment Management III Plans.

President Katharine C. Lyall noted that in the chart on page 2, "UW System FTE Enrollments, 1986-2000," the figure 135,525 should read 134,525. The number is reported correctly elsewhere in the text. She then introduced the UW System EM III Plan with prepared remarks. (A copy of President Lyall's remarks is included as Appendix A to these Minutes.)

It was agreed by consensus to amend the wording in the EM III Plan, Appendix C, paragraph B, to read: "A biennial review will update enrollment targets as necessary to reflect both changes in funding capabilities and further developed productivity opportunities."

Resolution I.1.a. was moved by Regent Krutsch, seconded by Regent MacNeal.

In response to a question from Regent Schilling, President Lyall stated that she was not aware that any communities indicated a desire for fewer university students at their local campuses. Regent Dreyfus questioned the assumptions in EM III that there will be no change in the rate of inflation, that 3,950 additional students can be accommodated as a result of greater efficiencies and that the legislature will be asked for an additional \$20.8 million to take care of the rest. He thinks it more likely, considering the property tax relief issue, that there will be no additional GPR funding and increased tuition will be the only source of such funds. Regent Davis pointed out that 1,500 of the 3,950 additional students will be accommodated by shortening time to degree.

Regent Gelatt noted that during EM I and II, while undergraduate enrollment was reduced by 20,000 FTE, graduate enrollment increased by over 1,200 and is projected to continue to increase during EM III. He suggested that, during a time of limited resources, graduate enrollment could be restrained and resources applied to undergraduate instruction. Senior Vice President Portch replied that much of the proposed graduate growth is a result of several professions, such as those in allied health, moving to the masters degree as the entry level to the profession.

Regent Lubar stated that, with the reality of the property tax freeze, the challenge will be how to accommodate 10,000 more students within existing resources, through improved productivity and less legislative regulation.

Professor Gloria Toivola, representing TAUWP, expressed her reservations concerning the EM III plan.

Regents Kruttsch and Nicholas discussed the possibility of productivity increases, improved pedagogy, reducing the number of credits and time to degree, and the board's responsibility to insure the quality of the education provided. Regent Schilling stated that in his opinion, without additional funding, enrollment should not go above the EM III level. Regent Lubar noted that the commitment to accept 128,475 students represents an access rate of 28% of the high school cohort rather than the current 32% whereas on the national level the average state university system accommodates 19% of the high school students in that state.

Regents Grebe and Steil stated that despite their uncertainty about the implications of property tax reform for the university there will be a significant increase in the number of graduating high school seniors and it is important to show the legislature and the governor that the university is willing to cooperate and serve some of that increase through improved productivity. Regent Davis reminded the board of the projection that there will be 10,000 additional students to accommodate and the plan commits the university to accommodate 40% of these within existing resources or reallocations. He emphasized that the document is a planning document that will be revisited every biennium to address the issue of sufficient funding as well as productivities that have been discovered or achieved during the previous biennium or projected for the next biennium.

It was moved by Regent Gelatt, seconded by Regent Dreyfus, to AMEND the EM III Plan, page 9, VII, by adding "3. There will be no net increase in graduate student FTE during Enrollment Management III."

The amendment was DEFEATED by voice vote.

The vote on the original resolution as moved by Regent Kruttsch, seconded by Regent MacNeal:

E.C. 94-034 That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts the proposed Enrollment Management III (EM III) plan. The Board of Regents approves the 1995-97 institutional student FTE targets reflecting increased enrollment that can be accommodated with existing base resources, a budget strategy for 1995-97 enrollment growth contingent upon additional state resources, and strategic direction for the 1997-99 and 1999-01 biennia. The board approves this plan based on the assumption that state support in the UWS base budget is not reduced.

The board expresses appreciation to the president, chancellors, and to the faculty, staff, and students who participated in this assignment to sustain the quality of education at UWS institutions and provide appropriate access.

The board directs the president to implement the 1995-97 plan as approved and further directs that should the stable resource assumption on which it is based change, the president shall bring the EM III plan back to the Board of Regents for review and possible modification.

The resolution PASSED.

2. Approval of the minutes of the April 8, 1994, meeting of the Education Committee.

E.C. 94-035 It was moved by Regent Benson, seconded by Regent MacNeil, that the minutes of the April 8, 1994, meeting of the Education Committee be approved as distributed.

The resolution PASSED unanimously.

3. Report of the Senior Vice President for Academic Affairs.

(1) Presentation: UW-Green Bay General Education Program.

In the development of the Undergraduate Imperative, the working group on "Undergraduate Academic Programs" asked for assurance that institutional and/college-level general education programs are adequately reviewed and evaluated in terms of content, skills and curricular coherence. Regular institutional reports to the board on general education programs have been instituted. The first of these reports was made by UW-La Crosse, the second by UW-Green Bay at this meeting and UW-Parkside is scheduled during the coming year.

Senior Vice President Stephen R. Portch stated that strengths in the UW-Green Bay program include full-scale assessment, complete with student pre- and post-test advising; the tightening of the number of courses allowed as meeting the general education courses; the senior seminar; and the four-credit writing emphasis requirement. He introduced Chancellor Perkins for the presentation. UW-Green Bay Dean Carol Pollis reported on the overall program requirements of that institution's General Education Program.

Regents asked questions about how many students test out of the skills portion, about whether the math component includes statistics, and about the science component. A suggestion was made to reflect the Western Civilization element in the statement of philosophy. Regents applauded the use of broad based competency tests in the assessment program, and commended UW-Green Bay on a fine General Education Program.

(2) Announcement of the proffer from the Trustees of the William F. Vilas Trust Estate for support of scholarships, fellowships, professorships, and special programs in arts and humanities, social sciences and music.

Senior Vice President Portch informed the committee of the response from the Trustees of the William F. Vilas Trust Estate to the request approved last month for funds for fiscal year 1993-94 to support the various scholarships, fellowships, professorships, and special programs. The Vilas Trust Estate has agreed to fund the full request, less a minor technical adjustment reflecting a revised retirement date, for a total of \$1,312,362.

(3) Academic reorganization at UW-Superior.

In February, the board approved the academic reorganization at UW-Superior, combining five academic divisions into two colleges. At that time, the committee asked for a future progress report on the reduction of the number of departments. Chancellor Youngblood reports that the review of the departmental array has now been completed. It will result in a reduction from 19 to 15 departments.

4. Revisions to faculty policies and procedures: UW-Milwaukee.

E.C. 94-036 It was moved by Regent Schilling, seconded by Regent Krutsch, that, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, UW-Milwaukee Faculty Document No. 1872, amendments to sections 3.04 and 3.12, and UW-Milwaukee Faculty Document No. 1916, revisions to section 3.12(4), UW-Milwaukee Faculty Personnel Policies and Procedures, be approved.

The resolution PASSED unanimously.

5. Authorizations to recruit.

There were no requests for authorization to recruit on the agenda for this month's meeting of the Education Committee.

6. New program authorizations.

Last month, the board accepted the report on institutional responses to the lateral review of selected allied health programs and endorsed the actions proposed in it to strengthen allied health training in the UW System. Senior Vice President Portch cited these proposed programs as examples of how promptly institutions and UW System are able to respond to urgent programmatic needs.

Chancellor Kuipers, Vice Chancellor Erlenbach, Dean Charles Schelin and Associate Dean Martin Venneman were present from UW-La Crosse to answer questions on all three programs.

- (1) B.S., Occupational Therapy, UW-La Crosse.
- (2) B.S., Physician Assistant, UW-La Crosse.
- (3) M.S., Physical Therapy, UW-La Crosse.

The following resolutions were moved by Regent Schilling, seconded by Regent Benson:

E.C. 94-037 That, upon recommendation of the Chancellor of the University of Wisconsin-La Crosse and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Occupational Therapy.

E.C. 94-038 That, upon recommendation of the Chancellor of the University of Wisconsin-La Crosse and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S.: Physician Assistant program.

E.C. 94-039 That, upon recommendation of the Chancellor of the University of Wisconsin-La Crosse and the President of the University of Wisconsin System, the Chancellor be authorized to implement the M.S. in Physical Therapy (MSPT).

The resolutions PASSED unanimously.

7. Substantive Restructuring of the M.S. and Ph.D. in Mining Engineering into a M.S. and Ph.D. in Geological Engineering. UW-Madison.

E.C. 94-040 It was moved by Regent Schilling, seconded by Regent MacNeil, that, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the M.S. and Ph.D. programs in Mining Engineering be restructured into M.S. and Ph.D. programs in Geological Engineering, College of Engineering, with the understanding that the restructured programs will be jointly reviewed in Fall 1999 and brought to the Board of Regents for final action.

The resolution PASSED unanimously.

8. Final Report on Agriculture and Natural Resources Lateral Review.

Senior Vice President Portch said that this report brings closure to a process begun three years ago as the first attempt by the UW System to conduct a comprehensive, or "Lateral" review of related programs within the UW System. The stated purpose of that first lateral review was to "suggest ways the UW System could most efficiently utilize its resources to achieve the highest possible quality education in agriculture and natural resources."

The report of the consultants confirmed that the "System's greatest strength is that it includes simultaneously both a broad diversity of institutions to sort student, state and regional demands and great depth and strength in undergraduate instruction and graduate education and research." However, they also described these four colleges as "overextended." The colleges have responded by reviewing their respective program array and took actions so that they can focus on programs representing their strengths and have either reallocated resources so as to shore up any weaknesses or have eliminated them. By the time all of the proposed changes have been finalized through normal campus processes, a total of more than \$3,360,000 will have been reallocated, or otherwise rebudgeted.

A copy of this final report was shared with Dr. John M. White, who chaired the team of outside consultants for the Agriculture and Natural Resources Lateral Review. After reading the report Dr. White wrote that "In the past six or seven years, I have been involved with about half a dozen such reviews. I must say that your follow-up and follow-through on the review has been considerably more thorough than any I have experienced." Dr. White's letter also notes the very serious attention given the review recommendations by all four individual institutions and by System and concludes that "the Agriculture and Natural Resources programs have been strengthened through the lateral review process and are poised to achieve even greater effectiveness in the future."

Agriculture and Natural Resources programs have been strengthened through the lateral review process and are poised to achieve even greater effectiveness in the future."

The committee praised the results of this review and asked that it be provided a report on the status of the soil science program at UW-River Falls within a year.

E.C. 94-041 It was moved by Regent Schilling, seconded by Regent MacNeil, that, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts the report on institutional responses to the Lateral Review of Agriculture and Natural Resources Programs and endorses the actions proposed in the report.

The resolution PASSED unanimously.

9. 1993-94 update on access and new student enrollment.

Associate Vice President Jennifer Presley introduced ORBs 94/5 and 94/6, the 1993-94 updates on access and new student enrollment. These reports provide an annual method for tracking some key indicators relating to Enrollment Management: access for Wisconsin High School graduates; admission rates for various groups of students; a profile of the new freshman class; and tracking transfer admissions. In summary, these reports indicate that access remains at an all-time high of 32%; nearly all qualified Wisconsin residents who apply are gaining admission; the profile of new freshmen is improving as indicated by better ACT scores and higher high school rank.

Regent MacNeil asked about the graduation rates of students admitted from the different quartiles. Senior Vice President Portch noted that information on this has been provided in past ORBs and will be updated in the future.

10. EM III: A Partnership Approach to Implementing the Planning Principles: Supplement.

This is a supplement to the paper presented to the Education Committee in March and was prepared at its request to show the link between each principle accepted in February and the suggested activities. Specific actions from various systemwide initiatives are listed. It was reported that many more activities are occurring at the institutional level. A question was raised about the role of teaching in the tenure decision. Senior Vice President Portch responded that Chancellors have to certify the teaching competence of each candidate for tenure.

11. There were no additional items presented to the Education Committee.

12. Closed session to consider personnel matters, as permitted by s. 19.85(1)(c), Wis. Stats.

It was moved by Regent MacNeil, seconded by Regent Benson, that the committee adjourn to closed session to consider personnel matters, as permitted by s. 19.85(1)(c), Wis.

Stats., with possible to agenda items to include the appointment of named professors, UW-Madison.

The resolution PASSED by roll call vote with Regents Benson, Davis and MacNeal voting "yes" and no Regents voting "no."

In closed session:

(1) Appointment of Hoefs-Bascom Professors (2), UW-Madison;

E.C. 94-042 It was moved by Regent Benson, seconded by Regent MacNeil, that, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the following University of Wisconsin-Madison faculty members be named Hoefs-Bascom Professors:

Carl A. Grant, Professor, Department of Curriculum and Instruction, School of Education;

Kenneth M. Zeichner, Professor, Department of Curriculum and Instruction, School of Education.

The resolution PASSED unanimously.

(2) The committee discussed with Chancellor John Kerrigan, UW-Oshkosh, the procedures for recruiting and appointing academic deans.

The meeting adjourned at 4 p.m.

President Lyall's Remarks to Board of Regents
on Enrollment Management III

May 5, 1994

Nearly 18 months ago, the Board of Regents began a planning process which has resulted in the proposed Enrollment Management III targets you have before you today. The process has taken time because we decided at the beginning that our enrollment strategies for the last half of this decade should be determined through extensive consultation -- with our campuses, with the communities they serve, and with the Governor and Legislature who ultimately make decisions about the level of public resources invested in the UW System. In the past 18 months, the Board has:

- o received and discussed nine working papers on projected demographics and academic planning issues
- o consulted with experts from the Wisconsin Population Lab (May '93)
- o conducted two valuable Roundtable policy discussions with legislators (in March '93 and March '94)
- o adopted a set of 15 enrollment management principles (February '94)

Those principles:

- o affirm the university's commitment to quality first
- o commit us to serving as many students as feasible, consistent with maintaining educational quality, through various productivity improvements
- o direct us to tailor growth to the needs of each region and to locate growth where it may be accommodated at least cost throughout the System.

These principles were shared with our institutions and they were invited to offer plans for additional enrollments in three categories:

- (1) growth that can be accommodated with existing base resources;
- (2) growth that can be accommodated if some GPR is available to match base dollars;
- (3) growth that can be accommodated only if full instruction-related funding is available from additional GPR.

In determining its offer, each institution had to consider local demand for services, available spaces in existing programs, possible use of new

teaching technologies, including distance learning, and its faculty and ancillary service workloads. Our institutions are motivated by a desire to serve, but we know from experience that we must protect the quality of education we offer or the time our students spend with us will be wasted. And we have learned that "quality" to our students includes not only formal instruction but available housing, advising, libraries, laboratories, computing and extracurricular opportunities as well. Precisely because numbers must be balanced against educational quality, it is essential to rely on each institution to tailor growth to its own local situation.

During this process, members of communities across the state have been active in letting us know of their needs and how important they believe educational opportunity is to economic development and their future. The proposal before you reflects these many faceted considerations.

Our proposal for Enrollment Management III, in a nutshell, says: over the period 1995-2001, the UW System will

- o serve an additional 3,950 FTE using existing base resources by achieving productivity improvements including: incentives to reduce total credits taken so that students graduate sooner, gradual increases in faculty workloads, and adoption of new teaching technologies. This part of the plan depends upon maintenance of the state's investment in our base budget;
- o serve an additional 2,910 FTE using the additional tuition paid by these students if the state can provide the usual match of \$4.5 million in GPR. In short, the additional students can be accommodated for an additional GPR investment of about \$1,550 per student;
- o serve an additional 3,140 FTE using the tuition revenues from these students only if the state provides its usual 65% share of full instructional cost, \$9.3 million or about \$3,000 per student.

Altogether, using these three steps, we could accommodate the full additional 10,000 FTE projected for the next six years. Let me be clear: if our base budget is maintained, we can serve 3,950 FTE more without new GPR resources; if the state is able to provide some additional GPR during this period, we can accommodate up to an additional 6,000 FTE students.

One way to see all this at a glance, is to look at Chart 2 showing the historical trend of System enrollments. With no additional GPR, total enrollments in the year 2000 would be 128,475 and our access rate would be about 28% of all Wisconsin high school graduates, compared to our current 32% level. With varying amounts of additional GPR, we could accommodate up to 135,525 FTE which would maintain our 32% access rate.

If our base budget remains intact, UW institutions can accommodate 40% of expected growth in demand for the remainder of the decade through a variety of productivity improvements and base reallocations. These include:

- o limiting the total number of credits taken at regular tuition rates so that students move through to graduation more rapidly;
- o making better use of the Centers' capacity by encouraging students to complete a full two years at the Centers before transferring to a four-year campus;
- o adoption of new teaching technologies and support for course adaptation to these new technologies;
- o gradual increases in workloads;
- o greater use of summer sessions to meet continuing education demands and adoption of revised professional and continuing education fees that require these students to pay more than the 33% share of cost paid by undergraduates.

Table 5, page 6, shows the breakdown of the proposed enrollment targets by campus, for the next biennium, and the year 2000, and Table 6 on the facing page shows this breakdown just for that portion of the growth that can be accommodated without new resources.

The projected increases for all three biennia can be found in Appendix B on page 13 of the blue section. You will note that the pattern of growth varies considerably among institutions -- from a 3.5% overall growth at UW-Eau Claire to a 15% growth at UW-River Falls and UW-Superior if all three pieces of the plan are funded. If only base-funded growth can be achieved, about 30% of enrollment increases for the rest of the decade will occur at UW-Madison, 12% at UW-Milwaukee, and the remainder at the Comprehensive institutions. You will also note differences among institutions across the three biennia with some institutions able to accommodate growth earlier in this period and some later, depending on the size of classes currently in the institution and the rate at which they are moving to graduation.

For example, Milwaukee, Oshkosh and Stout will be taking more new freshmen next biennium but because they will also be graduating large classes their net growth will occur primarily in the second and third biennia. Green Bay and Superior plan to serve more nontraditional students in their regions and pilot distance learning programs. La Crosse's growth is tied to its new focus as an allied health center which you heard about two months ago as part of its restructuring plan. The plans of River Falls, Green Bay and Parkside include capital projects (dorms and a classroom building) that will have to go through the capital planning and budget process. And so on ... each institution's enrollment plan tailored to local needs.

We are proposing to implement enrollment management III using the operating rules displayed in Appendix C; these are essentially a continuation of current practice: enrollments will be monitored to fall within +/-1% range of the established target. Institutions will be funded for their target enrollment; any excess tuition resulting from overenrollment will be placed in a systemwide pool and used to reduce tuition for all students in subsequent years. We will also monitor quality through our systemwide and institutional

accountability indicators, which also include measures to monitor faculty workload and student contact.

This brings me to an important point: because the fiscal and demographic environments are changing around us, we face considerable uncertainty -- we do not know what will be the effect of the state's recent property tax action on our base budget or future resources, we do not know whether we will be able to maintain our current policy of moderate and predictable tuition, and we do not know exactly the pace at which we can adopt -- and our customers will accept -- distance learning. Yet we cannot stand still and wait -- we must adopt a course of action, monitor it closely, and be prepared to make mid-course corrections as necessary. For this reason, we expect to review our plan each biennium ... and we should regard the second and third biennium numbers in this plan as preliminary and subject to revision.

For next biennium (1995-97), we are requesting no additional resources for first-year growth and a modest \$2.5 million in GPR/fees in the second year in order to increase enrollment 1,640 FTE. We can do this and maintain quality educational opportunities for our students if the state maintains its current investment in educational access for Wisconsin.

As you can see, this has been a long and detailed planning process. I want to express my deep appreciation to the chancellors for the care and attention they have given this task and the spirit of service which has pervaded their willingness to stretch to accommodate growth -- and equal gratitude goes to Senior Vice President Portch and the System staff who have worked hard to assist the institutions and to coordinate the resulting institutional plans into a coherent systemwide plan to serve the entire state. Our goal must be to keep quality educational opportunity alive for Wisconsin -- the future of the state and the dreams of her people require no less.