

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

Madison, Wisconsin

Friday, February 10, 1995

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**MINUTES OF THE REGULAR MEETING**

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**BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM**

**Madison, Wisconsin**

**Held in Room 1820 Van Hise Hall**

**Friday, February 10, 1995**

**9:00 a.m.**

**- President Grebe presiding -**

**PRESENT:** Regents Barry, Benson, Dreyfus, Gelatt, Grebe, Gundersen, Hempel, James, Krutsch, Lubar, MacNeil, Randall, Schilling, Steil and Tregoning

**ABSENT:** Regent Budzinski and Orr

**Approval of Minutes**

Upon motion by Regent Dreyfus, seconded by Regent Tregoning, minutes of the meeting of the Board of Regents held on December 9, 1994, were unanimously approved as distributed.

**REPORT OF THE PRESIDENT OF THE BOARD**

**Report of the Vice Chair of the Council of Trustees of the UW Hospitals and Clinics**

Referring to the summary of the previous day's council meeting, Regent Gundersen noted that, while the hospital is doing well under good management, its continued success will be affected by several factors. These include the UNOS evaluation of the organ distribution program; the progress of restructuring in light of the financial needs of a teaching hospital; the recommended addition of several department chairs and hiring of a new dean; and the recommended development of a group practice (to be discussed below in the Report of the Business and Finance Committee).

**Report of the Regent member of the Educational Communications Board**

A written report was provided.

Report of the Vice President of the Wisconsin Technical College System Board

A written report was provided.

Legislative Report

A written report was provided

Additional Items

*Regent Meetings*

Referring to a question raised at the December Regent meeting, Regent Grebe suggested that further discussion of the schedule and cost of Regent meetings be deferred until the March meeting.

*Shared Governance*

Regent Grebe made the following statement the subject of Shared Governance:

"The second subject I would like to comment on very briefly is shared governance. A decision was recently rendered in the Spoto matter in the circuit court for Dane County. Later today in closed session, the Board will be conferring with our legal counsel and deliberating whether or not to appeal that decision. That will be a decision of the entire Board, of course. But I just want to note that, after conferring with President Lyall, it is my intention to recommend strongly that we do not appeal this decision, in the large part because of my view that the judge reached appropriate conclusions as to the allocation of responsibilities between the Board and faculty in the narrow issues presented by that case.

"Another comment about shared governance is to note that I speak for all of my colleagues on the Board in confirming our belief that shared governance is an important strength of the University of Wisconsin System. It is an important tradition under which the Regents, as the governing board for the System, establish policy, and faculty and academic staff, through their elected representatives, participate in decisions of primary interest to their constituents.

"This year, 1995, marks the 25th anniversary of shared governance in a merged UW System. In that connection, I would like to propose that we recognize the importance of shared governance in maintaining excellence throughout the System by holding a symposium, next spring at the latest, on shared governance for the 21st century. I have invited President Lyall to organize the symposium in consultation with chancellors, faculty, and academic staff throughout the System. The challenges of limited time and resources that face the System in the future mean that we must use our collective talents more efficiently than ever before in order to serve our students well

and to adapt shared governance to the challenges of the future. I look forward, President Lyall, to working with you in organizing the symposium."

President Lyall accepted this invitation, noting that it is an exciting opportunity.

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## REPORT OF THE PRESIDENT OF THE SYSTEM

### UW-Extension: Annual Report and Outreach

President Lyall began her report by pointing out the UW-Extension Annual Report for 1994, which contains the information that UW-Extension reaches nearly half of Wisconsin's population through programs in continuing education, professional training, business advice, educational television and radio. As an example of one of UW-Extension's projects, President Lyall introduced Debra Malewicki of UW-Whitewater, who spoke to the Board about the Wisconsin Technology Access Program (WISTAP), which enables small technical and manufacturing businesses to enhance their competitiveness by providing access to current expertise, advice, information, and other services.

### Wisconsin Technical Access Program (WisTAP)

Debra Malewicki, manager of the Wisconsin Technical Access Program (WisTAP), discussed with the Board the purposes and activities of the program, citing a few case studies, including the Stangis Industries of Lake Mills, DeKar of Middleton, Roxanne Johnson of Stevens Point, and Randy's Restaurant of Whitewater. These examples illustrated the range of WisTAP's business consultative services which have served over 1,000 small businesses since the program was established in 1992.

The uniqueness of WisTAP, operationally housed at UW-Whitewater's Innovative Service Center, is the statewide service it can provide through its work with the ten Small Business Development Centers located on 10 UW campuses, and with other participating UW, Federal, technical colleges, and private sector industrial relations programs. Partnering with UW-Extension, the WisTAP program's technical experts provide small Wisconsin businesses, which are not large enough to have their own in-house research and development staff, with face-to-face counseling and electronic searches of technical databases.

Through quarterly surveys, WisTAP has found that its clients are extremely satisfied with its relevant and timely information and services, reinforcing the business community's view that the UW is a valuable resource for building a strong and competitive business climate for the state.

Ms. Malewicki assured Regent Steil that the program provides affordable services not replicated by private consultants. To Regent Gelatt's question about data accessibility, she said that the findings of the database searches

can either be provided in hard copy (paper) form, or through electronic online searches at one of the SBDC offices.

#### Fall 1994 Enrollment Report

President Lyall reported that the final Fall 1994 FTE enrollments were 125,098, down 1.5% from the previous year and within 1% of the target under the enrollment management plan. She noted that Fall '94 is the last year that will reflect declining Wisconsin high school graduation rates, and that for the rest of this decade, the rates will rise by 20%. Undergraduates constitute over 85% of system enrollment, and two-thirds of all students system-wide are less than 25 years old. President Lyall concluded with the reminder that Enrollment Management III targets had been set on the assumption of a flat budget; if the UW System is faced with base budget cuts for the next biennium, the Enrollment Management III policy will have to be reviewed in the spring.

#### Summary of \$8.7 Million Lapse

Following up on her December 1994 report, President Lyall reported on how UW System institutions took the \$8.7 million lapse from this current year's budget. \$1.5 million was taken from the System-wide equipment loan fund, and the balance (\$7.2 million) was taken from the institutions' and System Administration's operating budgets. 89% of the campus and System Administration lapse was taken from salaries of positions which were held open or filled with temporary staff. 10% came from supplies and expense funds.

As directed by the Department of Administration, vacancies were carefully managed, and priorities were strategically evaluated: President Lyall noted that this meant bypassing opportunities--labs were not remodeled, computers were not purchased, library journals and books were not acquired, etc. Institutions avoided closing or cancelling scheduled classes, although some departments could not add sections or labs, and some that exist are larger than ideal. Such temporary measures would have serious implications should this cut become permanent, since institutions deferred hiring for some essential positions when enrollment is expected to rise.

#### UW-System Fundraising Success

President Lyall reported that in 1994, the UW System was able to attract competitive gifts, grants and contracts, totalling 15% above the prior year. She credited the hard work and national competitive standing of faculty throughout the UW System, who win many of these grants and contracts in rigorous competition with peers across the country. She also recognized the hard work and continuous efforts of the Chancellors, who devoted increasing shares of their time to fundraising. President Lyall also noted that UW research is turned into applied technology at a significant rate: the Wisconsin Alumni Research Foundation ranked fourth nationally in 1993 for

royalties received and patents received for university-based technology, and more than 60 spinoff companies employ more than 8,000 people.

Special congratulations were granted to Chancellor Keith Sanders and the UW-Stevens Point Foundation for exceeding their \$5 million Centennial Campaign goal in December. President Lyall noted that the nearly \$6.7 million in private gifts is a tangible indicator of the value that UW-Stevens Point provides its students and community; she wished the record to show her special appreciation to Chancellor Sanders for his hard work on the campaign.

#### Transfer Information System

President Lyall reported that the Transfer Information System (TIS) is now operational at all UW institutions and centers, and at five WTCS campuses; the remaining WTCS campuses are expected to connect within the year. During the fall semester, nearly 2,500 system users accessed the TIS, which provides users with information on UW admissions procedures, requirements, financial aid, housing, student support, and transfer of course credits to other programs and institutions.

#### UW Hospital

President Lyall reported that a recent national rating by UNOS found UW Hospital to have higher-than-projected survival rates for all five transplant categories: heart, liver, pancreas, kidney, and lung. She noted that these transplant programs are an "exceptional asset" to the state and university, and that "we're very proud of that national standing."

#### Chancellor Emeritus J. Martin Klotsche

President Lyall concluded her report by recognizing the passing of Chancellor Emeritus J. Martin Klotsche, who led UW-Milwaukee for 27 years as professor, dean, provost and chancellor as it grew from a small Milwaukee State Teachers College to one of the nation's major urban universities. Dr. Klotsche was active in UWM events and public activities to the very end, and he "wouldn't trade the experience [of being Chancellor], not for anything." She noted that he will be missed.

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#### REPORT OF THE EXECUTIVE COMMITTEE MEETING OF JANUARY 25, 1995

Minutes of the January 25, 1995, meeting of the Executive Committee are attached as exhibit A.

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**REPORT OF THE BUSINESS AND FINANCE COMMITTEE**

The committee's report was presented by Regent Gelatt, Chair.

Approval of Consent Agenda Item

Regent Gelatt presented Resolution 6845, which had been approved unanimously by the Business and Finance Committee. Regent Gelatt moved its adoption as consent agenda by the Board of Regents.

The motion was seconded by Regent Randall and carried unanimously.

Contractual Agreement with Minnesota Mining and Manufacturing

Resolution 6845: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents accept the agreement with Minnesota Mining and Manufacturing, 3M Health Care, entitled, "A Prospective, Two Way, Randomized, Multicenter Trial of Gauze and Tape vs. a Highly Permeable Polyurethane Dressing with Non-Cuffed Central Venous Catheters".

UW-Platteville Presentation on Introduction to Total Quality Management

Regent Gelatt reported that Donna Perkins, the acting CQI Coordinator, introduced herself and presented the Committee with a CQI presentation about the Introduction to TQM course offered by UW-Platteville's Department of Business and Accounting. UW-Platteville instructor Susan Hansen explained the history of the course; UW-Platteville instructor Dawn Drake discussed course preparation and instruction; and students Amy Weissenburger and Nora Burns offered the student perspective.

Presentation on Expenditures of the UW Budget

Presenting remarks to the Board on UW expenditures by activity, Regent Gelatt referred to a chart which compared UW and peer system expenditures by activity as a percent of total educational and general expenditures for fiscal year 1993. For both the UW and peer systems, the largest category of expenditure was instruction and related costs--about 53 percent of the total.

Of the remaining categories, the UW System spends about 6.3 percent on institutional support, compared to peer system expenditures of almost 11 percent in this category; The UW spends a significantly higher percentage on research (almost 20.5 percent) than is spent by peer systems which average research expenditures of about 16 percent. The UW spends a somewhat smaller than average percentage on plant operations and public service, and a somewhat larger percentage on scholarships.

Regent Gelatt then presented a chart on UW and peer system dollar expenditures by activity per FTE student for Fiscal Year 1993, which showed

that the UW System spends about \$2,000 less per student than other systems around the country. A third chart showed the split between tax/tuition dollars and program revenue dollars for each activity category. Program revenue constitutes 79 percent of research funding, 49 percent of student services funding, 32 percent of scholarship funding and 12 percent of instruction funding.

In considering where budget cuts might be made, Regent Gelatt commented that priority must be given to protecting instruction, research and public service activities. Reductions should be taken from other categories to the extent possible. Regent Lubar suggested that each category be examined for overhead costs that have become imbedded over time but do not contribute to instruction.

Regent Barry pointed out that there are substantial administrative costs included in categories other than the institutional support category. It was noted by Vice President Marnocha that administrative costs below the level of dean are included in the instructional category.

Regent Hempel pointed out that, especially in this large a system, reduction of overhead costs cannot be addressed from the top down, but must be identified by people at the institutional level. She commended the chancellors for the cost savings realized by restructuring and noted that chancellors undertaking such efforts deserve the Board's firm support, particularly in view of the controversy and pain that often accompanies these types of changes.

Regent Gelatt reported that the Business and Finance Committee heard from David Stacy, President of the United Council of UW Student Governments, who said the report demonstrates that the UW System provides an excellent education at a significantly lower price than other systems. He also noted that out-of-state students pay more than their cost of instruction and UW tuition is near the peer median for in-state tuition at four-year campuses. Darin Renner, also of United Council, commented on the use of peer groups and urged the Regents not to settle for an average ranking.

Regent President Grebe thanked Regent Gelatt for his detailed report on comparative expenditures.

#### 1993-1994 Accrual Basis Financial Statements

Vice President Marnocha addressed the committee regarding the 1993-1994 accrual basis financial statements, which the Board had requested at the November meeting. Assistant Vice President Durcan presented the Balance Sheet, the Statement of Changes in Fund Balances, and the Statement of Current Fund Revenues, Expenditures and Other Changes. She did not anticipate significant changes between these reports and the anticipated reconciliation report to be provided by the Legislative Audit Bureau. The LAB is in the process of conducting its annual audit of state and university financial statements (expected to be completed by May).

Assistant Vice President Durcan informed the Board that the Governmental Accounting Standard Board recently issued an Exposure Draft regarding

Affiliated Organizations. She noted that the assets of the UW Foundation and WARF may have to be reported as part of the System financial statement, if this exposure draft were to become a generally accepted accounting practice, since it would require the inclusion of affiliated organizations' financial statements effective with the 1996-97 fiscal year.

#### Annual Broadcast Station Report

Pat Takemoto, Special Assistant, provided the committee with the annual report on the 12 public radio and 1 public television stations (staffed with UW faculty, staff and students) for which the Board of Regents owns licenses. She reviewed the agreement, renewed annually, between UW Extension and the Wisconsin Education Communications Board in which the UW has primary responsibility for local production for engineering and promotion and the ECB is responsible for program acquisition, fundraising and technical delivery.

#### Gifts, Grants and Contracts

Vice President Marnocha reported that the total gifts, grants and contracts for the eight month period ending January 20 was \$391.5 million, marking an increase of \$44 million, or up 15% from last year at this time.

#### UW-Madison Medical School Clinical Practice Plan

Chancellor David Ward (UW-Madison) addressed the committee regarding proposed revisions of the for-profit partnerships created by the Board of Regents in 1974. The revisions are based on a two-year internal study analyzing how best to accommodate a group practice compatible with health care delivery and managed care insurance concepts in the 1990's. They are compatible with the opinion issued by the attorney general last summer, which clarified the kind of corporate entities appropriate for university involvement, including a 501(c)(3) foundation. In clinical departments, supplemental compensation over base salaries, depending on physician productivity and changing market conditions, will eliminate the current system of guaranteed supplements over a five-year period. Chancellor Ward noted that the proposal is being brought before the Board at this time so that changes can be incorporated into it before it's brought to a vote by the faculty.

Under rules authorized when the 1974 Clinical Practice Plan was created, major changes are to be submitted to the clinical faculty for study and review, to be followed by a ballot requiring a two-thirds majority for acceptance. If approved, it will be submitted to the Regents for final action. The vote is scheduled to begin approximately March 15, 1995 and will continue for 30 days. Approval will bring it to the May Board meeting. Chancellor Ward supports the plan, noting its recognition of the external market place and its importance for the future success of the Medical School.

In discussion at the Board meeting, Regent Gundersen supported the UW Medical School's Revised Clinical Practice Plan, recommending that the Board of Regents also support it.

Closed Session Action

The Business and Finance Audit Subcommittee adjourned into closed session at 5:30 p.m. for preliminary discussion of specific personnel problems.

REPORT OF THE EDUCATION COMMITTEE

The Committee's report was presented by Regent Krutsch, Chair.

Approval of Consent Agenda Items

Regent Krutsch presented the Resolutions 6846 - 6851, which had been previously approved by the Education Committee, and moved their adoption as consent agenda by the Board of Regents. The motion was seconded by Regent Tregoning and carried unanimously.

Revisions to UW-Green Bay Faculty Personnel Policies and Procedures

Resolution 6846: That, upon recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, revisions to Chapters 3.05(3) and 3.05(4) of the UW-Green Bay Faculty Personnel Policies and Procedures be approved.

Revisions to the UW-Eau Claire Faculty Personnel Policies and Procedures

Resolution 6847: That, upon recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, revisions to Chapters UWEC 3.08(a), UWEC 5.11 and UWEC 4.03 of the UW-Eau Claire Faculty Personnel Policies and Procedures be approved.

Revisions to UW-River Falls Faculty Personnel Policies and Procedures

Resolution 6848: That, upon recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, revisions to section RF 6.31 of the UW-River Falls Faculty Personnel Policies and Procedures be approved.

Authorization to recruit Vice Chancellor. UW-Platteville

Resolution 6849: That upon recommendation of the Chancellor of the University of Wisconsin-Platteville and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Vice Chancellor.

Approval of B.S. in Biochemistry/Molecular Biology. UW-Eau Claire

Resolution 6850: That, upon recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, the B.S. in Biochemistry/Molecular Biology at the University of Wisconsin-Eau Claire be continued, with the understanding that the program will be included within UW-Eau Claire's normal academic evaluation process.

Appointment of Distinguished Professor. UW-Stout

Resolution 6851: That, upon recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, M. George Allen be appointed Wisconsin Distinguished Professor, School of Industry and Technology, UW-Stout, for the period February 10, 1995 through February 9, 2000.

Report on Accreditation in Higher Education

Regent Krutsch reported that the Education Committee had listened to a panel discussion, to which all Regents had been invited to attend and participate, regarding accreditation in higher education. President Lyall had opened the session and introduced five panelists who represented differing points of view and made short presentations: Billie Stewart, Consultant, National Policy Board on Higher Education Institutional Accreditation; Patricia Thrash, Executive Director, Commission on Institutions of Higher Education, North Central Association of Colleges and Schools; Milton Blood, Director of Accreditation, American Assembly of Collegiate Schools of Business; Peter Wood, Associate Provost, Boston University; and John Wiley, Interim Provost and Vice Chancellor for Academic Affairs, University of Wisconsin-Madison. In regard to this discussion, Regent Krutsch made the following statement:

"Two questions asked by Board members, one by Regent Lubar inquiring about the rationale for an accreditor of accreditors, and another by Regent Grebe about the role of the governing board in all of this, I believe, help

focus the accreditation discussion and I will briefly address both of those thoughts.

"In his remarks, Milton Blood pointed out that it is important for us to reexamine first principles relating to accreditation. The CIC, a consortium of Big 10 schools plus the University of Chicago, developed what seem to be common sense and restrained principles related to accreditation which allow, it seems to me, for the proper preeminence of the citizen governing board in setting priorities, and for the work of the faculty, staff, students, and administrators in accomplishing those goals in a way that makes sense in each institution.

"It is the role of governing boards, in conversation with their educational institutions, to set standards and direction. It is not the role, in my opinion, of the national accrediting body, however constituted.

"If there is a sense that American higher education has not always lived up to its expectations, and certainly that is part of what drives the calls for accountability, then that must be said to be primarily the responsibility of governing boards (and I am speaking generically here) who have not taken seriously enough their role in setting limited and focused priorities, in hiring institutional leaders, and in targeting resources.

"If we are to be true to the tradition of the citizen governing board, then it must be the governing board that is the accreditor of first and last resort, in a sense the accreditor of accreditors. It is in that context, it seems to me, that there is a proper and useful role for outside accrediting bodies.

"We must think carefully about the particulars and the principles of accreditation in our response to the National Policy Board. Perhaps this Board can issue a broader response to the NPB and send a copy to other governing boards who may be considering this important issue. We will act in a timely fashion as this debate continues to unfold.

"I want to thank all of you for attending the provocative panel discussion yesterday, and especially for your engagement as a Board. I also want to thank Vice President David Ward for, as usual, his most able efforts in organizing the meeting."

#### Report of the Senior Vice President for Academic Affairs

##### *Award to Business Education Program, UW-Whitewater*

Senior Vice President David J. Ward announced that the Business Education Division of the American Vocational Association has selected the Department of Business Education and Office Administration at UW-Whitewater as the 1994 recipient of its Outstanding Program in Business Education Award, Four-year University Level.

##### *Milwaukee Womens' Center Grant*

The Milwaukee Women's Center was awarded a five-year, \$1.5 million grant

by the Centers for Disease Control; the funds will be used to explore strategies for curbing violence against women in Milwaukee. The grant's primary author was Professor Audrey Begun, a UW-Milwaukee faculty member who will direct the evaluation of the project at the Center for Addiction and Behavioral Health Research at UW-Milwaukee.

#### *Introduction of Administrative Intern*

William Wehrenberg, the administrative intern in the Office of Academic Affairs was introduced. He is a Professor at UW-Milwaukee and is Associate Dean of the School of Allied Health Professionals.

#### Proposed B.S. in Packaging at UW-Stout

The committee held the initial review of a request for authorization of a new program (B.S. in Packaging) at UW-Stout. Chancellor Sorensen noted that this subject has been a concentration at UW-Stout for a number of years, has high job placement and enjoys good support from the private sector. Regent MacNeil noted that this is a growing area of American industry, so this program makes sense. Responding to a question about resources, Dean Siebold stated that, since practically everything is currently in place for this program, reallocation is not an issue.

Following board policy, this proposed new program was presented for an initial review, and will be on the agenda of the March meeting for a second review. At that time, the Board will be asked to authorize the chancellor to implement the program.

#### Closed Session Action

The Education Committee adjourned into closed session to consider personnel matters, and adjourned at 4:10 p.m.

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#### **REPORT OF THE PHYSICAL PLANNING AND DEVELOPMENT COMMITTEE**

The Committee's report was presented by Regent Dreyfus, Chair.

Regent Dreyfus presented Resolutions 6852 - 6858 as having been accepted by the Physical Planning and Development Committee, and moved that they be adopted as consent agenda items by the Board of Regents. The motion was seconded by Regent Gundersen and the Resolutions passed unanimously.

#### UW-Madison: Authority to construct Utility Improvement Project

Resolution 6852: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to increase by \$181,000 the budget for the 1993-95 Utility

Improvement project, the Design Report reflecting the increase be approved, and authority granted to construct at a revised cost of \$3,181,000 from 1993-95 General Fund Supported Borrowing - WISTAR Funds.

UW-Madison: Authority to construct Engineering Hall Liquid Nitrogen Piping Extension Project

Resolution 6853: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to construct an Engineering Hall Liquid Nitrogen Piping Extension project at a cost of \$175,000 from Engineering Research Funds.

UW-Oshkosh: Authority to construct Halsey Science Center Biology Stockroom Remodeling Project

Resolution 6854: That, upon the recommendation of the UW-Oshkosh Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Halsey Science Center Biology Stockroom Remodeling Project at a cost of \$240,000 from All-Agency Health, Safety and Environment Funds.

UW-Whitewater: Authority to construct Williams Center Gym 4 Floor Replacement Project

Resolution 6855: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Williams Center Gym 4 Floor Replacement project, at a cost of \$118,400 from All-Agency Facilities Repair/Renovation Funds.

UW-La Crosse: Approval of the Design Report and Construction Authority, Student Life Center

Resolution 6856: That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the 1991-93 Student Life Center project at a total cost of \$8,542,900, using \$5,442,900 of Program Revenue Supported Borrowing and \$3,100,000 of Program Revenue - Segregated Fees.

UW-Madison: Authority to seek Enumeration of Medical School Addition to the Clinical Sciences Center

Resolution 6857: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to seek enumeration of a Medical School Addition to the

Clinical Science Center, at an estimated cost of \$8,250,000, to be funded from gifts.

UW-Center Waukesha: Approval of Waukesha County Plan to Construct and Fund a Commons Building Addition and Remodeling Project and Authority to Request Funding for Movable and Special Equipment

Resolution 6858: That, upon the recommendation of the UW Centers Chancellor and the President of the University of Wisconsin System, the plan be approved for Waukesha County to construct and fund a Commons Building Addition and Remodeling project at the University of Wisconsin Center-Waukesha County campus at an estimated cost of \$4,975,000.

Further, that authority be granted to request funding for movable and special equipment needs for this project, at a cost estimated between \$600,000 and \$750,000 from the \$1,600,000 Statewide Equipment funding for UW Centers request included in the UW System's 1995-97 Capital Budget.

UW-Platteville. Naming of Women's Center

Resolution 6859 was introduced by Regent Dreyfus, who reported the unanimous adoption of the Resolution to name the Women's Center in Doudna Hall at UW-Platteville the Patricia A. Doyle Women's Center. Ms. Doyle was a graduate of UW-Platteville and served the university in several administrative positions until her death in 1994. Among these positions, Ms. Doyle was the Assistant to the Chancellor, and worked for Affirmative Action and Women's Services. Regent Dreyfus moved for the adoption of Resolution 6859; seconded by Regent Hempel, it passed unanimously.

Resolution 6859: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to name the Patricia A. Doyle Women's Center in Doudna Hall.

Reduction of System Deferred Maintenance Backlog

Referring to the quarterly status report on the reduction of the identified System deferred maintenance backlog submitted to the committee by Vice President Brown, Regent Dreyfus reported that the current ten-year plan set up in 1991 is "almost exactly on target," having completed \$124 million of the \$126 million scheduled to be completed in the first 3.5 years. In addition, Regent Dreyfus noted that, within the \$124 million, utilities and health and safety projects are well ahead of schedule, with basic repair and renovation lagging. He cited the difference as the result of priorities, suggesting that safety and health ought to take precedence.

In discussion at the Board meeting, Regent Gelatt recalled that the schedule was originally based on an expenditure of a certain percentage every year to keep buildings up-to-date. He inquired whether this resulted in the buildup of an additional backlog, which would not be reflected in the report. Regent Dreyfus responded that the report focusses on the backlog identified in 1991, which would serve as a benchmark; he anticipated entering the next century with a backlog, but that it would be significantly smaller than it would otherwise have been. This approach, he argued, is preferable to one which incorporates a rolling horizon, which could be confusing. Regent Gelatt expressed his concerns that the year 2000 would bring with it another backlog.

#### Closed Session Action

The Physical Planning and development Committee then convened in closed session to consider personal histories.

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The Board took a ten minute recess and reconvened at 10:38 a.m.

At 10:38 a.m., Regent Lubar read Resolution 6860 and moved its adoption by the Board of Regents. The motion was adopted on a unanimous roll-call vote, with Regents Barry, Dreyfus, Gelatt, Grebe, Hempel, James, Lubar, MacNeil, Randall, Steil and Tregoning (11) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 6860: That the Board of Regents recess into closed session for preliminary review of proposed naming of facilities after persons at UW-Milwaukee; for possible action on an honorary degree at UW-Milwaukee and student appeals at UW-Madison, as permitted by s.19.85(1)(f), Wis. Stats.; for possible action on extension of leave of absence, UW-Madison, for consideration of annual evaluation, and for consideration of salaries above the group six maximum as permitted by s.19.85(1)(c), Wis. Stats.; and to confer with legal counsel as permitted by s.19.85(1)(g), Wis. Stats.

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#### CLOSED SESSION ACTION

The Board arose from closed session at 11:45 a.m., after which adoption of the following resolutions was announced:

#### Leave of absence: UW-Madison

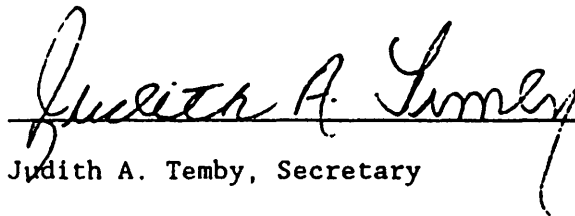
Resolution 6861: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the leave of

absence for Michael Barnett, Associate Professor of Political Science, be extended through the 1995-96 academic year.

Student academic misconduct decisions: UW-Madison

Resolution 6862: That, upon the recommendation of the Committee on Student Discipline and Other Student Appeals, the Board of Regents denies the requests for review of two student academic misconduct decisions, UW-Madison

The meeting was adjourned at 11:45 a.m.

  
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Judith A. Temby, Secretary

28 February 1994

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

EXECUTIVE COMMITTEE

Minutes of the Meeting

January 25, 1995  
10:00 a.m.

The meeting was held by telephone conference, with Vice President Lubar presiding.

Executive Committee members participating: Regents Dreyfus, Gelatt, Krutsch, Lubar, Schilling, and Steil

Executive Committee members not participating: Regent Grebe

Approval of minutes

Upon motion by Regent Dreyfus, seconded by Regent Schilling, the minutes of the November 10, 1994, meeting of the Executive Committee were unanimously approved as distributed.

Authorizations to recruit. UW-Madison Medical School

Interim Provost John Wiley explained the need to move forward rapidly to recruit new leadership for the Departments of Surgery and Anesthesiology.

In response to a question raised by Regent Gundersen as to whether filling these chairs should be deferred until a new dean of the Medical School is hired, Provost Wiley indicated that the critical nature of the positions makes it important to fill them as soon as possible. The search process is being overseen by the Chancellor's office.

Authorization to recruit for professor or associate professor and chair.  
Department of Surgery, Medical School, UW-Madison

Provost Wiley and Dr. Philip Farrell, Acting Dean of the Medical School, commented that the environment is favorable at this time to recruit for this chair and that the UW position is seen as attractive in the national market.

Regent Dreyfus asked if competition for the position should reduce the level of salary that will need to be offered. Provost Wiley replied that the

favorable situation may allow the UW to pay less than it would otherwise pay for a top candidate. Dean Farrell added, however, that it still may be necessary to pay toward the top of the range to attract the best person.

Recognizing that payments from the clinical practice plan constitute a large component of the compensation package, Regent Gelatt inquired as to how the decision is made about how much of the package is composed of GPR funds and how much is composed of practice plan funds.

Provost Wiley indicated that the requested range of \$100,000 - \$150,000 in GPR funds reflects in part the difference in salary between an associate professor and a full professor. He assured the Committee that the administration will craft the best possible offer, suited to the candidate selected, and recognizing that it is in the UW's interest to hold down costs.

President Lyall cited figures showing that peer group salaries for such positions range up to \$242,000, with a mean of \$203,000, including inflation. Dr. Farrell indicated that the person selected could make more than \$300,000, including the clinical practice plan and depending on surgical specialty.

In response to a question by Regent Steil, Dean Farrell commented that good progress is being made in resolving the issue of adjusting salaries among specialties and that proposed changes to the clinical practice plan will be helpful in that regard. He felt candidates will be satisfied that the matter is being resolved successfully.

Regent Krutsch asked if the foundation will be a reality before the new chairs come on board. Dean Farrell indicated that it is anticipated that recruitment for the chairs will be completed by summer 1995, while the earliest date for the foundation to become operational is January 1996. Voting among the faculty will begin in February 1995, with a two-thirds majority needed for approval. If the required two-thirds majority is not obtained, additional adjustments to the plan will be made.

Regent Dreyfus noted that the two chairs to be replaced are nationally recognized for their excellence; yet their successors may be paid considerably more. He questioned whether this is justifiable in view of the problem of accelerating increases in medical costs around the nation.

Dean Farrell responded that neither of the chairs had been paid at market levels.

Regent Schilling added that the compensation of the Chair of the Department of Surgery includes a large amount received from the clinical practice plan which is not reflected in his base salary.

Upon motion by Regent Krutsch, seconded by Regent Dreyfus, the following resolution was adopted unanimously:

Resolution 6843: That upon recommendation of the Chancellor of the

University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Professor or Associate Professor and Chair, Department of Surgery, Medical School, at a salary that exceeds the Executive Salary Group Six maximum.

Authorization to recruit for a professor or associate professor and chair, Department of Anesthesiology, Medical School, UW-Madison

Referring to peer group comparisons, Regent Schilling noted that, while peer salaries for this position are lower than for the chair of the Department of Surgery, the proposed salary range is the same.

Provost Wiley replied that the intent is to maximize flexibility and that the range is modest compared to the national norm. Dean Farrell added that, like the chair of the Department of Surgery, this position has a major leadership role.

Regent Gelatt commented that there should be no constraint against offering a salary at the high end of the proposed range if needed to attract the best candidate.

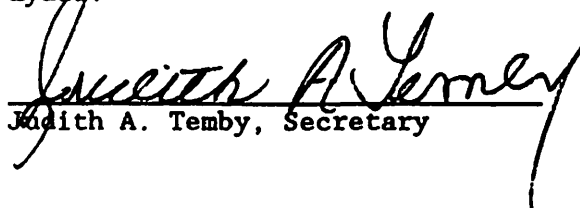
Upon motion by Regent Dreyfus, seconded by Regent Steil, the following resolution was adopted unanimously:

Resolution 6844: That upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Professor or Associate Professor and Chair, Department of Anesthesiology, Medical School, at a salary that exceeds the Executive Salary Group Six maximum.

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Additional business

In response to a question by Regent Gelatt as to the status of the search for an executive assistant to the Board, Regent Vice President Lubar indicated that there was a total of 353 applications. After pre-screening, the total of viable applications is 208. Due to the freeze on filling positions, the Department of Administration has asked the Board to proceed no further at this time. Regent Lubar indicated that he would discuss the matter with Regent President Grebe and President Lyall.

  
Judith A. Temby, Secretary