

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

Friday, November 8, 1996

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MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

Held in room 1820 Van Hise Hall

Friday November 8, 1996

8:30 a.m.

- President Grebe presiding -

PRESENT: Regents Barry, Benson, Boyle, Brandes, Brown, DeBraska, DeSimone, Grebe, Hempel, James, Krutsch, Lubar, MacNeil, Orr, Randall, Smith, and Steil

ABSENT: None

APPROVAL OF MINUTES

Upon motion by Regent Smith, seconded by Regent MacNeil, minutes of the meeting of the Board of Regents held on October 11, 1996, were unanimously approved as distributed.

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REPORT OF THE PRESIDENT OF THE BOARD

RESOLUTION OF COMMEMORATION HONORING CHANCELLOR GRUGEL

Regent President Grebe began the meeting solemnly, by observing the unexpected death of Lee Grugel (Chancellor, UW Centers). Marie Wunsch, the UW Centers Provost, read a resolution honoring the late chancellor. The resolution was adopted with a moment of silence.

Resolution 7324:

WHEREAS Lee E. Grugel devoted the last 15 years of his career in distinguished service to the University of Wisconsin System, the last five years to the University of Wisconsin Centers as Chancellor, and the previous 10 years as Dean of the school of arts and sciences at the University of Wisconsin-Eau Claire; and

WHEREAS Lee Grugel served as Dean of the School of Arts and Sciences at the University of Wisconsin-Eau Claire providing leadership in his position for academic programs, budget and personnel during his tenure; and

WHEREAS during his tenure as Chancellor of the UW Centers, he always kept students uppermost in his and the institution's priorities; and

WHEREAS a climate of learning was reflected in his support of innovative approaches to teaching, including learning communities, interdisciplinary studies, campus innovations in distance education and collaborative relationships with other UW System institutions and with K-12 schools and the Wisconsin Technical Colleges; and

WHEREAS his genuine commitment to minority students and diversity in everyone's educational experience was a life long value that transcended plans and goals; and

WHEREAS his love of learning, understanding of history and hope for the future inspired the admiration of his colleagues, who respected and delighted in his

optimism and confidence in the mission of the UW Centers; and

WHEREAS Lee Grugel fostered the special relationships that exist between the Centers campuses and their local communities; and

WHEREAS his unflagging support for individual growth, his great good humor, and his ability to discern the truly important facets of life earned him the title of friend to many colleagues across the state and nation;

THEREFORE, be it resolved that the Board of Regents of the University of Wisconsin System, on behalf of the entire University community, expresses its sincere appreciation for his service and extends its heartfelt sympathy to his wife, Fran, and their children, Ann and Chris Grugel.

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Report of the Regent representative to the Educational Communications Board

Regent Boyle, the Board's representative to the Educational Communications Board (ECB), was asked to provide a report on that Board's most recent meeting. Noting that a summary had been distributed, he observed that this was his first meeting with the ECB and he was "very impressed" with the ECB's commitment, as well as by their "desire to forge stronger cooperative efforts between the university and the ECB," which he regards as positive and worth pursuing. Upon asking whether this had been addressed in detail, Regent Lubar was told that discussion was limited to strengthening cooperative links while maintaining the individual identities of both institutions.

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Report on November 7, 1996 meeting of the Hospital Authority Board

Regent Orr was called upon to provide a report on the November 7 meeting of the Hospital Authority Board. He reported that Gordon Derzon had presented a report on the September 1996 Joint Commission on Accreditation on Healthcare (JCAH) survey of the hospital, which had emerged with a raw score of 93 and no Type I violations. Regent Orr observed that this score was unusually good, noting that he had never seen a hospital of similar size and complexity do as well. Citing this as "a tribute to the management, to the hospital and to the members of the Authority Board who worked with the survey

team,” he added that Regents Boyle, James, and Steil had been involved in this impressive process.

Continuing his report, Regent Orr stated that the financial condition of the hospital is “mixed,” with admissions up, length of stay continuing to decline, and intensive and pediatric intensive care volumes down. Expense reductions are being employed to control the effects of lower revenues. The Finance Committee, pursuant to authority granted when the Authority Board met in September, had authorized the purchase of a parcel of land in excess of ten acres on the west side of Madison for a primary care clinic. The Hospital Authority Board Executive Committee appointed a Facilities Committee (to be chaired by Regent Boyle) to oversee the design and construction of both the west side primary care facility and an east side facility. Finally, Regent Orr noted that the Authority Board had approved the exercise of an option on a lease purchase agreement for the acquisition of University Square, where a number of the Hospital’s clinical practices are located.

In discussion following this report, Regent Brandes asked to whom the Pediatric ICU was losing patients, and was told that these patients go to Milwaukee and the Mayo Clinic. Regent Krutsch asked why a declining length of stay is perceived as negative, observing that, from a “managed care” or Medicare standpoint, a shorter length of stay contains the cost of care per patient [which, in a “capitated” system, would increase per-patient revenue for the hospital]; Regent Orr replied that he will inquire further about this indicator.

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Report on National Meeting of Student Trustees

Regent Grebe asked Regent Brown to report on the recent National Meeting of Student Trustees. She informed the Board that this group’s first meeting had been held on October 25 - 27 in Berkeley, California. Over thirty-eight institutions were represented. The Trustees heard speakers from the Department of Education and the National Alumni Forum, as well as from representatives of California Governor Wilson and Vice President Al Gore. Adding that there was overwhelming support for continuing this sort of meeting and for establishing an official organization, Regent Brown concluded that the group is working to make the National Forum of Student Trustees a recognized organization in higher education.

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REPORT OF THE PRESIDENT OF THE SYSTEM

The UW-Green Bay Learning Institute: “Partnerships in Learning”

President Lyall began her report by inviting Chancellor Perkins (UW-Green Bay) to present information regarding the Green Bay Learning Institute, an innovative project that is an example of the interaction and collaboration possible between the University and K-12 system. Chancellor Perkins began his presentation by commending the high degree of “excitement about learning” in Green Bay, noting that this program draws strength from that excitement via its collaboration with community partners. Citing the Board of Regents Study of the UW System in the 21st Century, he noted that the Regents’ vision had included planning for the next century by maintaining quality, access, and affordability; developing partnerships by pooling talent and resources to meet the needs of citizens and employers; and using new tools to remove time and place as barriers to learning. Addressing the challenges of the 21st Century will mean developing partnerships that serve society and enhance the quality of educational programs; developing new technology for instructional use; and maintaining a leadership position in education.

The people responsible for achieving this include:

- the State of Wisconsin
- the University of Wisconsin-Green Bay
- CESA #7 School Districts
- Partners in Education
- Corporate Leaders
- Private Foundations
- Community Members

To meet the challenges of the 21st Century, Chancellor Perkins noted that the State must help the UW System increase the extent of its partnerships with K-12 schools. He reminded the Board of the findings of the SAVE Commission, which had found that the current formal education system was designed on an “assembly line model” that assumed learning stopped at graduation -- it was not designed to deliver lifelong learning in an economy in which jobs become obsolete in years, not decades. The commission also observed that operational changes and pilot projects are the core of the vision for efficient and effective 21st Century government and a continuously improving system may save government dollars. To build lifelong learning, the Commission recommended that parents take responsibility and communities own education: in this model, the school is a community place where teachers teach, technology is used aggressively, and learning happens anytime, any place in many ways. The state offers assistance to educators in achieving the goal of creating a “seamless web of educational opportunity” for Wisconsin’s citizens.

Chancellor Perkins argued that achieving these goals requires a different view of education, including “the development of a culture that puts value on learning” (Deming-1994) and use of measured results to improve the process of education. He suggested that the current “teaching paradigm” uses teaching as means of understanding education. This paradigm focuses on elements of teaching (lesson plans, instructional methods, course credits, classroom management, contact hours and days in school, class periods and size, and age cohorts) to evaluate education. Rather than this paradigm, he suggested that learning be used to understand education -- shifting the paradigm to examine the system of education in terms of curiosity, motivation, responsibility, human development, personal improvement and readiness.

Noting that “a system is a network of interdependent components that work together to try to accomplish the aim of the system” (Deming--1994), Chancellor Perkins suggested that the system should be based on a paradigm where learning is the aim. He then introduced Provost Howard Cohen, who stated that the proposed Institute for Learning would be founded on an “intensely collaborative relationship” between university faculty, school teachers, student teachers and students in schools to develop a K-16 learning system, taking place in a number of venues:

- On-site teacher preparation;
- A learning-centered graduate program;
- Professional development; and
- Research on learning

The major initiatives of the Institute will be to develop an integrated system that will be accountable, with learning standards and the use of continuous assessment; it will link school districts with technology which will be used to create active learning situations. The Partnership will potentially reach the Northeastern Wisconsin CESA #7 district, comprised of 81,500 students, 6,100 teachers and administrators, 37 school districts, and over 150 University faculty -- affecting, ultimately, 483,000 people or 10% of the state population in 6 counties. Noting that a number of documents supporting this initiative had been distributed to the Board, Chancellor Perkins introduced Nancy Armbrust, Vice President of Schreiber Foods, Inc., who addressed the Board as a representative of the Green Bay community. Citing the community’s support for the current Partnership in Education, she stated that the proposed Partnership for Learning had elicited strong support among her peers, who are excited about the possibility of working with UW-GB to get teachers and teaching into the workplace and improve student learning. Observing that this initiative relies on the skills of the teachers, Chancellor Perkins introduced Dr. Jim Coles, administrator of the CESA #7 school district, who spoke on behalf of the educational community of Northeast Wisconsin. He concurred with Ms. Armbrust’s sense of the commitment of the business community to education and to UW-Green Bay. Expressing his support for this project, he noted that this sense of commitment is shared by the administrators, teachers and staff of the CESA#7 area, who support and work with UW-Green Bay to develop this partnership and place the focus on learning and achieving results. In conclusion, Chancellor Perkins cited the potential outcomes of this

partnership, noting that it would produce a better system, improving the learners, the workforce, the leaders of the future, and the quality of life.

Following this presentation, Regent Grebe asked what type of support was being requested; Chancellor Perkins replied that, in addition to his hope that Regents will endorse the project, a request for \$2.6 million had been sent forward in the Biennial Budget Request. Regent Lubar, after expressing his support for the concept of the initiative, asked what, specifically, would be done -- whether it will be limited to linking the schools and University in distance education programs, or providing counseling and professional development, etc.; specific details of each partnership will be determined by the partners involved, designed to meet their needs. Regent Hempel, impressed by the diversity and range of projects, asked how they can all be achieved; she was told that the key would be cooperating, communicating, and building trust with their partners.

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Preliminary Fall 1996 Enrollment Report

Noting that a preliminary report of the Fall 1996 enrollments had been distributed, President Lyall reminded the Board that the demographers who had addressed the participants during the Board of Regents Study of the UW System in the 21st Century had projected an increase in Wisconsin high school graduates beginning in 1995 and rising through 2000. She observed that this projected increase has begun, reflected by the increase of 945 full-time UW System undergraduates admitted this fall. At the same, time graduate and professional enrollments are down -- due, in part, to a decline in federal support for these programs. The net increase shows a modest rise of less than .5%. She then highlighted a few other points in the report:

- UW institutions continue to serve Wisconsin residents first: 82% of new freshman are Wisconsin residents and 9.5% are Minnesota compact students - the remainder are nonresidents;
- 82% of the Freshman class come from the top half of their high school class and 18% come from the top 10% of their class;
- 230 more transfer students were enrolled than in the previous year; and
- UW system-wide enrollments have lagged Enrollment Management targets slightly, both on the decline between 1987-94 and on the upswing from 1995 to the year 2000.

President Lyall observed that the pace of new freshmen enrollments is accelerating, so differences between EM III targets and actual enrollments should narrow over the rest of the decade. While noting that there were variances in enrollments between campuses, she added that a new budget allocation process had been adopted which allows funds to be shifted from institutions that fall below their enrollment targets to those that can accommodate extra students; however, the extent of these shifts will not be known until after the second semester enrollments are in later this year.

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Good News Items

Alfred P. Sloan Foundation Grant Recipient: Professor Robert Drago, UW-Milwaukee

President Lyall reported that UW-Milwaukee Professor Robert Drago, Director of the Master's in Industrial and Labor Relations program, had received a \$626,000 grant from the Alfred Sloan Foundation to conduct a study on "Working Time Arrangements and Family Life." This grant, the largest ever given by the Sloan Foundation for university research, will support Professor Drago's research on successful strategies for American Families to cope with the "time crunch" that stems from the prevalence of two-earner households.

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UW-Parkside: Endowed Scholarship

UW-Parkside received a \$100,000 endowed scholarship fund for students in engineering and computer science, a gift from Ralph and Frances Jaeschke. Noting both that Mr. Jaeschke had been a manager of engineering for Eaton Dynamic in Kenosha (which has employed many UW-Parkside graduates) and that Mrs. Jaeschke is a graduate of UW-Parkside (and was instrumental in the establishment of that institution in southeast Wisconsin), President Lyall added that this gift ensures that Kenosha and Racine students can continue to attend UW-Parkside and remain to work in southeastern Wisconsin after graduation.

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Southern Illinois University 1996 Alumni Achievement Award

President Lyall reported that Senior Vice President Keith Sanders had received the 1996 Alumni Achievement Award for Service from Southern Illinois University.

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UW Extension Distance Learning Project

President Lyall also congratulated Chancellor Hanna and UW-Extension for their "extraordinary" work with the Society for Nonprofit Organizations to provide a distance learning center for professional and management training for nonprofit organizations in Wisconsin. The center will use satellite connections to reach 24,000 nonprofit across the state with faculty and curriculum supported by UW-Extension and industry practitioners.

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State Legislative Audit Bureau A-133 Audit

Concluding her report, President Lyall noted that the State Legislative Audit Bureau had filed its A-133 audit of UW federal funds for 1993-95. The audit covered \$807 million of federal funds managed by UW institutions and challenged only \$303,000 -- less than \$4 out of every \$10,000. She credited the UW System's institutional managers for this "exceptional record," congratulating them for their "fine stewardship."

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REPORT OF THE 21ST CENTURY IMPLEMENTATION COMMITTEE**Joint Meeting of the Business and Finance and 21st Century Implementation Committees*****Pricing: A New Era for Higher Education***

Regent Orr, Chair, reported that the 21st Century Implementation Committee had met jointly with the Business and Finance Committee. The first item they considered was a presentation by President Lyall on "Pricing: a New Era for Higher Education." Regent Orr noted that the committees learned that ideas regarding the price and delivery of education must evolve to incorporate a number of factors: the impact of technology on higher education, particularly in areas of evolving study which demand continuing education, and the nature of those demands changes rapidly as technology changes; that distance educators in other states (including those overseen and funded by private corporations) can teach many courses as effectively as the UW System institutions can and the current system of charging "non-resident tuition" may not apply readily to distance education; and, finally, the increasing demand for access to courses during evenings and weekends. Regent Orr noted that these issues will be presented to the full board at a future seminar. Following this report, Regent Krutsch asked whether continuing education needs will require some form of cost recovery; Regent Orr replied that the discussion had not yet reached that level of detail.

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Creation of a Market Research Unit

The second item considered by the joint committees was a presentation by Associate Vice President Sell on creation of a market research unit. Regent Orr observed that no new resources were involved in this proposal, which attempts to create a means to address a number of questions that are important to the UW System, such as why students drop out, and if they do so, whether they return to school and after what length of time. He observed that the Board of Regents Study of the UW System in the 21st

Century had discovered that the UW System has been responsive to student needs in the past; however, he suggested that a market research unit may help the system continue to do so more rapidly and efficiently.

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Creation of On-line and Other Financial Aid Materials to Assist Parents & Students

The committee then considered one of the recommendations drawn from the Board of Regents Study of the UW System in the 21st Century, which suggested that the System create materials in both electronic and print formats to encourage early saving for college, project the cost of attendance and inform families about available student aid programs. Regent Orr reported that a section on the *Help On-line* web page (<http://www.uwex.edu/ce/help/on-line.htm>) addresses these issues “very well.”

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Further Discussion of Management Flexibility Initiatives

Regent Orr noted that the committee had discussed some of the issues raised by the presenters at the first Board of Regents Development Luncheon held on November 7, 1996, considering in particular the legislative timeline for achieving the proposed management flexibility initiatives.

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Ongoing Working Group Reports

Concluding his report, Regent Orr stated that the committee heard reports from working groups on a number of other recommendations which will come before the board in the future.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

Consent Agenda

Regent Hempel, Chair, introduced Resolutions 7325 - 7337, which had been adopted by the Business and Finance Committee, and moved their approval as Consent Agenda Items. Her motion was seconded by Regent Barry, and the resolutions were unanimously approved. Regent Hempel also observed that she was “glad to be a part of”

the initiative represented in Resolution 7328, praising the Weidner Center as “a gift to the community that has changed the quality of life for many people.”

UW System: 1997-99 Biennial Budget Reduction Exercise

Resolution 7325: That, upon recommendation of the President of the University of Wisconsin System, the report entitled 1997-99 Biennial Budget Reduction Exercise be accepted by the Board of Regents for transmittal to the Department of Administration as directed by the memorandum dated October 8, 1996 from the State Budget Director, Department of Administration.

Authority to Construct a Pray-Sims Residence Hall Recycling Chute System, UW-Stevens Point

Resolution 7326: That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Pray-Sims Residence Hall Recycling Chute System at an estimated total project cost of \$168,600, using Program Revenue Borrowing.

Authority to Construct a Knilans Hall Elevator Addition Project, UW-Whitewater

Resolution 7327: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Knilans Residence Hall Elevator Addition project at an estimated total project cost of \$275,000 using Program Revenue Supported Borrowing.

Approval of the Design Report and Authority to Construct a Weidner Center for the Performing Arts Additions Project, UW-Green Bay

Resolution 7328: That, upon the recommendation of the UW-Green Bay Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Weidner Center for the Performing Arts Additions project at an estimated total project cost of \$4,571,000 (\$4,000,000 Gifts and \$571,000 Weidner Center Program Revenues).

Authority to Construct a 1996-97 Eagle Heights Apartments Remodeling Project, UW-Madison

Resolution 7329: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to construct a 1996-97 Eagle Heights Apartments Remodeling project including all units in Buildings 208, 303, 905, 906, 907, 818, 819, 908, 909, 910, 911, 817 (Units C-D), and 904 (Units A-D), at an estimated total project cost of \$2,950,000, using Program Revenue-Cash.

Approval of the Design Report and Authority to Construct a Southeast Parking Ramp (Lot 46) Expansion Project, UW-Madison

Resolution 7330: 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 a Southeast Parking Ramp (Lot 46) Expansion Project at an estimated total project cost of \$3,904,000 Campus Parking Utility Funds (\$390,000 Program Revenue - Cash and \$3,514,000 Program Revenue Supported Borrowing).

Approval of the Design Report and Authority to Construct a Stratton Residence Hall Renovation Project, UW-River Falls

Resolution 7331: That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority granted to construct a Stratton Residence Hall Renovation Project, at an estimated total project cost of \$2,391,000, Program Revenue Supported Borrowing - Housing Funds.

Authority to Transfer Land to the Wisconsin Department of Transportation, UW-Whitewater

Resolution 7332: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to transfer 0.68 acres of land to the Wisconsin Department of Transportation for highway improvement purposes, in consideration of which the DOT will construct 1550 lineal feet of block wall (\$91,000) and reimburse the campus for landscape restoration (\$15,800) for a total value of \$106,800.

Authority to Revert Leased Property Rights to Permit Waukesha County to Grant a Utility Easement, UW Center-Waukesha County

Resolution 7333: That, upon the recommendation of the UW Centers Chancellor and the President of the University of Wisconsin System, the officers of the Board of Regents be granted authority to release leased property rights to Waukesha County of a 20' x 1,500' strip of land (approximately 0.69 acres) currently leased from Waukesha County, for purposes of the county granting a utility easement to the City of Waukesha.

UW-Madison: Contractual Agreement with Sparta Pharmaceuticals, Inc.

Resolution 7334: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents accepts the agreement with Sparta Pharmaceuticals, Inc., entitled "Radiosensitization of Liver Metastasis with IPDR."

UW-Madison: Doctor of Pharmacy (Pharm.D.) Differential Tuition

Resolution 7335: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the UW-Madison Doctor of Pharmacy (Pharm.D.) Differential Tuition, beginning in academic year 1997-98 be approved, with specific tuition rates for this program established in July 1997 as part of the 1997-98 UW System Annual Budget.

UW-Madison: Contractual Agreement with Syntex (USA) Inc.

Resolution 7336: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents accepts the agreement with Syntex (USA) Inc., entitled "Syntex Gans 2304."

UW System: Best Business Practice for Travel Reimbursement

Resolution 7337: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the suggested changes to the Uniform Travel Schedule Amounts and State Statutes and authorizes transmittal of such changes to the Department of Employment Relations as part of the 1997-99 compensation plan.

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UW System: 1997-99 Pay Plan Recommendations for Faculty and Academic Staff

Resolution 7338 had also been approved by the Business and Finance Committee, but Regent Hempel noted that the approval had not been unanimous; her motion for its adoption by the full board was seconded by Regent Randall, and the resolution was approved with no dissenting votes.

Resolution 7338: That the Board of Regents directs the UW System President (pursuant to s. 230.12(3)(e) *Wis.Stats.*) to notify the Governor and the Legislature that the UW System requests an average salary increase of 4.0 % in each year of the 1997-99 biennium for faculty and academic staff in order to move toward competitive market salaries by the end of the biennium. The Board further directs the UW System President to transmit to the Department of Employment Relations Secretary, currently available information on faculty salaries for UW System peer institutions and related economic indices on which this request is based.

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Presentation by Coalition for Socially Responsible Investment

Regent Hempel reported that the Business and Finance Committee had been joined by a number of presenters who spoke on behalf of the Coalition for Socially Responsible Investment. Among the many speakers were Dean Philip Certain (UW-Madison, College of Letters & Science); Zarni, representing the Free Burma Coalition; Tim Kehl, a pastor of the United Church of Christ in Madison; Representative Tammy Baldwin; and thirteen speakers (most of whom were students) who elaborated on the Coalition's position; and John Ambler, a Texaco representative. Regent Hempel briefly summarized the speakers' comments, noting that Dean Certain had discussed the importance of investment returns and funding the activities of the academic units. She added that other speakers' comments concerned a number of suggestions and proposals, including:

- a proposal that the Board divest its investments in companies that have holdings or do business in some countries;
- that the Board exercise endowment fund shareholder rights when proposals are presented;
- that an advisory committee be established to deal with investment and procurement issues that arise in human rights situations; and
- that Chapter 36, *Wis. Stats.* be re-examined in the context of the various countries of concern.

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Report of Audit Subcommittee

Regent Hempel noted that, following the lengthy discussion cited above, the Business and Finance Subcommittees had met, reporting to the Committee when it reconvened. The Audit Subcommittee had reviewed a presentation of the First Quarter Internal Audit, which had begun 15 new audits during the first quarter. The Subcommittee had also discussed the LAB A-133 audit report which had been mentioned in President Lyall's report; Regent Hempel added her opinion that the result was "superb."

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Report of Physical Planning Subcommittee

Reporting that the Physical Planning Subcommittee had also met, and reminding the Board that Resolutions 7325-7333 had been approved by the Subcommittee prior to their approval by both the Business and Finance Committee and the full Board, Regent Hempel added that the Subcommittee meeting had included a report of the 1996

Landholding and Leased Space. She noted that the UW System has a total annual lease cost of about \$4.7 million, and that the report identifies 61 leases.

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Gifts, Grants and Contracts

Vice President Marnocha reported to the Committee that gifts, grants and contracts for the four-month period that ended October 18, 1996 totaled \$250 million, a decrease of \$8 million from the previous year. Federal awards decreased by \$20 million, while non-Federal awards increased by \$12 million.

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Closed Session

Regent Hempel concluded her report by noting that the Committee had adjourned to closed session to consider trust fund matters, as permitted by s. 19.85(1)(e) *Wis. Stats.*, arising with no report.

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REPORT OF THE EDUCATION COMMITTEE

Regent Krutsch, Chair, moved the adoption of Resolution 7339, which had been approved by the Education Committee; her motion was seconded by Regent Randall, and passed unanimously.

UW-Madison: Authorization to recruit: Academic Program Director, Graduate School Primate Research Center

Resolution 7339: 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 an Academic Program Director, Graduate School/Primate Research Center, at a salary that may exceed the Executive Salary Group Six maximum.

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Report of the Vice President for Academic Affairs

UW Sea Grant Institute Award

At the Committee meeting, Senior Vice President Ward reported that the National Sea Grant College Program had awarded the UW Sea Grant Institute \$1.26 million for the first year of its federally approved 1996-98 program, plus \$1.46 million for continuing a suite of special research and outreach projects over the next two years. With \$1.22 million in matching funds from the State of Wisconsin and from private sources, the grant will support a total of thirty-five Great Lakes-related research, outreach and education projects, involving ninety-six faculty and academic staff, and sixty-five graduate and undergraduate students at six UW System campuses.

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UW-Parkside: Dean of College and Business Technology

Vice President Ward also reported that UW-Parkside intends to recruit for a Dean of the College of Business and Technology, at a salary that will not exceed the Executive Salary Group Six maximum.

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Advising Group: Progress report on first phase of the advising study

Associate Vice President Al Beaver had reported on the first phase of the advising study. The group has identified three advising models at work in the UW System: centralized, decentralized, and a combination of these two. Summarizing his report, Regent Krutsch noted that, while institutions differ on the order of significance with which they rank specific needs for enhancing advising programs, there is considerable agreement about the categories in which those needs occur. These areas include improvements in career advising; coordination of advising services; advisor training; transfer advising; technology and technological support; professional development; and systems for assessing advising programs and evaluating and rewarding individual advisors. The Working Group will next identify models of best advising practices, focusing particularly on addressing the areas identified as needing enhancement. Results will be reported to the Board at its December meeting. Regent Krutsch added that, in the ensuing discussion on this report, she had reported that she had had a discussion with Regent Orr regarding the use of objective measures to evaluate additional investments in advising processes. These measures might include such items as time-to-graduation, retention rates and reduced number of changes in majors, as well as the number of FTE's involved in advising.

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Admission Practices and Policies in the UW System

Regent Krutsch reported that the Committee also heard presentations on admissions processes in the UW System, which, she noted, is part of the Education Committee's ongoing interest in improving new students' preparation for college. In these presentations on admission policies and practices, the committee was particularly interested in incentives and disincentives contained in current admissions policies. (For example, whether students are taking the most challenging courses through the senior year of high school and what kinds of signals are sent by current admissions policies.) Regent Krutsch added that the committee also learned more, in general, about current policies and practices. The presentations consisted of three components:

- Associate Vice President Sharon James and Dan Layzell, Director of the Office of Policy Analysis and Research, presented background material on admissions policies, as well as some general statistical information on applications and admissions.
- UW-Madison Provost John Wiley discussed the criteria that colleges and universities use to predict student success. In his background paper, he had argued that numerical indicators can be used to sort applicants into three groups: those who can be admitted based on cursory examination of numerical indicators; those who can be denied admission based on such examination; and those for whom a fair and justifiable admission decision cannot be based on numerical indicators alone -- this final category demands most of the time and effort associated with admission decisions. Regent Krutsch added that questions had been raised by some legislators and parents concerning fair access for students from the most competitive high schools (for instance, where class rank may not reflect level of achievement). She observed that some high schools have weighted GPA requirements in which students who take more challenging courses achieve higher rankings, while other schools do not -- in the latter cases, students who take the minimum courses required may rank higher than those students who take more challenging courses. Madison, the most selective UW institution, admits approximately two thirds of students on an automatic admission category which uses class rank based on different high schools' GPA ranking systems; in addition, Madison admissions go further into the class ranks of the more competitive schools. Regent Krutsch reported that she has discussed this issue with Superintendent Benson, who agreed that DPI will gather information on the different kinds of GPA ranking systems in Wisconsin high schools. Finally, she noted that she had discussed this issue with the Admissions Director of the University of North Carolina - Chapel Hill, who had been quoted extensively on the subject of the use of standardized test scores in college admissions decisions in a recent *USA Today* article. Regent Krutsch learned that North Carolina had recently mandated that every high

school would have the same weighted GPA system so that admissions counselors would know that, within each school, student rankings would reflect course difficulty.

- A four-person panel responded to Provost Wiley's presentation. Chancellors Judith Kuipers (UW-La Crosse) and Larry Schnack (UW-Eau Claire), Assistant Vice Chancellor for Enrollment Services, Myron Van de Ven (UW-Green Bay) and Beth Weckmueller (Director of Enrollment Services, UW-Milwaukee) related Provost Wiley's comments to the advising processes at their campuses. Most UW campuses read and rank admissions decisions individually, rather than rely on automatic admissions decisions; UW-Madison deviates from this pattern due to the volume of applications and costs associated with reading every application.

Regent Krutsch highlighted a few issues raised in discussion of the presentations. Responding to the question of whether graduates of more rigorous high schools are at a disadvantage, Provost Wiley again responded that this is not the case. Chancellor Schnack observed that there is a good deal of consistency in admissions processes across the system, due to regular meetings of admissions personnel. Regent Krutsch noted that the discussion concluded with her reiteration of the need to send clear signals to high schools about the value of taking difficult courses; Regent Brandes' suggestion that this message be made even more clear will be addressed in future discussions on this topic.

In discussion following this report, Regent Grebe added two observations, commending Provost Wiley's report (which was distributed with the agenda materials) and echoing Chancellor Schnack's observation that staff throughout the UW System are currently doing very good work in this area. Noting that this is an area which requires continuous improvement, he expressed his confidence in the admissions procedures throughout the system. Regent Orr praised Regent Krutsch for raising the issue, adding his anecdotal observation that a Wausau high school with a rigorous international baccalaureate program had encountered a problem with students avoiding those courses because they are so difficult, and they recognize that the higher GPA might help them gain admission to selective universities. He added that the State of Wisconsin valedictorian scholarship program might have the paradoxical effect of discouraging students from taking challenging coursework in order to guarantee winning the scholarship. Regent Krutsch noted that the most important function of admission policies is to predict success in college and to provide fair access; however, they might have another effect, in that signals they send to students, parents and school districts should not discourage students from entering challenging courses. She added that students fulfilling only minimum requirements can have one year of high school without courses in science, math, history or social studies without affecting their class rank. Regent Benson, who stated that the Department of Public Instruction is interested in working with the Education Committee to gather data on this subject, expressed his concern about equity in admissions policies. Observing that Wisconsin is a state in which many small school districts cannot offer the broad curricular opportunities that larger or wealthier

districts offer, he noted that some young people “by accident of their place of birth” lack the opportunity to study some topics, and that many Wisconsin high school graduates have taken the challenging courses offered by their schools; however, he acknowledged that some high school students don’t always take advantage of rigorous courses because the top ranking students have more scholarship opportunities. He added that parents and students need to understand that there’s something more important than simply aiming for that scholarship. Regent Krutsch responded that the weighted GPA ranking systems that had been discussed would ensure equity within schools rather than encourage competition between schools.

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UW-Platteville: B.S. in Environmental Engineering

Regent Krutsch concluded her report by noting that a proposed new program, the B.S. in Environmental Engineering, UW-Platteville, received a first reading by the committee. This proposal will be on the committee’s December agenda for final consideration.

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ADDITIONAL RESOLUTIONS

Regent Grebe, observing that UW-Oshkosh was celebrating an important anniversary this year, called upon Regent Krutsch to propose Resolution 7340. The resolution was unanimously seconded and adopted by show of applause, and Chancellor Kerrigan, on behalf of UW-Oshkosh, expressed his appreciation to the Board.

Commemorative Resolution in Recognition of the University of Wisconsin-Oshkosh on the occasion of its 125th Anniversary

Resolution 7340: Whereas, The State of Wisconsin established the Oshkosh Normal School in 1871;

 Whereas, The entering class totaled 43 students;

 Whereas, The State has continued to support the growth and development of that educational institution and others throughout the state in the following years;

 Whereas, The University of Wisconsin System was established in 1971 to include the University now known as the University of Wisconsin-Oshkosh; and

Whereas, The fall of the 1996-97 academic year represents the 125th year of educational success at the University of Wisconsin-Oshkosh;

Now, Therefore, The Board of Regents of the University of Wisconsin System issues this Commemorative Resolution in Celebration of the 125th Anniversary of the founding of the institution now known as the University of Wisconsin Oshkosh; and

Therefore, The Board also extends this formal congratulations and expression of best wishes for the future success of the University to the faculty, staff, administration, students, alumni, friends, and supporters of the University of Wisconsin-Oshkosh.

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CLOSED SESSION

At 9:55 a.m., the Board of Regents recessed for ten minutes, after which time they reconvened and Regent Lubar moved the adoption of Resolution 7341. The motion was adopted on a roll-call vote, with Regents Barry, Benson, Boyle, Brandes, Brown, DeSimone, Grebe, Hempel, James, Krutsch, Lubar, MacNeil, Orr, Smith and Steil (15) voting in the affirmative.

Resolution 7341: That the Board of Regents recess into closed session to consider honorary degree nominations at UW-Madison, and to consider a personal history related to naming a facility at UW-Madison, as permitted by s.19.85(1)(F), *Wis. Stats.*; to consider personnel matters, 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 10:40 a.m., the Board adjourned, issuing no report.

Submitted by

Judith A. Temby, Secretary

November 20, 1996

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