

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Eau Claire, Wisconsin

Held in the Tamarack Room, Davies Center
Friday, October 6, 1995
8:35 a.m.

- Vice President Lubar presiding -

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

ABSENT: Regent Budzinski

Approval of Minutes

The minutes of the September 7 and 8, 1995, meetings of the Board of Regents were unanimously approved as distributed.

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REPORT OF THE PRESIDENT OF THE BOARD

Report of the Regent members of the Higher Educational Aids Board

Regent Vice President Lubar noted that a written report had been submitted. Regent Gelatt asked whether the Board will be responsible for administering its portion of the Wisconsin Higher Education Grant Program as of the 1996-97 academic year. Regent Krutsch replied that she believed that it would not be responsible for administrative duties, but would be responsible for recommending distribution of funds.

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

There were no questions regarding the Report of the Wisconsin Technical College System which had been submitted by Regent Barry.

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REPORT OF THE PRESIDENT OF THE SYSTEM

President Lyall began her report by introducing Chancellor Schnack of UW-Eau Claire, which hosted the October 1995 meeting of the Board of Regents. Chancellor Schnack introduced Provost Smelstor, who would be discussing the effects of the review of curriculum which UW-Eau Claire had undertaken. The chancellor highlighted two results of this review: the creation of the Division of Information and Technology Management which provides technological support for new curriculum and new modes of instruction, and a reorganization which ensures the most efficient and effective structure to support the curriculum and instructional program. He noted that these were institutional initiatives driven by broad discussion within the faculty and that the initiatives provided opportunities for reallocation of scarce resources. Pointing out that planning and preparing for the future is a continuous process at UW-Eau Claire, Chancellor Schnack stated that with the continued attention and hard work of the faculty and staff, UW-Eau Claire will be prepared for whatever fiscal future awaits it.

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Presentation: "Fit the Future - UWEC in the 21st Century - Provost and Vice Chancellor Marjorie Smelstor

Provost Smelstor introduced her presentation by noting that three particular areas (curriculum, organization and technology) had been addressed in UW-Eau Claire's preparations for the future. Agreeing with Chancellor Schnack's observation that "curriculum drives everything we do," Provost Smelstor added that the subject and method of teaching are "core" issues at UW-Eau Claire. To address these issues, UW-Eau Claire engaged in a five year process to redefine the baccalaureate degree, and has begun the process of implementing the new degree. Socrates' admonition that "the unexamined life is not worth living," was extended to UW-Eau Claire's curriculum, as Provost Smelstor suggested that "the unexamined curriculum is not worth teaching." Thus, UW-Eau Claire thoughtfully and systematically examined "what it teaches and how it teaches" over a five-year period, and produced significant changes informed by a particular philosophy. Citing the document that contains the philosophy of new degree, she asserted that the baccalaureate at the University of Wisconsin Eau Claire represents more than a collection of courses and credits, more than the delivery of facts and information, and more than a set of requirements: "Most of all," she said, "it represents a set of expectations." Undergraduates are expected to leave UW-Eau Claire prepared to be citizens of the future and to become leaders who will shape the 21st century; they will be liberally educated and equipped to assume specific careers; their broad-based education will provide them with the flexibility and opportunity to perform not only their first jobs, but also their last jobs.

Eleven goals have been identified to help UW-Eau Claire students meet the university's expectations. Those goals include developing an understanding of a liberal education, gaining a historical consciousness, and developing the ability to think, analyze, and understand numerical data. Provost Smelstor provided a booklet of essays used as part of a freshman colloquium and written by members of the UW-EC university community. In the colloquium, this text is used to teach the newest members about the eleven goals which make up the new degree. Provost Smelstor noted that this curriculum review was not only broad, but

detailed, as all departments were encouraged to examine curricula, redefine majors and develop a vision of the future for their particular graduates. Every department produced a five year curriculum and staffing plan to help produce these changes, which in turn will help the campus with the next planning effort, which aims to review all programs and services during the coming year. This new effort will ask the university community to examine and categorize every program and service: those that are essential to the UW-Eau Claire mission, those that are less essential, and those that will be essential in the future.

In the course of redefining the UW-Eau Claire baccalaureate degree, the university found it necessary to address its organizational structure. This occurred in large and small ways, as in the reduction of the school structure (shifting from six schools to three colleges, and from five to three deans), and the elimination of the School of Graduate Studies resulting in decentralized graduate education. These changes have not only resulted in fiscal economies but have also renewed connections between disciplines, such as those in the new College of Professional Studies.

Provost Smelstor noted the integration of technology into the institution, citing the computers available for students (11 students per computer) and faculty, the establishment of distance education courses, and the development of the awareness among faculty and staff that technology is a means to an end, not an end in itself--and that the goal is to educate UW-Eau Claire's students for the twenty-first century. She concluded her presentation that UW-Eau Claire is not, as science fiction writer Ray Bradbury described it, trying to "prevent the future." Instead, it is trying to plan and prepare both itself and its students for it.

President Lyall asked the provost if she could discuss the text used in the freshman colloquium; Provost Smelstor noted that, in previous years, the colloquium had relied on autobiographies augmented by discussions with the authors. This year, since this freshman class serves as "pioneers" in the new curriculum, the booklet of eleven essays produced by UW-Eau Claire faculty and staff introduces them to the university community. Following President Lyall's report, Regent Krutsch commended Chancellor Schnack, Provost Smelstor, and the UW-Eau Claire faculty and staff for undertaking a "thoughtful and difficult process of strategic curricular redesign" to improve the quality of education and save money.

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Preliminary Enrollments: Semester I, 1995-96

Noting that the final enrollment counts would not be available until November, President Lyall reported that the preliminary enrollment figures suggest that the Semester I 1995-96 enrollment will be about 1% below the previous year's level, and 2% below the target level (126,480) for this year. She reminded the Board that fall 1995 was predicted to be the first year of a demographic upturn in the number of Wisconsin High School graduates seeking admission to the UW System, and that, as predicted, the new freshman and transfer enrollments have increased. The number of continuing students, however, is lower than anticipated--a trend experienced by the Wisconsin Technical College System as well as nationally. President Lyall suggested that this might be due to the "extremely robust" labor market in Wisconsin which might "entice" students

to work for a semester or a year before returning to school. Further, the discussions of anticipated cuts in federal student financial aid might also contribute to students' reluctance to bypass current job opportunities. These factors suggest that the enrollment increase is simply being delayed until these students return to school when the economy softens. President Lyall noted that, in the presentations to the Board as part of the "Planning for the UW System in the 21st Century" study on October 5, 1995, Dr. Paul Voss had discussed similarly complex factors associated with individual decisions about work and study.

In discussion following President Lyall's report, Regent Krutsch inquired about the current policies for student re-entry and asked whether their "unpredictable" re-entry might challenge the system. President Lyall noted that this is a good question which needs to be addressed, since the current policy allows students to re-enter if they had "stopped out" in good standing--the system might be stressed if many students reentered at once. She noted that surveys of students who have not returned this fall had been suggested, and that such a survey might indicate whether this phenomenon is driven by the job market or other factors.

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Federal Financial Aid Cuts

President Lyall noted that the combined effect of state and federal budget cuts could significantly impact the ability of UW-System institutions to serve students and the needs of the state. She cited the critical example of recently passed Senate resolutions that would cut \$10.4 billion from student financial aid over the next seven years. The key components of this legislation are:

	Estimated Cost to UW System (Millions of dollars per year)
* An annual .85% tax on student loans, paid by institutions' state funds (i.e., the tax may not be paid from raising tuition or fees)	\$1.67M/yr.
* Direct lending would be capped at 20% of loan volume; the \$10 loan fee paid to direct lending institutions would be eliminated (3 of our institutions, Milwaukee, Eau Claire and Superior, are participants in this program serving more than 25,000 students)	\$.12M/yr.
* The interest subsidy for student loans during the six-month grace period before repayment begins would be eliminated for all new borrowers--adding about 4% to the capitalized value of an average student loan of \$9,000	\$4-5M/yr.
TOTAL:	\$5.7-6.7M/yr.

President Lyall summed up these actions by noting that their total cost would more than double the \$5 million tuition offset surcharge in the state budget, with the result that UW students and institutions will have to increasingly struggle to maintain educational opportunity. She further noted that the tax on student loans penalizes UW System universities

serving needy students, and sets a precedent which might lead citizens to expect similar taxes on state funding of medical care, corrections, environmental preservation and other areas.

President Lyall urged the necessity to speak out in opposition to these "devastating and counterproductive attacks on educational opportunity for the next generation." Calling them "hasty and ill-conceived reductions in our most important investment for the future," President Lyall observed that these cuts penalize students who are willing to struggle and incur significant debt to earn a college education. She reported that she has written to the Wisconsin Congressional delegation, asking them to oppose the final adoption of this package which would affect more than 60,000 UW students, and encouraged others to follow suit.

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In Memorium

Walter Malzahn (1899-1995)

President Lyall observed the passing of Walter Malzahn, a West Bend business and civic leader, who died in September 1995 at age 96. Briefly recounting the history of Mr. Malzahn's connections with the UW System, she reported that this 1919 graduate of UW-Madison's School of Business and recipient of its Distinguished Business Alumnus Award was devoted both to UW-Madison and to UW Center-Washington County in West Bend, where his gifts supplemented a classroom modernization grant in developing distance education and multimedia learning facilities on campus. The Phyllis R. Malzahn Memorial Scholarship, endowed in memory of his late wife of 69 years, is the largest such fund anywhere in the UW Centers and provides a two-year, \$6,000 grant to a Washington County graduate who goes on to pursue a degree in special education.

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Robert J. Doyle

Robert J. Doyle, a 1938 UW-Madison journalism graduate who became a legendary reporter for the Milwaukee Journal during World War II, passed away on September 24. Mr. Doyle served the Wisconsin State Universities System as its director of public relations, and went on to serve the UW System as an assistant to the president and as a staff associate, providing support in the areas of public information and legislative affairs, until he retired in 1985. President Lyall credited his communications skills for helping the university systems make a smooth transition after the systems were merged in 1971.

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Good News Items

UW-Oshkosh: Merit Scholarship Endowment Fund

President Lyall noted that UW-Oshkosh continues to attract contributions for student scholarships from individuals in the Oshkosh community, reporting that Edward and Belle Rudoy have pledged \$100,000 to establish an endowment fund for merit scholarships beginning in 1996.

President Lyall commented that the anticipated reductions in federal student aid will make such contributions more important than ever in keeping educational opportunity alive for Wisconsin citizens.

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UW-Parkside: Phoenix Award

President Lyall offered congratulations to UW-Parkside professor Dale Wheeler, who received a Phoenix Award from the American Chemical Society for coordinating National Chemistry Week activities in Wisconsin. This award recognizes activities that increase public awareness of the contributions of chemistry to society and everyday life and encourages elementary students to develop an interest in studying science. Among other activities, the program provided free admission for more than 3,500 students from nine counties to visit Discovery World Museum in Milwaukee, courtesy of W. H. Brady Co., Miller Brewing, and the American Chemical Society.

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UW-Milwaukee: The Riverwest Public Community School Project

Faculty from the University of Wisconsin-Milwaukee are lending their expertise to a new concept in community redevelopment. The Riverwest Public Community School Project is a program to extend the use of neighborhood public schools beyond the traditional 8 to 4 school day, to extend education beyond the three R's, and to expand schools into places where both students and neighborhood residents acquire education and learn skills as they work on projects to benefit the community. Ten UWM faculty members from seven departments and centers are participating in the project.

UW-Milwaukee: Campus Open House, "Showcase for Learning"

President Lyall reported that the UW-Milwaukee campus was planning to hold an open house on October 13 and 14. The "Showcase for Learning" would be directed at prospective students and parents, community members and others interested in learning about the variety of exciting opportunities available at UW-Milwaukee.

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UW-Whitewater: Minority Science and Math Program

Concluding her report, President Lyall noted that UW-Whitewater has established a Minority Science and Math Program through a working agreement with Milwaukee Public Schools and with support from the GE Corporation and Abbott Laboratories. This is one of a number of pre-college programs mounted by UW institutions in partnership with DPI and the public schools across the state. Targeting minority students, these programs stimulate individual aspirations and a desire to study subjects that can lead to opportunities in higher education and professional careers.

REPORT OF THE PHYSICAL PLANNING AND DEVELOPMENT COMMITTEE

Regent Dreyfus, Chair, reported that Resolutions 7023-7028 had been adopted by Physical Planning and Development Committee and moved their approval as consent agenda items. Seconded by Regent De Simone, the Resolutions passed unanimously.

UW System: Approval of 1997-99 Capital Budget Priorities and Ranking Criteria

Resolution 7023: That, upon the recommendation of the President of the University of Wisconsin System, emphasis of facilities maintenance, academic significance, and operating efficiencies be adopted as the basis for prioritizing and categorizing GPR projects over \$250,000 for inclusion in the System's 1997-99 Capital Budget, as supported through the use of the ranking criteria appearing in attached Appendix A;

That other factors may be considered by System Administration and the Board of Regents in ranking GPR major projects to address unique circumstances such as emerging, critical initiatives (instructional technology changes and partnerships); accreditation requirements; historic value of facilities; and outside funding opportunities;

That all GPR projects requiring enumeration must be supported by a completed Campus Space Use Plan;

That, at all stages of the priority setting process, consideration be given to the institutional priority established by each Chancellor;

That additional guidelines which may be established by the Department of Administration will be addressed in the context of the foregoing framework.

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UW System: Approval of 1995-99 Program Revenue Contribution to Central Utilities Capital Costs

Resolution 7024: That, upon the recommendation of the President of the University of Wisconsin System, the revised assessments shown in the table below be adopted for each university as the annual Program Revenue contributions to capital costs of central campus utilities, for the period FY 1995-96 through FY 1997-98:

Institution	Annual Program Revenue Contribution	
	1990-94	1995-98
UW-Eau Claire	\$ 57,600	+69.3% = \$ 97,500
UW-Green Bay	8,200	13,900
UW-LaCrosse	58,200	98,500
UW-Madison	332,200	562,300
UW-Milwaukee	57,100	96,700
UW-Oshkosh	59,100	100,000
UW-Parkside	16,400	27,800
UW-Platteville	42,300	71,600
UW-River Falls	43,600	73,800
UW-Stevens Point	65,900	111,600
UW-Stout	49,300	83,500
UW-Superior	21,000	35,500
UW-Whitewater	75,200	127,300
Total Ann. Contribution	\$886,100	
\$1,500,000		

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UW-Madison: Approval of Design Report and authority to construct an Herrick Drive Incinerator Replacement project, \$930,800 General Fund Supported Borrowing - Health, Safety and Environment Funds

Resolution 7025: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the Herrick Drive Incinerator Replacement project at a cost of \$930,800, using All-Agency Health, Safety and Environment Funds.

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UW-Parkside: Approval of Design Report and authority to construct a Primary Electrical Distribution System Repair project, \$912,700 General Fund Supported Borrowing - Utilities Repair and Renovation funds

Resolution 7026: That, upon the recommendation of the UW-Parkside Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct the Primary Electrical Distribution System Repair project at UW-Parkside, at a cost of \$912,700, using All-Agency Utilities Repair and Renovation Funds.

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UW-Superior: Approval of sale of land for \$12,500

Resolution 7027: That, upon the recommendation of the UW-Superior Chancellor and the President of the University of Wisconsin System, authority be granted to sell a

25 ft. x 125 ft. unimproved parcel of land
(approximately .07 acre) on Belknap Street to the
adjacent land owner for \$12,500.

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UW-Green Bay: Approval to plan an addition to the Weidner Center at a
cost of up to \$5 million, Gift Funds

Resolution 7028: That, upon the recommendation of the UW-Green Bay
Chancellor and the President of the University of
Wisconsin System, authority be granted to:

- 1) increase the scope of the original Weidner
Center for the Performing Arts project to
enable construction of additional space, and
- 2) use gift funds to hire a consultant to
develop cost estimates, preliminary plans
and a Design Report. Very preliminary
estimates indicate a likely cost in the
range of \$4 million to \$5 million.

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Regent Drefus added the following comments before the Resolutions
were adopted by the Board: First, that the project cited in Resolution
7028 will be funded entirely by gifts; next, he noted that the capital
budget (Resolution 7023) requires an itemization of everything over
\$250,000 in capital expenditure. Regent Dreyfus suggested that the
\$250,000 figure, established 28 years ago, should be changed to reflect a
more current amount. Noting that the equivalent indexed adjusted number
today is \$1 million dollars, Regent Dreyfus suggested that using an
adjusted figure would reduce unnecessary workload and increase efficiency.

Regent Lubar asked whether the incinerator referred to in Resolution
7025 provides a valid means of disposal, in compliance with EPA
guidelines. Vice President Paul Brown noted that it is being replaced
because it is currently non-conforming, and that the new incinerator will
meet both present and future requirements.

Regent Grebe asked whether there is a procedure for communicating UW-
System priorities to DOA in the new environment. Regent Dreyfus stated
that priorities are forwarded promptly to DOA. The work that moves
projects toward design and implementation, which used to be performed by
UW-System Administration, is now DOA's responsibility; they must determine
what work they have to do to assist the campuses with engineering for
design and estimation.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

The report was provided by Regent Gelatt, Chair, who began by noting

that Resolutions 7029-7031 had been approved as consent agenda items by the Business and Finance Committee, and made a motion for their approval by the Full Board. Regent Steil seconded the motion, and the resolutions passed unanimously.

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Competition with the Private Sector Challenge, i.e. Sewing With Nancy

Resolution 7029: That the Board of Regents authorizes UW-Extension to enter into an agreement with Nancy Zieman, Nancy's Notions, Ltd., for the period January 1, 1996, through December 31, 1996, to co-produce a television series, Sewing With Nancy, under the provisions of the Regents' policy on competition with the private sector.

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UW System Liability Coverage

Resolution 7030: That, upon the recommendation of the Business and Finance Committee, System Administration negotiate with the Department of Administration on ways to more economically provide liability insurance coverage, possibly through the private sector or another method.

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Study of Mainframe Computer Services, UW-Madison

Resolution 7031: 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 approves, as submitted, the plan to contract with independent consultants for a study of mainframe computing services at UW-Madison, as required by Section 9157(2at) of the 1995-97 biennial budget bill and, directs that it be transmitted to the Co-chairpersons of the Joint Committee on Finance and the Co-chairpersons of the Joint Committee on Information Policy.

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Prior to the vote, Regent Gelatt commented on the Resolutions. Regarding Resolution 7029, he explained that, following discussion at the September meeting, he had appointed a subcommittee consisting of Regents James, Hempel and Orr (with Regent Gelatt serving as an ex officio member). On October 3, the subcommittee met to review the challenge by WKOW-TV to a co-production agreement between Wisconsin Public Television and Nancy Zieman, Nancy's Notions, Ltd., under the Regents' policy on competition with the private sector. The parties or their representatives were present as observers. The subcommittee voted not to consider the two additional issues that WKOW proposed concerning the 1993 contract, and discussed only the proposed co-production agreement for the period January

1, 1996, through December 31, 1996. The subcommittee unanimously approved a motion to permit UW-Extension to enter into an agreement with Nancy Zieman, Nancy's Notions, Ltd., for the period January 1, 1996, through December 31, 1996, to co-produce a television series, Sewing with Nancy, under the provisions of the Regents' policy on competition with the private sector. Under the provisions of the competition policy, decisions are to be approved by the full Board.

The development of Resolution 7030 had been prompted by questions raised at the September 1995 meeting. The Committee had asked about insurance coverages and liabilities of the Board of Regents; a written report was provided to the Committee. General Counsel Stathas and UW System Risk Manager Dave Pulda answered questions at the October 5, 1995 meeting. Regents had questioned the high ratio of premiums to claims, and noted that private insurance would provide loss control services in addition to insurance coverage. This Resolution directs System Administration to investigate possible cost reductions, including private coverage, with the Department of Administration.

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Report on Common Processes

Regent Gelatt reported that discussion following the presentation of the 1995 Strategic Plan for Information Technology at the June 1995 meeting had led to a number of suggestions offered by the Committee for enhancement of the Strategic Plan, one of which was to supplement the 1995 academically-focused plan with comparable planning for common information systems and business processes. The Committee had requested an interim briefing at the October meeting.

Associate Vice President Alley reviewed typical functional processes required to run most universities and the four categories of common systems: data, transactions, software and processing center. He noted that common processes are an extension of the concept of common systems and stated that, to date, there has been a relatively less ambitious collection of institutional initiatives in this area. He indicated that Senior Vice President Sanders is leading an effort to introduce common process reengineering into the University's systems management. This will begin with a small number of reengineering pilots in areas which are already accustomed to systemwide cooperation. These might include the systemwide budget process, procurement and fiscal audit.

The Committee requested that staff return at the December meeting with a set of criteria and priorities of common functionalities as well as a tentative schedule. They noted the importance of setting goals prior to making budget requests. A formal report on plans and progress will be included in the 1996 Strategic Plan for Information Technology at the June 1996 Business and Finance Committee meeting.

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UW-Eau Claire: Presentation, "Institutional Planning in a System Context"

A presentation was made to the Committee by Bill Hogue, UW-Eau Claire Assistant Chancellor for Information Technology Management, who provided

an overview of institutional planning in a system context based on UW-Eau Claire's experience. He noted that, although highest priority is given to attending to the information technology needs of current faculty, students and staff, it is also important to keep an eye on the future--working with grade school students today will provide enthusiastic, talented university students and staff in the future. He emphasized the need to build upon the strengths of the institution, looking at the mission, affirming its validity or making changes where necessary and moving forward with a consistent sense of purpose. He further noted the need for consulting broadly with faculty, staff and students to identify elements of information technology support that are essential, those that are useful and desirable but not absolutely essential, and those that are emerging as new and important areas for increasing support. Local planning must also be mindful of the broader picture, the context of systemwide planning and resource sharing established in partnership with the UW System Administration and sister institutions with whom ideas are communicated and shared.

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Trust Funds

Regent Gelatt reported that the Committee approved the proposed guidelines for the Principal Fund-Intermediate Term Fund. They voted to amend the small fraction spending plan to set the spending fraction at 5%, and to permit realized gains to be utilized to maintain the rate.

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Report of the Vice President

Vice President Marnocha had reported to the Committee that total gifts, grants and contracts for the three-month period ended September 15, 1995, were \$208.3 million, an increase of \$.6 million over the previous year. Federal awards increased by \$10.5 million, while non-Federal awards decreased by \$9.9 million.

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REPORT OF THE EDUCATION COMMITTEE

Regent Krutsch, Chair, presented the Committee's report.

Presentation: "Fit for the Future--UW-Eau Claire College of Business in the 21st Century"

Regent Krutsch summarized this presentation for the Board, and quoted Provost/Vice Chancellor Marjorie Smelstor as having said that UW-Eau Claire considers its mission to be primarily as a liberal arts institution; thus, it uses that curriculum as appropriate preparation for professional careers. Thomas Dock, Dean of the College of Business, discussed the business curriculum as "positioned for the future," emphasizing the technological and global changes that are driving business

and society. Students are preparing for the 21st century that he described as a time, not of certainty, but of planned ambiguity.

Regents asked the dean about the program's experiences with specialized accreditation, with distance education and the economics of it, and the impetus for the 12 month curriculum. In response to a question from Regent Lubar, Dean Dock described the area of excellence in entrepreneurship, a program for "calculated risk takers." Other regents asked how the program was organized to facilitate the input of outside business, what the drop-out rate is in the program, the number of students who work while enrolled and the hours and types of jobs they have. Regent Smith urged that the program impress upon students the rapid pace of change of pace is taking place in business today.

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Program Review and Planning in the UW System, 1995-96

Regent Krutsch noted that this report is an annual informational report that includes academic program changes approved by System Administration during the past year. She reported Senior Vice President Ward's observation that the report documents a portion of the considerable amount of time and effort expended by faculty and administration in the System each year in the serious task of program review and program planning. He also acknowledged the continuing concern for the review of program array (both to watch for unwarranted duplication and to develop interest in consolidation and cooperative offerings), recognized the realities of the current national and state fiscal climate, and the struggle to maintain resources sufficient to sustain the current level of activities. At the same time, he stressed that new programs which will drive the future vitality of our institutions must be allowed to emerge.

In response to questions about where the most significant curricular change takes place, Provost Smelstor and Interim Chancellor Thoyre described the review processes at their institutions. Regent Smith asked how the impact of student/market demand for the courses and programs are taken into account.

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Presentation: UW-River Falls, "Reach for the Future"

A presentation was made by UW-River Falls Chancellor Gary Thibodeau on the strategic planning process calling for substantial changes at that campus. Reviews of program array, and the administrative and student support services within that array have resulted in agreement on 9 goals, 32 objectives and over 90 action steps, a number of which will be agenda items for future board meetings. The plan calls for a reduction in undergraduate and graduate program offerings, with a probable 50% reduction in graduate degree offerings. Regent Smith complimented the chancellor on this process, noting that even the name of the strategic plan, "Reach for the Future," is appropriate.

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Revisions to Academic Informational Series

Regent Krutsch noted that, at previous Committee meetings, Senior Vice President Ward has expressed his concerns about the small number of new programs proposed by system institutions in recent years. The campuses also have concerns about the length of time required to develop a program and the number of steps needed to complete that process. To address those issues, he formed a Joint UW System/Vice Chancellors' Program Authorization/Entitlement Working Group.

Regent Krutsch summarized the document provided to the Committee for a first reading, the revisions to ACIS-1, which was the result of that group's deliberations. She asserted that while the revised ACIS-1 maintains the focus on general education, on program review, on the close review of new programs and on cost control, the areas of program development, implementation of minors, submajors, certificates, emphases, etc., are more clearly responsibilities of the campuses themselves. Furthermore, the relationship of UW System Administration to campuses is somewhat redefined to become more consultative to the campuses and cooperative in the areas of academic planning and program review.

Regent Krutsch noted several points made in Committee discussion of these revisions. Associate Vice President Albert Beaver had summarized the charge to the working group and reviewed the major revisions that are in the proposal. Provost Howard Cohen (UW-Green Bay), a member of the working group, said that the current ACIS-1 was probably appropriate at one time to prevent or control program duplication, but is not appropriate in the current fiscal and learning environment. Regent Krutsch added that the Committee will still be able to manage the question of program duplication; rather, since consultation with System Administration will occur earlier in the process, these problems may be eased. The revised document will speed up the process of new program development and foster responsiveness, dialogue and consultation. Provost Smelstor said that further streamlining is necessary in the campus procedures and that in the future consideration might be given to delegating all program authority to the campuses. However, Regent Krutsch expressed her reservations regarding this because the state-wide vision of System Administration and the Board is needed to avoid unnecessary duplication and to promote cooperative initiatives. Regents agreed that the revised document is a necessary start but more changes need to be made to simplify and speed up the process and decision-making. Concern was expressed over where the responsibility for the overall vision of program array lies. Regent Smith said that the needs of the System must be addressed and the process changed accordingly, and concluded that some things need to be decentralized, some centralized, and the board must decide which is which.

Referring to the presentation made by Dennis Jones as part of the Regent Study of the UW System in the 21st Century, Regent Krutsch noted that, with more flexibility for the campuses, it becomes even more important that the Board and System Administration have a clear vision of the total System mission and the individual campus missions. Those decisions may become even more important when processes are being decentralized.

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New Program Authorizations

Regent Krutsch reported that the Committee had an initial review of proposals to authorize seven new degree programs. Senior Vice President Ward had noted that, since merger, the system has had a history of mounting new programs by base reallocation because the state has not provided funds for new programs. The past year, with one exception, the UW System has had a freeze on new programs. In the past three years only ten new programs have been approved.

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Lateral Review on Teacher Education

Regent Krutsch concluded her report by introducing Resolution 7032, which was adopted by the Education Committee after continued discussion of the Lateral Review on Teacher Education. She noted that Regent Randall had expressed his frustration with the lateral review, and its failure to address what he thinks are necessary components that result in shaping the profile of a successful teacher. It was agreed that the lateral review process must be revisited. Regent Krutsch moved adoption of Resolution 7032; her motion was seconded by Regent MacNeil, and it passed unanimously.

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Lateral Review on Teacher Education

Resolution 7032: The Board of Regents recognizes the UW System's Colleges, Schools, and Departments of Education (CSDE) proposed efficiencies, reallocations, and cooperative programs developed as part of the lateral review of education. It expects chancellors at each UW System institution offering teacher education to be responsible for ongoing improvements based on principles of effectiveness, efficiency, inter-institutional cooperation, geographic access, sensitivity to market supply and demand, and overall institutional financial equilibrium.

It expects the CSDE to integrate mission-based use of technology into its programs, and to communicate with K-12 schools, employers and the public as it seeks to improve its programs.

It expects the CSDE to continue its pursuit of reducing time-to-degree with a goal of four years for current baccalaureate teaching programs, recognizing that continuing education for practicing teachers is an important supplement to preservice education.

The board believes that the following principles should undergird teacher education at all UW System institutions:

1. The central goal for teacher education

programs should be to improve teacher effectiveness in maximizing individual K-12 student achievement in both foundational skills (such as reading, composition, analytical thinking, computer literacy) and core academic areas, and in preparing students for a variety of post-secondary options.

2. All teachers should be well-grounded in the disciplinary areas that they will teach.
3. Admission requirements and exit standards for teacher education programs should reflect the goal that K-12 teachers be intellectual role models and resources for their students.
4. The improvement of teacher education is one of the most important contributions of the UW System in response to the public desire to improve the education of K-12 students.
5. The education of K-12 teachers is a university-wide responsibility and the design and implementation of teacher education programs benefits from more focused involvement of historians, mathematicians, scientists, teachers of literature and composition, and other scholars in addition to education faculty.
6. Teacher education programs should promulgate standards for successful programs and should have in place ongoing mechanisms for improvement. The public, K-12 teachers, administrators, and school boards, and representatives of business and industry have a valuable contribution to make in evaluating the effectiveness of teacher education programs.

Chancellors shall develop appropriate campus processes to review teacher education programs and will be responsible for incorporating the above principles into reviews.

The Board of Regents will work with state K-12 education officials to encourage reform

of licensure requirements that is both less prescriptive and that enunciates clear and focused standards for entry into the teaching profession.

In addition, the board encourages UW System institutions seeking to improve program quality, effectiveness and efficiency to consider applying for DPI's experimental option for program certification and to consider the following questions in the design of its programs:

1. What knowledge, skills, and abilities should be expected of beginning teachers? (Expectations may differ according to grade level, discipline, and other specializations.)
2. How should courses be designed, and which courses and practicum experiences should be required so that beginning teachers have the foundational knowledge, skills and abilities to achieve the goal of maximizing K-12 student achievement?
3. How should admission and exit standards be designed so as to reflect principle #3?
4. What are the criteria for a successful program and what is the mechanism for ongoing improvement?

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Regent Krutsch added that there had been a great deal of discussion of the lateral review process, and that she would be circulating suggested improvements for Regent comment. She reported that Regent Smith had noted that some of the lateral reviews worked, but that he felt the teacher education review did not work because it took so long. Another issue was whether the focus was clear from the outset. Regent Krutsch added that there also needs to be further input from people on the campus level who have an overall campus view (ie. chancellors and provosts) in addition to deans and faculty of the programs to be reviewed.

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ADDITIONAL RESOLUTIONS

Regent Grebe called on Regent Orr to read an additional Resolution. Before he did so, Regent Orr noted that the members of the Board of Regents found UW-Eau Claire to be "a most impressive institution," with "attractive and very, very well maintained" physical facilities, an

"innovative and energetic" faculty and administration, and a "student body which is engaged and happily engaging." On behalf of the Board of Regents, Regent Orr moved the adoption of Resolution 7033, which was seconded by Regent DeSimone, and was unanimously adopted with a show of applause.

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Resolution of appreciation to UW-Eau Claire

Resolution 7033: Whereas, the Board of Regents is very pleased to have been invited to hold its October 1995 meetings at the University of Wisconsin-Eau Claire and to benefit from this opportunity to gain further appreciation for UW-Eau Claire's outstanding programs and special contributions to the University of Wisconsin System; and

Whereas, this visit has been enhanced by an interesting tour featuring the Information Technology Resource Center, and informative presentations on the UW-Eau Claire College of Business in the 21st Century, Institutional Planning in a System Context, and the UW-Eau Claire in the 21st Century; and

Whereas, the warm and gracious hospitality extended by Chancellor and Mrs. Schnack, the university community and the people of the Eau Claire area is deeply appreciated;

Therefore, be it resolved that the Board of Regents of the University of Wisconsin System hereby expresses gratitude to the University of Wisconsin-Eau Claire and all those involved in making this visit a very interesting and enjoyable experience.

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CLOSED SESSION

At 9:28 a.m., the Board of Regents recessed. It reconvened at 9:35, at which time Regent Brown moved the adoption of Resolution 7034, which was seconded by Regent Gelatt and adopted by unanimous roll call vote, with Regents Barry, Benson, Brown, De Simone, Dreyfus, Gelatt, Grebe, Hempel, James, Krutsch, Lubar, MacNeil, Orr, Randall, Smith and Steil (16) voting in the affirmative.

Resolution 7034: Recess into closed session to consider personal histories relating to appointments to Board of Visitors, UW-Extension, naming of a laboratory at UW-Stout after a person, and consideration of honorary degree nominations, UW-Madison, as permitted by s.19.85(1)(f), Wis. Stats., to consider a personnel evaluation, and to consider

salary adjustments above the Executive Salary Group 6 maximum for existing faculty members, UW-Madison and UW-Milwaukee, as permitted by s.19.85(1)(c), Wis. Stats., and to confer with legal counsel, as permitted by s.19.85(1)(g), Wis. Stats.

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At 10:45 p.m., the Board arose from closed session, with Resolutions 7035-7038 having been adopted.

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UW-Extension: Appointments to Board of Visitors

Resolution 7035: That, upon the recommendation of the University of Wisconsin Extension Chancellor and the President of the University of Wisconsin System, the following appointments be made to the UW Extension Board of Visitors:

Colleen Bates (two-year term)
Katherine Burnham (four-year term)
Reverend Larry Drake (three-year term)
James Haney (three-year term)
Daphne Holterman (two-year term)
Richard Lehmann (three-year term)
Barbara Lorman (three-year term)
Tom Lyon (four-year term)
Joseph Maehl (three-year term)
Bob Milbourne (two-year term)
David Newby (four-year term)
Stanley L. Shaw (four-year term)
Don Stevens (two-year term)
Cheri Weinke (four-year term)
Nancy Zieman (two-year term)

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UW-Stout: Proposed naming of a laboratory after a person

Resolution 7036: That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, authority be granted to name a laboratory (Rooms 318 and 320) in Fryklund Hall the "Geraldine R. Hedberg Laboratory."

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UW-Madison: Salary adjustment above the Group 6 maximum

Resolution 7037: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and

the President of the University of Wisconsin System, a base salary adjustment resulting in a new salary of A\$113,500 be approved for Professor Charles Cleeland, Department of Neurology, Medical School, effective January 1, 1996.

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UW-Milwaukee: Salary adjustment above the Group 6 maximum

Resolution 7038: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, a temporary base salary adjustment resulting in a new salary of A\$101,000 be approved for Kenneth Neusen while he serves as Acting Dean of the College of Engineering and Applied Science, effective September 1, 1995.

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The meeting adjourned at 10:45 a.m.



Judith A. Temby, Secretary

October 25, 1995