

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Thursday, August 20, 1998
1820 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin

1:00 p.m.

1. Calling of the roll
2. Approval of the minutes of the June 5, June 18 and June 30, 1998 meetings
3. Report of the President of the Board
 - a. Report on the July meeting of the Hospital Authority Board
 - b. Report on July meeting of the WTCS Board
 - c. Report on June meeting of TEACH Board
 - d. Report on June and August meetings of Educational Communications Board
 - e. Report on July meeting of HEAB
 - f. Additional items that the President of the Board may report or present to the Board
4. Report of the President of the System
 - a. Authorization to recruit marketing manager, Learning Innovations Center, UW-Extension
[Resolution II.4.a.]
 - b. Authorization to recruit operations manager, Learning Innovations Center, UW-Extension
[Resolution II.4.b.]
 - c. Authorization to recruit named professor, School of Business Administration, UW-Milwaukee
[Resolution II.4.c.]
 - d. Additional items that the President of the System may report or present to the Board
5. 1999-2001 Biennial Operating and Capital Budget requests
 - [Resolution II.5.a.]
 - [Resolution II.5.b.]
 - [Resolution II.5.c.]
6. Additional resolutions
7. Communications, petitions, memorials
8. Unfinished or additional business
10. Recess into closed session to consider personnel matters, including extension of a leave of absence at UW-Stout, a temporary base salary adjustment at UW-Madison, and named professorships at UW-Madison and UW-Stout, as permitted by s.19.85[1][c], *Wis. Stats.*, to consider personal histories related to appointment of members of Board of Visitors, UW-

Milwaukee, as permitted by s.19.85(1)(f), *Wis. Stats.*, and confer with legal counsel, as permitted by 19.85(1)(g), *Wis. Stats.**

*The closed session may be moved up for consideration during any recess called during the regular meeting agenda. The regular meeting will be reconvened in open session following completion of the closed session agenda.

Agenda898.doc

Authorization to recruit:
Marketing Manager, Director-Unspecified
Learning Innovations Center
University of Wisconsin-Extension

BOARD OF REGENTS

Resolution:

That, upon recommendation of the Chancellor of the University of Wisconsin-Extension and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Marketing Manager, Director-Unspecified, Learning Innovations Center, at a salary that may exceed the Executive Salary Group Six maximum.

Institution: UW-Extension

For Board of Regents Consideration on: ASAP

Type of Request: [Check appropriate box(es)]

- ☐ 1. Tenure Involved
- ☐ 2. Proposed salary between 75% and 100% of the Group 6 maximum*
- ☒ 3. Proposed salary above Group 6 maximum*

1. Official University Title of Position: Director-Unspecified (9) Working title: Marketing Manager

2. Division/College/School - Department/Project: Learning Innovations

3. Description of Duties (attach page if necessary):
see attached

4. Intended length of appointment: 1 year

5. Recommended Salary Range: \$100-125,000

6. Source of Funds: 104 Program Revenue

7. New Position ☒ Replacement _____. If replacement, indicate name and salary of previous person:

(name) ..

(salary)

8. Brief justification of Salary Range (attach comparable salary information from other institutions and comparable current salary information from the department or unit affected):

We have contacted various private sector companies to obtain the salaries of individuals who work in these areas and have been told this is the range of personnel working in these areas.

9. Approved by:

5. Approved by: Mike J. Offenberg 6/26
(Dean/Director) ~~HS~~ (date)

Al Berber 6/26
(Chancellor/Vice Chancellor) (date)

10. Authorization to Recruit (Approved)(Denied) by the Regents/Senior Vice President's Office:

(signature) ..

(title) :

(date)

*The Executive Salary Group 6 Maximum is identified each year in the Annual Budget Instructions.

POSITION DESCRIPTION

Marketing Manager University of Wisconsin Learning Innovations

Academic Staff Title: Director, Unspecified (9)
One-year, fixed term, 100% appointment

Working Title: Marketing Manager

Unit: University of Wisconsin Learning Innovations
(UWLI)

General Description

UWLI is an exciting, new venture that develops and delivers the vast knowledge and resources of the fifteen University of Wisconsin institutions to the world. Governor Thompson of Wisconsin has recognized UWLI as the vehicle by which learning and instructional opportunities will be delivered anywhere in the world.

UWLI supports UW institutions, faculty, and staff as well as other partners through team-based multi-media design, development, and distribution of asynchronous education and training addressing corporate, academic, and individual learner needs.

The Marketing Manager is directly responsible for creating and expanding UWLI client base and revenue. The position is a member of the UWLI leadership team and reports to the Executive Director.

Principal Duties

1. Oversee and approve all marketing and sales functions ensuring adequate resources for their implementation.
2. Determine which accounts will be pursued. Create an account plan developing strategies and technological/marketing tactics to maximize account productivity.
3. Lead marketing team in developing, coordinating, implementing, and evaluating a strategic marketing plan.

4. As a member of the management staff determine policy and direction for UWLI identifying current and anticipated trends, issues, and opportunities.
5. Ensure UWLI message and image consistency leading to program effectiveness and desired impact.
6. Supervise the UWLI Marketing Team that includes account/project managers, project director, graphic designer, webmaster, promotions coordinator, and training director.
7. Develop, implement, and monitor the marketing budget.
8. Create and maintain strategic business relationships developing joint marketing activities when appropriate.
9. Maintain all facts and figures for marketing and sales efforts and communicate these on a regular basis.
10. Prepare reports and presentations as requested or necessary.
11. Perform other duties assigned by the Executive Director of UWLI.

Essential Functions

1. Independently lead the marketing team in the creation and expansion of revenue
2. Well-developed interpersonal, supervisory, and managerial skills
3. Well-developed budgeting skills
4. Big picture, holistic perspective rather than specialized orientation
5. High degree of self-direction, initiative, and motivation
6. Perform in a self-managed, work group environment
7. Excellent oral and written communication skills
8. Well-developed computer skills and working knowledge of information technology

Qualifications

1. Bachelor's degree. Master's preferred.
2. Minimum eight to ten year's experience focused in the commercial sector. Preference will be given for experience in leading marketing teams.
3. Demonstrated ability to develop and implement a successful marketing plan leading to revenue creation.

4. Demonstrated experience in forming and maintaining business relationships.
5. Demonstrated excellence in the following:
 - budget development and implementation
 - written and oral communication skills and the ability to work with diverse groups and individuals
 - supervisory experience
 - ability to understand and work in a complex environment with rapidly changing priorities and deadlines
 - problem solving experience
6. Working knowledge of educational and information technologies

The University of Wisconsin–Extension is an Equal Opportunity/Affirmative Action Employer. Women, minorities, Vietnam era disabled veterans and individuals with disabilities are encouraged to apply.

Authorization to recruit:
Operations Manager, Director-Unspecified
Learning Innovations Center
University of Wisconsin-Extension

BOARD OF REGENTS

Resolution:

That, upon recommendation of the Chancellor of the University of Wisconsin-Extension and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for an Operations Manager, Director-Unspecified, Learning Innovations Center, at a salary that may exceed the Executive Salary Group Six maximum.

Format A: REQUEST FOR AUTHORIZATION TO RECRUIT

Institution: UW-Extension

For Board of Regents Consideration on: ASAP

If proposed salary is above Group 6 maximum*, Regents' approval is required and this form must be received by the Chancellor's Office three weeks before the date of the Regents' meeting at which the request is to be considered; it should be filed with the Office of the Senior Vice President for Academic Affairs fourteen working days prior to such meeting.

Type of Request: [Check appropriate box(es)]

[] 1. Tenure Involved

[] 2. Proposed salary between 75% and 100% of the Group 6 maximum*

☒ 3. Proposed salary above Group 6 maximum*

1. Official University Title of Position: Director-Unspecified (9) Working title: Operations Manager

2. Division/College/School - Department/Project: Learning Innovations

3. Description of Duties (attach page if necessary):

See Attached

4. Intended length of appointment: 1 Year

5. Recommended Salary Range: \$125-175,000

6. Source of Funds: 104 Program Revenue

7. New Position ☒ Replacement ☐. If replacement, indicate name and salary of previous person:

(name)

(salary)

8. Brief justification of Salary Range (attach comparable salary information from other institutions and comparable current salary information from the department or unit affected):

We have contacted various private sector companies to obtain the salaries of individuals who work in these areas and have been told that this is the range of personnel working in these areas.

9. Approved by:

Mike J. O'Hernan 4/26
(Dean/Director) (date)

Al Brown 6/26
(Chancellor/Vice Chancellor) (date)

10. Authorization to Recruit (Approved)(Denied) by the Regents/Senior Vice President's Office:

(signature)

(title)

(date)

*The Executive Salary Group 6 Maximum is identified each year in the Annual Budget Instructions.

LEARNING INNOVATIONS

PVL#

POSITION DESCRIPTION

Operations Manager University of Wisconsin Learning Innovations

Academic Staff Title: Director, Unspecified (9)
One-year, fixed term, 100% appointment

Working title: Operations Manager

Unit: University of Wisconsin Learning Innovations
(UWLI)

General Description

UWLI is an exciting, new venture that develops and delivers the vast knowledge and resources of the fifteen University of Wisconsin institutions to the world. Governor Thompson of Wisconsin has recognized UWLI as the vehicle by which learning and instructional opportunities will be delivered anywhere in the world.

UWLI supports UW institutions, faculty, and staff as well as other partners through team-based multi-media design, development, and distribution of asynchronous education and training addressing corporate, academic, and individual learner needs.

The Operations Manager oversees and leads all internal operations at UWLI with a bottom-line orientation to assure cost effective, efficient team development. The position is a member of the UWLI leadership team and reports to the Executive Director.

Principal Duties

1. Ensure that UWLI staff have the necessary technical, physical, human, and financial resources and infrastructure to perform optimally. Serve as a resource person on whom others rely.
2. Solicit and choose among alternative, cost effective solutions to operational problems and correct problems on a timely basis. Prioritize when simultaneous problems occur.

3. Develop and maintain operational guidelines and reporting procedures.
4. Complete operational objectives through organization, planning, scheduling, monitoring, and evaluating results.
5. Identify current as well as anticipated operational issues and opportunities and associated requirements and communicate these to appropriate staff.
6. Coordinate scheduling of service delivery and product production.
7. Participate in UWLI financial planning associated with operational activities.
8. Stay current on knowledge of information technologies .
9. Serve as liaison with appropriate University Research Park and University of Wisconsin–Extension personnel.
10. Prepare reports as necessary and requested.
11. Perform other duties assigned by Executive Director of UWLI.

Essential Functions

1. Independently lead multi-media production team in a high expectation, goals oriented, bottom-line, and income-based organization
2. Well-developed problem solving skills
3. Well-developed interpersonal and supervisory skills
4. Big picture, holistic perspective rather than specialized orientation
5. High degree of self-direction, initiative, and motivation
6. Perform in a self-managed, work group environment
7. Excellent oral and written communication skills
8. Substantial mathematical and budgeting skills
9. Well-developed computer skills and knowledge of information technology

Qualifications

1. Bachelor's degree required. Master's degree preferred.
2. Minimum six to eight year's professional experience focused in the commercial sector. Preference will be given for experience in leading multi-media production teams.

3. Demonstrated excellence in the following:
 - written and oral communication skills and ability to work with diverse groups and individuals
 - ability to understand and work in a complex environment with rapidly changing priorities and unanticipated deadlines
 - problem solving experience
 - dealing with vendors and outsourced support
 - timely delivery of high quality media products within budget
4. Working knowledge of educational and information technologies and associated vendors
5. Working knowledge of resource planning, financial management, and internal control processes

The University of Wisconsin–Extension is an Equal Opportunity/Affirmative Action Employer. Women, minorities, Vietnam era disabled veterans and individuals with disabilities are encouraged to apply.

Authorization to recruit:
Named Professor
School of Business Administration
University of Wisconsin-Milwaukee

BOARD OF REGENTS

Resolution:

That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Professor, School of Business Administration, at a salary that may exceed the Executive Salary Group Six maximum.

Provost and Vice Chancellor

UWM

22 June 1998

MEMORANDUM

TO David J Ward, Senior Vice President for Academic Affairs
The University of Wisconsin System

FR Kenneth L Watters, Provost and Vice Chancellor

RE Named Professor Recruitment



I have received a recommendation from Dean Charles Kroncke of the UWM School of Business Administration that we pursue a recruitment for a full professor, concurrently appointed as the Robert L and Sally S Manegold Professor. The salary rate will likely exceed the ESG 6 maximum. Pursuant to UPG 5.03(5), I am requesting UWS and Board of Regents approvals to proceed with the recruitment. In support thereof, please find attached;

1. Format A: Request for Authorization ot Recruit
2. Requested Action Summary
3. AACSB 1997/98 Salary Survey Data
4. Position Announcement for Recruitment
5. Documentation for Manegold Professorship

Please let me know if you require further information. Dean Kroncke anxiously awaits your approvals in order to commence what will very likely be a competitive recruitment.

Thank you for your attention.

c John H Schroeder, Chancellor (w/out encl)
Erika Sander, Assistant Vice Chancellor for Personnel (w/out encl)
Charles Kroncke, Dean, School of Business Administration (w/out encl)
Human Resources (w/out encl)

[sbafrma1.uws]

Format A: REQUEST FOR AUTHORIZATION TO RECRUIT

Institution: University of Wisconsin-Milwaukee

For Board of Regents Consideration on: July 1998

If proposed salary is above Group 6 maximum*, Regents' approval is required and this form must be received by the Chancellor's Office three weeks before the date of the Regents' meeting at which the request is to be considered; it should be filed with the Office of the Senior Vice President for Academic Affairs fourteen working days prior to such meeting.

Type of Request: [Check appropriate box(es)]

☒ 1. Tenure Involved

☐ 2. Proposed salary between 75% and 100% of the Group 6 maximum*

☒ 3. Proposed salary above Group 6 maximum*

1. Official University Title of Position: Full Professor (Manegold)

2. Division/College/School - Department/Project: School of Business Administration

3. Description of Duties (attach page if necessary):

4. Intended length of appointment: Tenured Appointment

5. Recommended Salary Range: \$90,000 - 125,000

6. Source of Funds: 101

7. New Position Replacement ☒. If replacement, indicate name and salary of previous person:

Professor Paul Nystrom
(name)

\$107,206
(salary)

8. Brief justification of Salary Range (attach comparable salary information from other institutions and comparable current salary information from the department or unit affected):

9. Approved by:

Charles O. Kelly 6/18/98
(Dean/Director) (date)

K. C. Watters ES 22 June 1998
(Chancellor/Vice Chancellor) (date)

10. Authorization to Recruit (Approved)(Denied) by the Regents/Vice President's Office:

(signature)

(title)

(date)

*The Executive Salary Group 6 Maximum is identified each year in the Annual Budget Instructions.

UNIVERSITY OF WISCONSIN-MILWAUKEE
DIVISION OF ACADEMIC AFFAIRS
[21 June 1998]

Requested Action: UWS and Board of Regent approval to recruit a full professor (Manegold Professorship in Management) within the UWM School of Business Administration with a salary above the ESG-6 salary range maximum.

Authority: UWS Unclassified Personnel Guidelines (UPG) 5.03(5).

Salary: C-basis (9-month) salary will be \$90,000-\$125,000, dependent on qualifications and experience. Attached are the 1997/98 AACSB Salary Survey Data. For both existing as well as new hire full professors, the data for public-accredited for AACSB member schools by relevant sub-disciplinary areas are:

For Behavioral Science/Organizational Behavior:

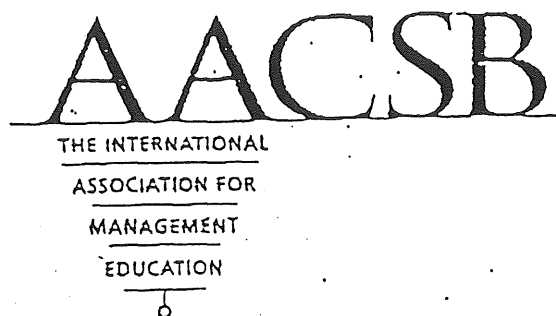
Existing Full Professors: \$49,400-181,000 (Mean = \$88,800)
New Hire Full Prof'sors: \$88,000-\$125,500 (Mean = \$104,900)

For Strategic Management:

Existing Full Professors: \$55,500-\$157,200 (Mean = \$86,100)
New Hire Full Prof'sors: \$61,800-\$132,000 (Mean = \$96,900)

[Note: all summary data are attached.]

Title/Duties: The Manegold Professor in Management will be a named, full professor with tenure. The successful candidate must be a nationally recognized management scholar, who has actively published and successfully mentored graduate students. The candidate will be expected to take a lead teaching role in doctoral education and, preferably also in executive programs.



1997-1998

Salary Survey

Statistical Service

PREFACE

This report of faculty and administrative personnel salaries paid during the 1997-98 academic year is the 30th such annual study conducted by AACSB - The International Association for Management Education in the current series. All AACSB member institutions in the United States were invited to participate in the survey. The salary survey questionnaire was mailed to 666 member institutions. Of these, 417 responded. The table below indicates categories of respondents and percentage response from each category of AACSB membership:

	AACSB Membership	Number Responding	Percent Responding
Private Educational Institutions			
Private Accredited	100	82	82
Private Nonaccredited	182	57	31
Public Educational Institutions			
Public Accredited	235	207	88
Public Nonaccredited	<u>149</u>	<u>71</u>	<u>47</u>
	666	417	62

The survey includes salary data on 20,615 faculty members and 3,136 administrators.

Salary information was collected in thousands to one decimal point. Salaries of faculty were collected as nine- or 10-month equivalent salaries to allow direct comparability to data collected and disseminated by the American Association of University Professors. Administrative salaries were collected on a 9-month/12-month breakdown. Of the 3,136 administrative salaries reported, 790 were paid on a 9-month basis, while 2,346 were paid on a 12-month basis.

PARTICIPATING AACSB MEMBER SCHOOLS
(all salary values in 000's)

BEHAVIORAL SCIENCE/ORGANIZATIONAL BEHAVIOR

	Rank	Rptg	Range	Mean	90	75	Median	25	10
PUBLIC ACCREDITED									
- All Faculty -									
EXISTING	PROFESSOR	189	49.4-181.0	88.8	118.0	100.3	83.1	73.0	66.2
	ASSOCIATE PROFESSOR	116	49.5-103.0	69.4	83.5	75.6	67.6	61.2	56.9
	ASSISTANT PROFESSOR	71	46.0- 92.1	64.7	74.1	70.0	64.4	58.5	52.5
	INSTRUCTOR *	10	30.6- 66.4	43.3	51.1	45.7	43.0	36.4	30.6
- New Hire -									
NEW	PROFESSOR	4	88.0-125.5	104.9		117.0	89.0	88.0	
	ASSOCIATE PROFESSOR	2	65.0- 75.0	70.0					
	ASSISTANT PROFESSOR	11	46.0- 92.1	62.0	69.0	65.0	63.0	52.5	46.0
	INSTRUCTOR *	1	35.0- 35.0	35.0					
	NEW DOCTORATE	7	52.5- 67.0	60.9		64.0	59.5	59.5	
	ABD	2	44.0- 62.0	53.0					
PUBLIC NON-ACCREDITED									
- All Faculty -									
	PROFESSOR	10	56.5- 80.5	68.8	75.6	75.0	69.2	62.0	56.5
	ASSOCIATE PROFESSOR	13	56.9- 75.6	65.6	73.5	70.3	64.1	61.0	56.9
	ASSISTANT PROFESSOR	15	38.9- 74.0	60.3	74.0	63.0	62.0	55.0	41.7
	INSTRUCTOR *	2	35.5- 54.6	45.1					
- New Hire -									
	PROFESSOR								
	ASSOCIATE PROFESSOR								
	ASSISTANT PROFESSOR	6	55.0- 74.0	64.0		74.0	62.0	57.0	
	INSTRUCTOR *	1	35.5- 35.5	35.5					
	NEW DOCTORATE								
	ABD	1	50.0- 50.0	50.0					
PRIVATE ACCREDITED									
- All Faculty -									
	PROFESSOR	82	51.5-185.0	108.9	152.9	133.5	103.3	85.0	73.0
	ASSOCIATE PROFESSOR	67	47.3-126.5	80.6	102.6	89.5	77.0	69.2	65.0
	ASSISTANT PROFESSOR	48	57.0- 93.6	77.3	92.0	86.0	76.0	67.0	62.1
	INSTRUCTOR *	12	28.0-112.3	51.4	67.0	55.8	45.0	33.9	28.0
- New Hire -									
	PROFESSOR								
	ASSOCIATE PROFESSOR	2	83.0-100.0	91.5					
	ASSISTANT PROFESSOR	8	67.0- 88.0	80.0		84.0	83.0	70.0	
	INSTRUCTOR *	1	52.0- 52.0	52.0					
	NEW DOCTORATE	3	75.0- 76.0	75.3			75.0		
	ABD	1	52.0- 52.0	52.0					

* Footnote for rank of INSTRUCTOR:

Extremely low range values represent doctoral students hired as full-time instructors.
Extremely high range values represent adjuncts paid on the basis of expertise.

PARTICIPATING AACSB MEMBER SCHOOLS
(all salary values in 000's)

STRATEGIC MANAGEMENT

Rank	Rptg	Range	Mean	90	75	Median	25	10
PUBLIC ACCREDITED								
- All Faculty -								
PROFESSOR	109	55.5-157.2	86.1	115.1	96.1	78.5	73.1	65.5
ASSOCIATE PROFESSOR	114	47.8- 99.5	69.0	82.0	75.5	67.6	61.1	58.0
ASSISTANT PROFESSOR	92	41.3- 92.5	62.5	74.0	67.0	61.1	56.0	52.8
INSTRUCTOR *	15	25.4- 61.5	45.9	60.5	50.0	47.8	36.0	28.2
- New Hire -								
PROFESSOR	2	61.8-132.0	96.9					
ASSOCIATE PROFESSOR	3	64.0- 86.4	78.5			85.0		
ASSISTANT PROFESSOR	18	41.3- 75.0	61.1	70.0	68.0	62.0	55.4	48.0
INSTRUCTOR *	3	33.8- 50.0	39.9			36.0		
NEW DOCTORATE	6	48.0- 70.0	62.0		69.0	62.0	60.0	
ABD	3	45.0- 56.0	51.2			52.5		
PUBLIC NON-ACCREDITED								
- All Faculty -								
PROFESSOR	14	53.4- 93.0	69.7	80.0	75.6	68.9	61.1	53.4
ASSOCIATE PROFESSOR	9	48.6- 86.4	63.6		64.6	59.5	52.1	
ASSISTANT PROFESSOR	5	50.9- 69.5	60.9		63.5	63.4	50.9	
INSTRUCTOR *	3	37.6- 60.2	49.1			49.5		
- New Hire -								
PROFESSOR								
ASSOCIATE PROFESSOR								
ASSISTANT PROFESSOR								
INSTRUCTOR *								
NEW DOCTORATE	1	43.7- 43.7	43.7					
ABD								
PRIVATE ACCREDITED								
- All Faculty -								
PROFESSOR	26	66.1-175.8	114.0	152.9	152.9	105.4	89.5	74.4
ASSOCIATE PROFESSOR	42	54.9-120.8	76.1	95.0	82.0	72.2	66.1	62.4
ASSISTANT PROFESSOR	28	43.7- 93.6	71.2	93.6	75.0	66.6	63.2	60.4
INSTRUCTOR *	7	28.8- 75.0	53.1		57.2	51.0	42.0	
- New Hire -								
PROFESSOR								
ASSOCIATE PROFESSOR								
ASSISTANT PROFESSOR	3	65.0- 75.0	70.0			70.0		
INSTRUCTOR *	3	50.0- 75.0	64.3			68.0		
NEW DOCTORATE	8	61.0- 91.8	72.6		72.0	68.0	62.0	
ABD	2	60.0- 68.0	64.0					

* Footnote for rank of INSTRUCTOR:

Extremely low range values represent doctoral students hired as full-time instructors.
Extremely high range values represent adjuncts paid on the basis of expertise.

University of Wisconsin-Milwaukee
School of Business Administration

Manegold Professorship in Management

We are seeking an outstanding management scholar for the Robert L. and Sally S. Manegold Professor of Management. This position is a named, full professor, tenure-track faculty position. Candidates wishing to be considered should be nationally recognized management scholars, as evidenced by a substantial number of publications in top-tier management journals and doctoral student training. Applicants should also have established a national service record, including editorial board experience and service to scholarly associations. Candidates will be expected to take a lead teaching role in doctoral education and preferably also in executive programs. Candidates must have an earned doctorate in a management-related discipline. This position will begin in Fall 1999. Application deadline is December 15, 1998.

The University of Wisconsin-Milwaukee (UWM) is a major urban university committed to academic excellence, located in the commercial and industrial hub of the state of Wisconsin. The campus is in a pleasant residential neighborhood on Milwaukee's northeast side, only a few blocks from Lake Michigan. It is one of the two "doctoral cluster" campuses in the 13-campus University of Wisconsin System, and has a student enrollment of approximately 22,000. The School of Business Administration at UWM is accredited by the AACSB at both undergraduate and graduate levels. It offers BBA (in seven major fields), MBA, Executive MBA, MS (in nine areas of concentration), and Ph.D. degree programs. A total of 65 full-time faculty members bring an impressive range of expertise to the School with doctorates and advanced training from some of the country's leading universities. The new Business School building is technologically sophisticated, and its classrooms are equipped with multimedia command consoles and are networked into the school's computer systems. Additional information is available at our Web site:

<http://www.uwm.edu/Dept/Business/SBA/>

Please send vita, samples of representative research, and three letters of reference postmarked no later than **December 15, 1998** to:

Professor Mark A. Mone
Phone (414) 229-4355
E-mail mone@uwm.edu

or

Professor Vincent L. Barker
Phone (414) 229-6524
E-mail barker@uwm.edu

Co-Chairs, Search Committee
School of Business Administration
University of Wisconsin-Milwaukee
P.O. Box 742
Milwaukee, WI 53201
Fax (414) 229-2371

Both the University and the School are committed to increasing the diversity of the faculty, staff and student body and strengthening sensitivity throughout the institution. We take affirmative action to ensure equal opportunity. As part of this plan of action, the School is particularly interested in receiving applications from qualified female and minority candidates, and they are encouraged to identify themselves as such.

Dean
School of Business Administration



August 13, 1996

MEMORANDUM

TO: Kenneth L. Watters
Provost & Vice Chancellor

FROM: Eric Schenker
Dean *ES*

SUBJECT: Robert L. & Sally S. Manegold Professorship

In 1986 the UWM Foundation received a \$1,000,000 contribution from a donor who at that time chose to remain anonymous and who wished to support faculty research in the field of strategic management and organizations. The proceeds of that fund have been used since that time to support the research efforts of Professor Paul C. Nystrom. The donor, Robert L. and Sally S. Manegold, no longer wish to remain anonymous and have executed a memorandum of agreement with the UWM Foundation to create the *Robert L. and Sally S. Manegold Professorship*.

I have received a recommendation, copy attached, from the SBA Executive Committee that Professor Nystrom be named to this Professorship for the 1996-97 academic year. I concur with that recommendation and am asking you and Chancellor Schroeder to forward it to the Regents for approval.

The documents which are enclosed are:

1. The fully executed Memorandum of Agreement between Robert L. & Sally S. Manegold and the UWM Foundation
2. Status Report of Activities, dated January 31, 1996 for Professor Paul Nystrom
3. Academic Plan for Professor Paul Nystrom for 1996-99
4. Curriculum Vita for Professor Paul Nystrom
5. Memorandum dated July 12, 1996 from Eric Schenker to Winston Ring, Chair, SBA Executive Committee

6. Memorandum dated August 9, 1996 from Winston Ring, Chair, SBA Executive Committee to Eric Schenker, Dean, recommending the appointment of Professor Paul Nystrom to the Robert L. and Sally S. Manegold Professorship

Please call me if you have any questions.

Enclosures

cc: Professor Winston Ring, Chair, SBA Executive Committee
Professor Paul C. Nystrom

Special Assistant to the Chancellor
Development and Alumni Relations



MEMORANDUM

May 29, 1996

TO: Dean Eric Schenker
FROM: Jon Helminiak
RE: Robert L. and Sally S. Manegold Professorship

Enclosed is a copy of the fully executed Memorandum of Agreement that governs the establishment of the Robert L. and Sally S. Manegold Professorship. One of the originals will remain at the UWM Foundation and the other has been forwarded to Mr. Jack Pelisek per his request.

At the close of the business day on June 30, 1996, we will be pleased to transfer the \$1,000,000 from the Enhancing Academic Excellence account into a separate modified endowment account entitled the "Robert L. and Sally S. Manegold Professorship Fund." At that time we will also advise you of the new account number.

Please let me know if I may be of additional assistance.

Enclosure

MEMORANDUM OF AGREEMENT

This Memorandum of Agreement is made by and between the School of Business Administration at the University of Wisconsin-Milwaukee (the "School") and the UWM Foundation, Inc., a Wisconsin non-profit, nonstock corporation (the "UWM Foundation") and Robert L. Manegold and Sally S. Manegold (the "Donors").

WHEREAS, the School, the UWM Foundation and the Donors are desirous of establishing a fund to be held by the UWM Foundation for the benefit of the School of Business Administration at the University of Wisconsin-Milwaukee to be named the Robert L. and Sally S. Manegold Professorship Fund (the "Fund"); and

WHEREAS, the Fund was established by an initial gift of \$1,000,000 from the Donors hereby acknowledged by the UWM Foundation.

NOW THEREFORE, the UWM Foundation agrees to receive, hold, invest, reinvest, administer and distribute the monies of the Fund as hereinafter set forth and agreed between the parties hereto:

1. The primary purpose of the Fund is to provide the private support necessary to appoint a faculty member to be named the Robert L. and Sally S. Manegold Professorship in Management and Strategic Planning with the purpose of undertaking scholarship, lecturing, teaching, and working with students in the areas of Policy, Management and Strategic Planning.

2. On receipt of a request authorized by the Dean of the School of Business Administration, the UWM Foundation shall utilize the interest available for distribution in support of the primary purpose of the fund. Should the accumulated interest be insufficient to fulfill the stated purpose in a particular year, monies may be withdrawn from the principal of the fund.

3. All monies distributed from the Fund shall be described as having been made available by the Robert L. and Sally S. Manegold Professorship Fund.

4. Additional contributions to the Fund, whether by gift, bequest or devise, may be accepted at any time with the approval of the UWM Foundation.

5. The School recognizes that the Fund shall be subject to the investment, operation and disbursement policies established from time to time by the Board of Directors of the UWM Foundation.

6. The School and the Donors understand and agrees that should the purposes for which the Fund is instituted cease to be reasonably capable of accomplishment, the UWM Foundation may devote the Fund for uses as close to the original purposes of the Fund as

expressed in this Agreement and as determined by the Board of Directors of the UWM Foundation.

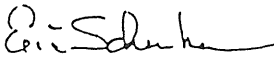
7. It is further agreed that this Agreement imposes only contractual obligations on the use of the Fund and shall not be deemed to impose any additional fiduciary duties or responsibilities upon the UWM Foundation or its officers.


8. The UWM Foundation agrees to use its best efforts to retain its status and qualification as an organization exempt from federal income tax under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended.

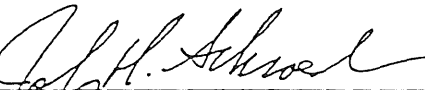
Executed as of the 9th day of May, 1996.

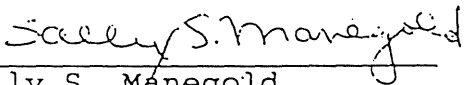
University of Wisconsin
-Milwaukee

Donors

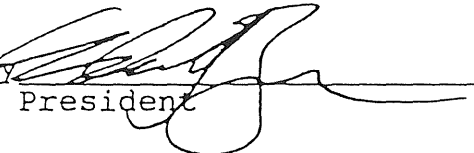
By 
Dean, School of Business
Administration


Robert L. Manegold

By 
Chancellor


Sally S. Manegold

UWM Foundation, Inc.

By 
President

1999-01 UW System Biennial
Operating Budget Request

Resolution:

Upon recommendation of the President of the University of Wisconsin System, the biennial operating budget increase request (over a total all-funds base of \$2,771.1 million) for new Initiatives, Cost-to-Continue, and other Program Revenue funded items be approved for submission to the Governor, Department of Administration, and the Legislature:

<u>Budget Category</u>	<u>Biennial Amount</u>
GPR/Fees	\$130,352,100
Other Program Revenue	\$134,050,600
TOTAL BIENNIAL INCREASE	\$264,402,700

which would provide for a total 1999-01 two-year budget (all funds) of \$5,806.6 million (excluding compensation increases).

1999-01 UW System Biennial
Capital Budget Request

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the 1999-01 Capital Budget request totaling \$290.4 million (\$185.3 million General Fund Supported Borrowing and \$105.1 million Gifts, Grants and Program Revenues) be submitted to the Department of Administration. The 1999-01 Capital Budget request includes the following major components:

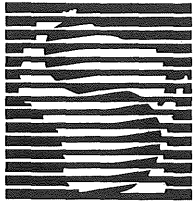
1. Enumeration of \$160 Million General Fund Supported Borrowing to fund a new Capital Asset Reinvestment Effort (CARE Program). The Board of Regents will develop an expenditure plan for funding received, subject to approval of the State Building Commission. The funds requested are based on projects recommended for construction totaling \$90.4 Million GPR, and on various smaller repair and renovation projects requested by the campuses, totaling \$119.4 million GPR.
2. Enumeration of three projects for additional space, funded by \$25.3 million GPR and \$8.6 million non-GPR sources.
3. Enumeration of 14 projects funded entirely by \$78.1 million non-GPR sources.
4. Planning and design of seven projects that will become the basis of the University of Wisconsin System's 2001-03 Capital Budget.

1999-01 UW System
Biennial Operating Budget
Support for Financial Aid

Resolution:

The Board of Regents reaffirms current Board policy that "GPR financial Aid and graduate assistant support should increase at a rate no less than that of tuition while staying commensurate with the increased student budget needs of students attending the UW System. In addition, support should also reflect increases in the number of aid eligible students" in recognition of the important role financial aid plays in keeping college affordable for Wisconsin students and families. The Board of Regents encourages the Governor and Legislature to fund state-supported financial aid programs to achieve this goal.

In addition to increasing funds in UW System minority and disadvantaged student grant programs, it is also recommended that the Governor and Legislature increase the Wisconsin Higher Education Grant (WHEG) program (administered by the Higher Education Aids Board) by the proposed percentage increases in 1999-01 tuition.



*The
Wisconsin
Idea*

The University of Wisconsin System

1999-2001 Biennial Operating & Capital Budget

August, 1998

BOARD OF REGENTS 1999-01 BIENNIAL BUDGET

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I. EXECUTIVE SUMMARY AND BACKGROUND

1999-2001 UW SYSTEM BIENNIAL BUDGET

EXECUTIVE SUMMARY

The UW System 1999-2001 biennial budget request moves the Wisconsin Idea into the 21st Century, where the boundaries of the University are the boundaries of the globe. This budget is *student-centered* and *positions the State of Wisconsin to be a major player in the global economy* as it:

- ⇒ **results in graduates entering the Wisconsin workforce who increase productivity, enhance quality of life, and provide increased tax revenues to State and local governments, expenditures at local businesses, and skills to State employers.**
- ⇒ ***trains students intensively in information technology***, to assist the university and their future employers; provides current information technology to faculty and staff at their desks, so they can teach using state-of-the-art instructional technology and communicate with their students via e-mail.
- ⇒ ***expands assistance to Wisconsin businesses engaged in international trade***, prepares students to work in the global economy through more foreign language and international business offerings, and significantly increases student access to study abroad opportunities (with financial aid) in line with the recommendations of the Governor's Wisconsin International Trade Council.
- ⇒ ***prepares Wisconsin's future workforce for the diversity of the national and international economy*** by implementing the Board of *Regents' Plan 2008* diversity initiatives.
- ⇒ ***provides efficient library access to schools and citizens throughout the State***, with interlibrary loan and data-base access.
- ⇒ ***invests in UW-Madison, to match investments by the Foundation and WARF, so that it can remain the world-class research university which fuels the Wisconsin economy and provides premier undergraduate education.***
- ⇒ ***builds the capacity of local governments to handle complex policy issues*** and responsibilities passed to them through federal and state devolution. Provides expert technical assistance in land use, zoning, water quality, urban renewal, elder care, and other pressing local concerns.

- ⇒ *responds to student demands for more advisors* in specialized areas (career, transfer, general education).
- ⇒ *focuses on key program initiatives of selected institutions* (a collaborative building for Allied Health housing *UW-La Crosse*, Western Wisconsin Technical College, Viterbo College, and Gundersen Clinic programs; an urban health initiative by *UW-Milwaukee*; a pilot approach to student assessment by *UW-Superior*; response to Wisconsin printing industry needs for more Graphic Arts Management graduates by *UW-Stout*; and customer-focused recruitment and student services by *UW Colleges*).
- ⇒ establishes a **Capital Asset Reinvestment Effort (CARE Program)** in the Capital Budget that will earmark funds specifically for the repair, renovation and replacement of existing University facilities.

Graduates of University of Wisconsin System institutions are entering a world in which the pace of change and the requirements for information technology literacy are significant. The global economy is expanding exponentially and the economic position of states like Wisconsin is inextricably linked to the educational preparedness of its workforce to work in highly analytical jobs. The State's presence in international trade and its margin of product excellence depend on the basic and applied research our universities conduct in partnership with business and industry.

At the same time as these graduates and research results become more and more essential to the Wisconsin economy, priorities for investment of State tax dollars are moving away from the University System and toward property tax relief and prisons. The University System suffered an absolute base cut of \$33 million in the 1995-97 fiscal years. The trend is the opposite in surrounding Midwestern states. Nationally, according to a recent survey by the National Conference of State Legislatures, higher education is becoming the fastest growing expenditure in state budgets, increasing on average by 6.2% in 1998-1999 (*Chronicle of Higher Education, Today's News*, online edition, Wednesday, July 22, 1998). This compares with a 1998-99 GPR increase for UW System of 3.5%.

While other Midwestern states have made significant investments in their public universities over the past four years (providing increases of 17 to 27%), Wisconsin has increased its investment in higher education by only 7% (or-4% in inflation-adjusted dollars) during this period. This is a critical biennium to address the future ability of Wisconsin's higher education system to provide the high quality graduates who fuel the Wisconsin economy and make it globally competitive.

The 1999-2001 UW System biennial budget request was developed in consideration of key guideposts as we approach the millenium:

- ⇒ The Board of Regents positioned the UW System for entrance into the next century through its strategic recommendations in the *Study of UW System in the 21st Century*. Its goals (such as: significant base and State investment in current instructional technology, decreasing time to degree through better advising and other measures) inform this budget.
- ⇒ The Governor's Wisconsin International Trade Council (WITCO) recommended greater participation in international education, more training in foreign languages, assistance to Wisconsin businesses engaged in international trade. This budget would enact those recommendations.
- ⇒ The Regents' *Plan 2008* includes goals of: (1) increasing the number of high school graduates of color who apply, are accepted and enroll at UW System institutions; (2) encouraging partnerships that build the educational pipeline by reaching children and their parents at an earlier age; (3) increasing financial aid to needy students; and (4) fostering institutional environments which enhance learning and respect for racial and ethnic diversity. This budget includes funding for initiatives to help accomplish all of these goals.
- ⇒ UW-Madison requires critical State investment over the next two biennia (in tandem with significant investment commitments by the UW-Madison Foundation and the Wisconsin Alumni Research Foundation) to position itself in major emerging fields and to remain the vital engine of the Wisconsin economy
- ⇒ To provide appropriate facilities that will support the academic programs of the 21st century, the Board of Regents has directed that emphasis in the Capital Budget should continue to be placed on extending the useful life of existing facilities through renovation and maintenance, and providing additional space only when there are no other viable alternatives.

REQUESTED ACTION

Approval of Resolutions II.5.a (operating budget), II.5.b (capital budget), and II.5.c (state financial aid), to advance the budgets to the Department of Administration in compliance with state statutes and to urge the Governor and the Legislature to provide WHEG financial aid increases commensurate with projected tuition increases.

OPERATING BUDGET

<i>Funding Source</i>	<i>Biennial Amount</i>	<i>Average Annual Increases</i>
GPR/Fees	\$130,352,100	\$43.4 million
Program Revenue	<u>\$134,050,600</u>	<u>\$44.7 million</u>
Total Biennial Increase	\$264,402,700	\$88.1 million

CAPITAL BUDGET

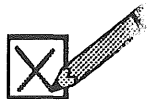
<i>Funding Source</i>	<i>Biennial Amount</i>		
General Fund Supported Borrowing			
CARE Program	\$160.0 M		
Enumerated Major Projects	<u>25.3 M</u>		
Total GPR		\$185.3 M	64%
Non-GPR Sources			
Program Revenues (cash & bonding)	\$87.7 M		
Gifts and Grants	<u>17.4 M</u>		
Total Non-GPR		<u>\$105.1 M</u>	36%
TOTAL REQUEST		\$290.4 M	

RELATED REGENT POLICIES

The 1999-2001 UW System biennial Operating and Capital Budgets incorporate recommendations, in part, from the following Regent policies: Board of Regents' Study of the UW System in the 21st Century (May, 1996, Regent Resolution #7176(B)); Tuition Principles (October, 1992, Regent Resolution #6238); and Plan 2008 (Regent Resolution #7692, May, 1998).

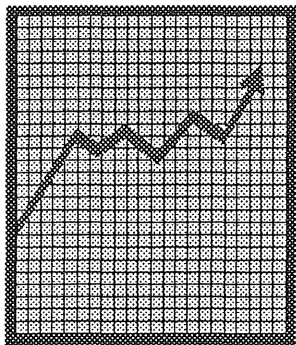
Investing in the University of Wisconsin, is a Smart Choice ^{1.}

Investing in the University of Wisconsin, is a Smart Choice



The strength of Wisconsin's university system is often cited as the driving force behind the state's nationally recognized economic development accomplishments.

- The UW System acts as a magnet for bringing revenue in from outside the state in the form of research monies, federal educational subsidies, and student fees.
- UW System graduates start businesses, save businesses in trouble and improve the productivity of the businesses they work for.
- The UW System directly employs 40,000 people (not including student hourly workers) who pay \$68 million in state income taxes.
- The expenditures of the UW System, its employees, students and visitors equal more than \$3.5 billion annually and result in an additional 145,000 jobs in Wisconsin.
- The operation of the UW System has an annual impact of \$8.7 billion on Wisconsin's economy.
- This is a payback of almost 10 times the state's annual investment of \$900 million.



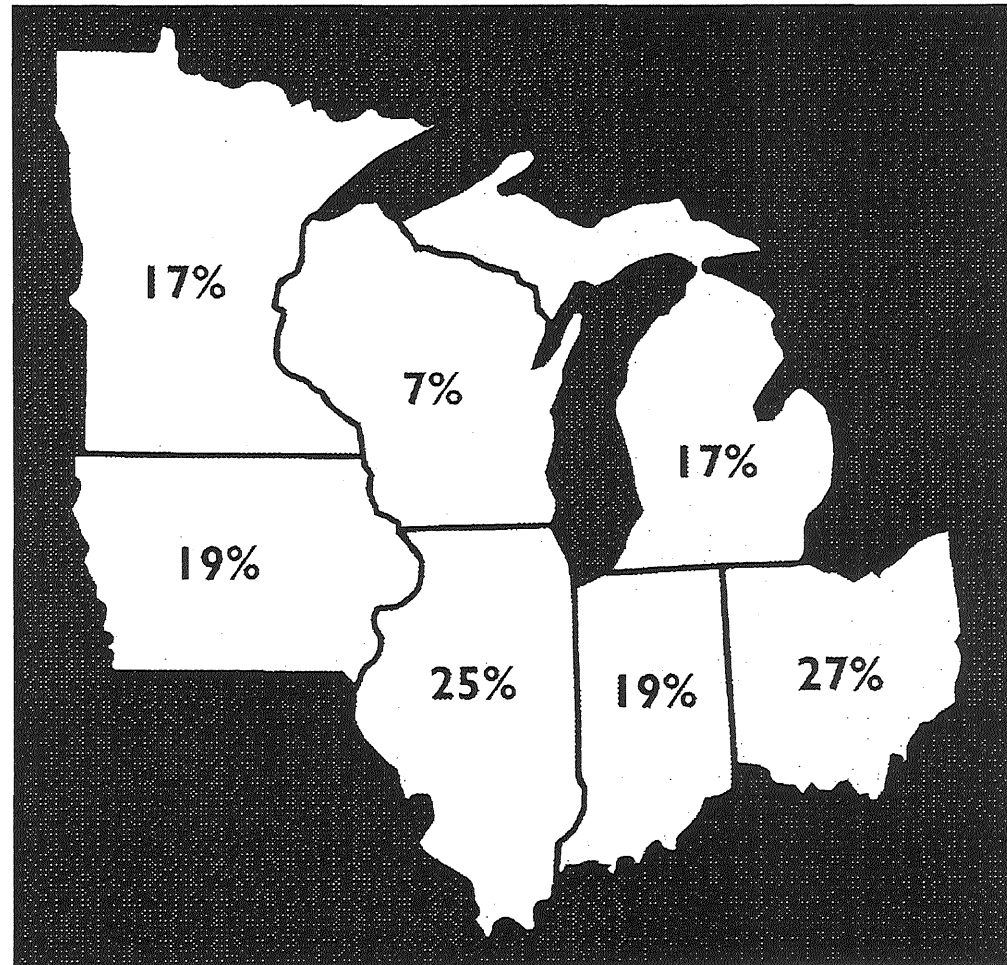
The UW System returns a rather healthy profit to the state for every dollar invested in a UW System student.

- ♣ The UW System turns out a graduate who annually earns on average 73% more than a Wisconsin high school graduate.
- ♣ Increased annual income results in an estimated annual increase of \$2,606 in state sales, property, and income tax.
- ♣ A high school student going on to graduate from a UW System institution will contribute, on average, an additional \$91,344 in tax revenue during his or her lifetime compared to the average high school graduate.
- ♣ For every \$1 the state spends on a UW System student it gets back over \$3 in additional tax revenue over that graduate's lifetime.
- ♣ The higher state and local taxes paid by bachelor's graduates yield an annual rate of return to taxpayers of 6.74%, meaning a payback period of just over 10 years.
- ♣ Each 1% increase in the proportion of a state's population with a bachelor's degree adds about \$700 to state per capita personal income.

Today's UW System senior has received only a 7% increase in the state's investment since he/she arrived on campus 4 years ago.

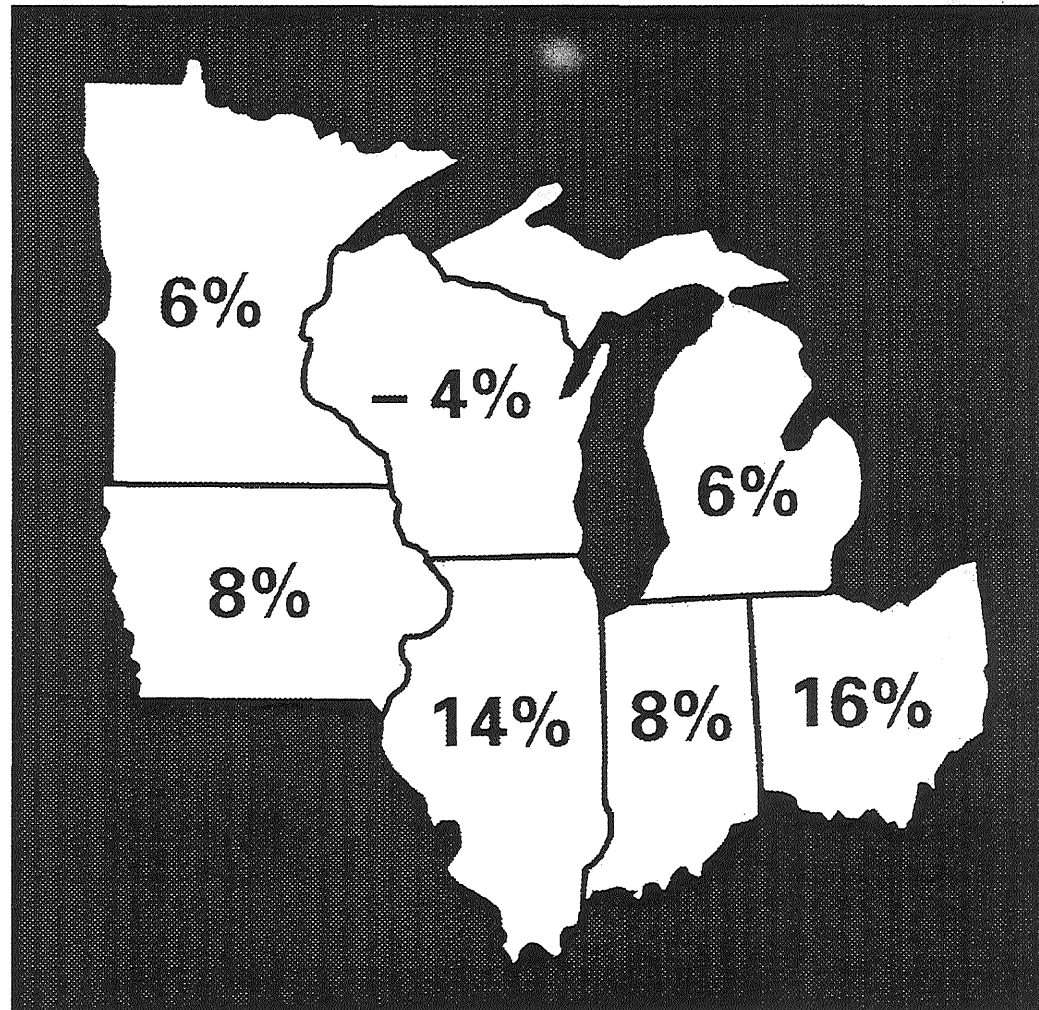
1994-95
through
1997-98
Percent
Change in
State GPR
Funding for
Higher
Education

Inflation for
the 4-year
period=11%

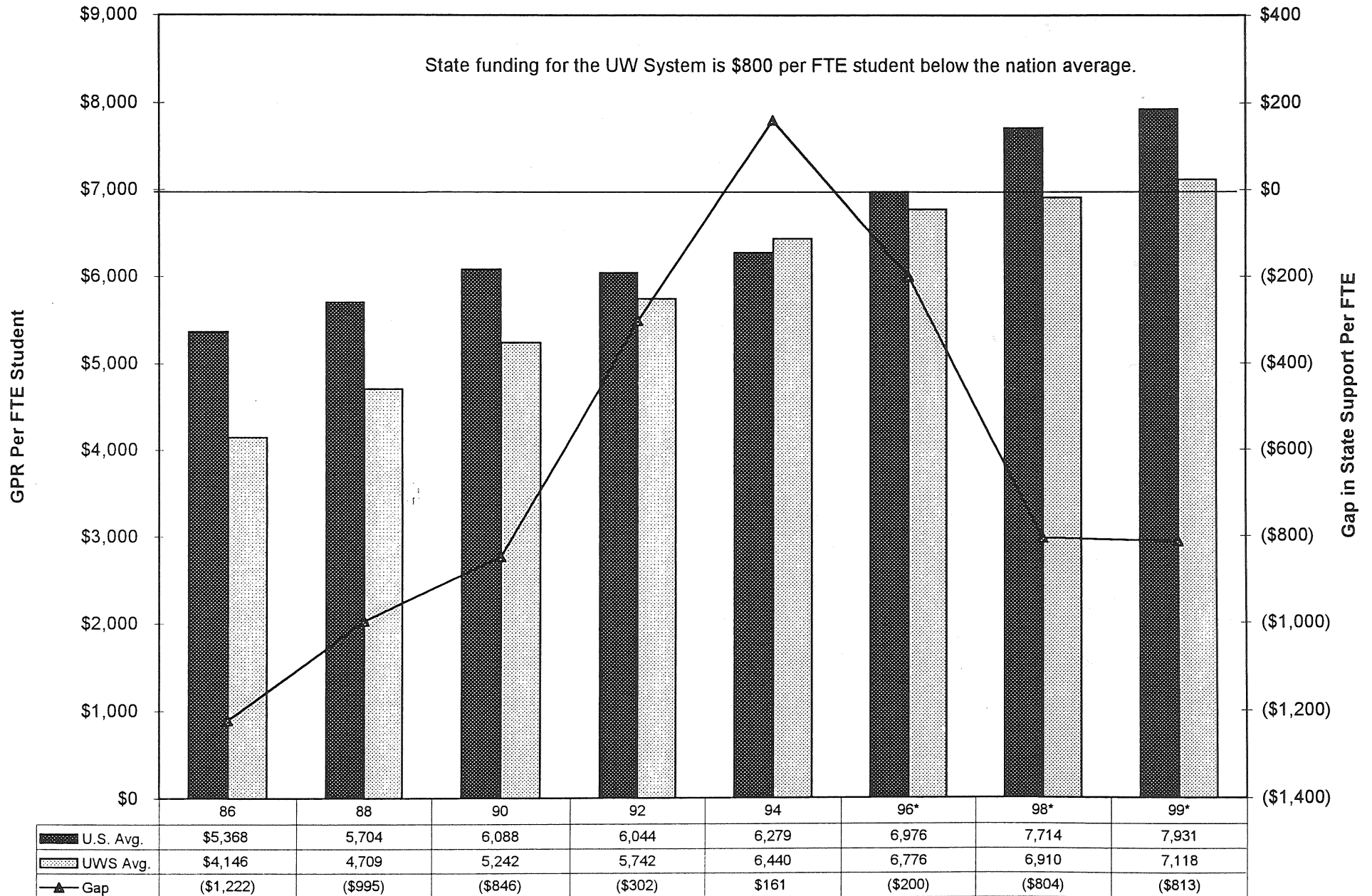


Adjusted for Inflation...

**Wisconsin is
the Only
Midwest State
in Which
Students Have
Experienced a
Decrease in
Higher
Education
Funding**

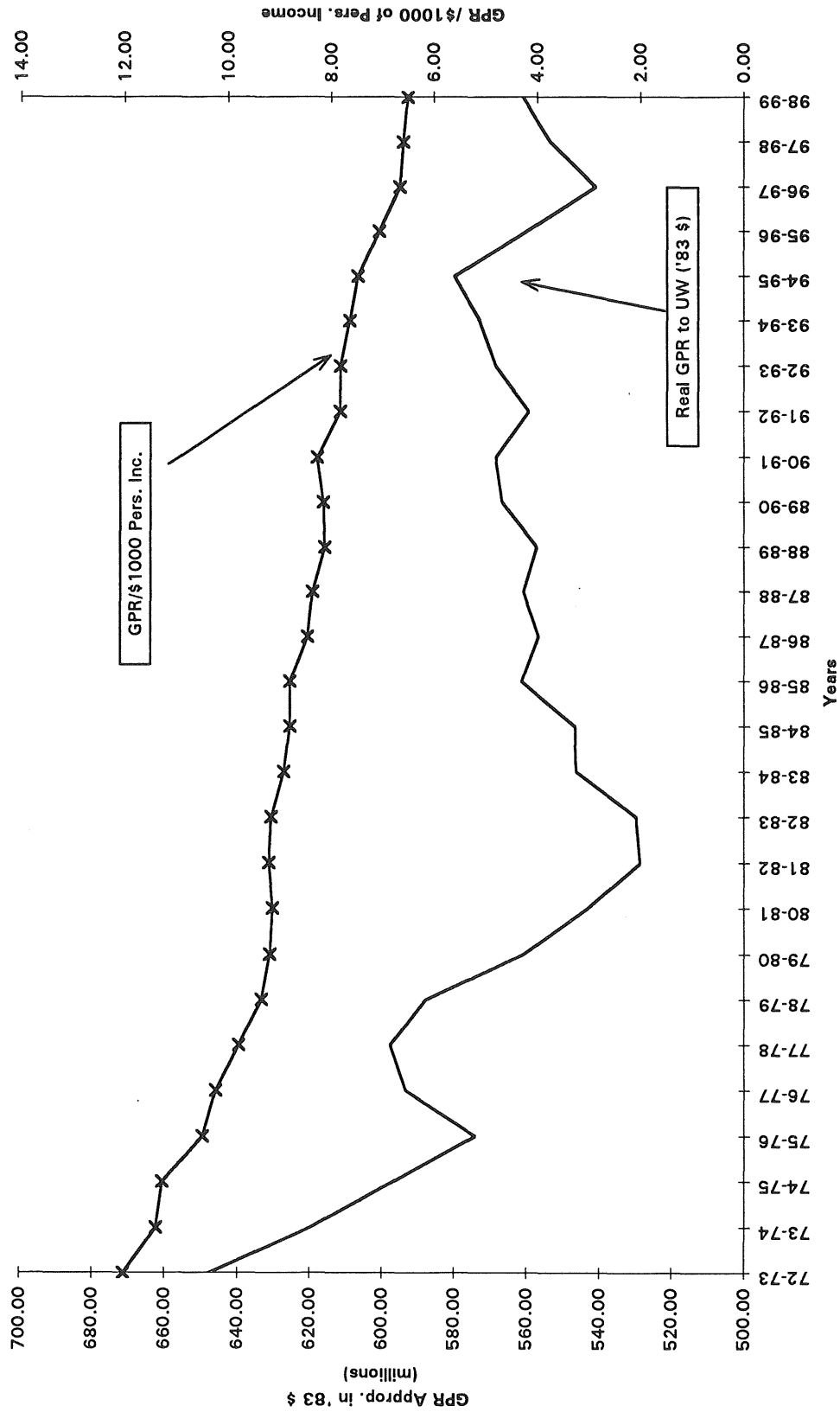


"Gap" In State Appropriations Per FTE Student



Data for 4-year public universities only. Federal data based on IPEDS for actuals; *Grapevine and 3-year rolling average of percent increases for national projections. Projected 1998-99 GPR "Gap" is \$804 million for the UW System totals \$100 million.

UW System GPR Appropriations vs State Personal Income



Source: UW-System, and the Bureau of Economic Analysis. Data for 96-97 through 00-01 estimated by the Department of Revenue and Data Resources, Inc.

STATE OF WISCONSIN FISCAL ENVIRONMENT
--

• Projected average annual GDP growth for 1999-2001 in constant dollars (1)	2.25%
• Projected average annual inflation rate for 1998-99 (1)	2.1%
• Projected annual growth in tax revenues in 1997-99 (2)	4.75%
• 1997-99 Wisconsin growth in personal income (3)	4.6%
• 1998-99 growth in Wisconsin disposable personal Income	5.0%
• 1998-99 Wisconsin growth in income per capita	4.0%
• 1998-99 Wisconsin growth in disposable personal income per capita	4.2%
• 1996 Wisconsin median household income	\$40,000
• Average annual increase in Wisconsin median household income in 1990s	4.6%
• Projected 1999-2000 Wisconsin growth in personal income (3)	4.2%

The UWS Biennial Budget Proposal:

- 1999-2001 operating budget increases (cost-to-continue and new initiatives) will result in an average annual GPR increase of: 3.7%
- 1999-2001 operating budget increases (cost-to-continue and new initiatives) will result in an average annual tuition increase of: 3.5%-5.5% with UW-Madison students paying more for the institution specific initiative and depending on GPR and Fee funding proportions
- GPR share of any compensation increase will add .75% to GPR for every 1% pay plan; the tuition share will add .7% to tuition for every 1% pay plan.

Sources:

- (1) Data Resources Inc., 2/98
- (2) Legislative Fiscal Bureau
- (3) Department of Revenue, Economic Outlook, Feb. '98

The State's investment in the Wisconsin Idea for the 21st Century: Outcomes

- ⇒ 800 additional students trained and hired by 2001 to use the latest *Information Technologies* creating a pool of experienced workers ready to meet the needs of Wisconsin businesses' skilled-labor shortages
- ⇒ Students and Wisconsin businesses and employees prepared for increased economic competitiveness through *International Education*
- ⇒ Expanded knowledge base through additional *Library Resources* for students, Wisconsin businesses, government agencies, the K-12 educational community, and Wisconsin citizens
- ⇒ A diversified workforce for Wisconsin's businesses through implementation of *Plan 2008: Educational Quality Through Racial and Ethnic Diversity Initiative*
- ⇒ Local government employees trained to provide *Effective Local Government* maintaining and enhancing a vibrant state economy
- ⇒ Increased student retention and graduation rates through more effective *Advising*
- ⇒ Maintaining *UW-Madison* as a premier public teaching and research university generating millions of dollars in outside grants
- ⇒ Maintaining access to a University of Wisconsin education through increases in *Financial Aid*
- ⇒ Maintaining *Medical Facilities* to train high demand health care workers in Western Wisconsin
- ⇒ Research to improve the *Environmental Health and Safety* of Milwaukee
- ⇒ 75 graduates trained annually in *Graphic Communication Management* to meet growing demands for skilled workers in the fast-growing Wisconsin printing industry
- ⇒ Tools to provide *Life-Long Learning Opportunities* for nontraditional students at UW Colleges
- ⇒ Creation of modern, *Electronic Student Portfolios Pilot* at UW-Superior enabling faculty and potential employers to assess student capabilities

<p style="text-align: center;">THE 1999-01 UW SYSTEM BIENNIAL BUDGET PROPOSAL INCLUDES INTERNAL BASE REALLOCATION</p>
--

- As part of the implementation of the *Regents' 21st Century Study*, in 1997-98, UW institutions reallocated \$9.3 million toward **Instructional Technology**, including **\$256,800** for **Library acquisitions**. In 1998-99, UW institutions plan base reallocations of \$12.1 million for **Instructional Technology**. This includes \$469,800 for **Library acquisitions**.
- UW-Extension provides \$1.1 million annually to support existing programming to **Build the Capacity of Local Governments in Wisconsin**.
- UW-Milwaukee will provide 25% of the faculty salary support (\$70,000) from base funds for its **Urban Environmental Health** initiative.
- After conducting a survey of campus climate, UW-Colleges will base reallocate funds to meet the concerns raised in the survey to provide a more attractive environment for nontraditional students as a part of its **Student Services** initiative.
- Over the past seven years, **UW-Madison** has reallocated more than \$33 million in base budget resources and has redirected more than \$5 million in unrestricted gift and trust funds for **program initiatives**. These will continue into the next century. UW-Madison's reallocations account for \$6.7 million of the 12.1 million reallocated by institutions for instructional technology in 1998-99
- UW-La Crosse has reallocated more than \$700,000 over the past 4 years toward its **Medical Health Science** initiative.
- UW-Superior will reallocate \$25,000 in supplies and expenses and 1 FTE staff (\$60,000) towards its **Assessment** initiative.
- UW institutions will reallocate for **first day pickup of health insurance**, an estimated \$1.8 – 2.3 million annually.

<p style="text-align: center;">THE 1999-01 UW SYSTEM BIENNIAL BUDGET PROPOSAL INCLUDES EXTERNAL MATCHING FUNDS TO LEVERAGE STATE DOLLARS</p>

- Wisconsin printing industries have pledged \$350,000 annually towards the **UW-Stout Graphics Communications Management Program**. Since 1990, the printing industry has contributed \$1.8 million in equipment and scholarships. Also, the new Research and Training Center expects to earn over \$100,000 biennially in program revenue.
- Existing UW-Milwaukee centers and institutes have various external funding sources, e.g. \$2 million per year in federal funding for the Marine and Freshwater Biomedical Science Center. The **UW-Milwaukee Urban Environmental Health** initiative will leverage and coordinate these funds to improve the environment and health statewide.
- External matching funds of \$1.2 million at the UW System Institute for Global Policy at UW-Milwaukee and \$650,000 at the UW-Madison Center for World Affairs and the Global Economy will leverage state funding for the **International Education** initiative.
- UW institutions raised \$2.5 million in external funds in 1997-98 and project \$1.8 million in 1998-99 for **Instructional Technology and Distance Education** as recommended by the *Regents' Study of the UW System in the 21st Century*.
- In **Plan 2008**, \$1.5 million in external funding would match state funding for Presidential Scholarships for high achieving minority students. In addition, state funding for the UW Business Council on Diversity would be leveraged to encourage businesses to develop internships for students of color.
- UW-Madison will match, dollar for dollar, any GPR/Fee funding for the four **UW-Madison-specific initiatives**. This commitment involves endowments or their equivalents of at least \$200 million over the four-year period and at least \$100 million for the 1999-01 biennium. These funds will generate \$10-\$15 million annually in income from the UW Foundation, Wisconsin Alumni Research Foundation, and other sources.
- The UW-La Crosse **Medical Health Science Center** initiative received a federal grant of \$303,000 in start up funding from the US Department of Health and Social Services. UW-La Crosse has raised \$2.5 million for the Center and anticipates a total of \$8 million dollars. Also, Allied Health programs at UW-La Crosse received in excess of \$200,000 in gifts and grants and are using a \$1 million endowment for scholarships.

<p style="text-align: center;">THE 1999-01 UW SYSTEM BIENNIAL BUDGET PROPOSAL INCLUDES COLLABORATION WITH OTHER STATE AGENCIES AND PRIVATE ENTITIES</p>
--

- The UW System Administration Office of Learning Technology and the Wisconsin Technical College System have collaborated in a highly successful pilot program to train UW students to assist in support of campus computer labs and help meet the shortage of qualified IT staff. This pilot will be used in implementing the IT staffing program in the **Instructional Technology** initiative.
- UW-La Crosse, Viterbo College, Western Wisconsin Technical College, Franciscan Skemp Mayo Healthcare and Gundersen Lutheran Medical Center are partners in the **La Crosse Medical Health Science Consortium**. The five partners provide a model for collaboration and public-private partnership to provide health care training needs in western Wisconsin.
- All 26 UW System campuses, 72 county extension offices and Wisconsin Public Television will collaborate to provide instruction, research and delivery of training to local government officers through the **Building the Capacity of Local Government** initiative. In addition, the Wisconsin Counties Association, the Wisconsin League of Municipalities and the Wisconsin Towns Association, business, labor and non-profit partners will help the UW define needs, design programs, share resources and assess results of this initiative
- UW System Libraries collaborate with K-12 schools; for example, UW institutions bring high school students to campus for training in use of library materials and databases.
- UW-Stout is developing partnerships with numerous educational institutions to develop 2+2+2 articulation agreements and offer the **B.S. Graphic Communications Management** courses and program at several locations through distance delivery methods. Articulation agreements are being finalized with Waukesha County Technical College, Fox Valley Technical College and Northeastern Technical College. Future relationships are planned with Madison Area Technical College, Milwaukee Area Technical College and Dunwoody Institute in Minnesota.
- The UW System will continue to collaborate closely with the Department of Public instruction in expanding **Pre-College** opportunities statewide.

II. 1999-01 BIENNIAL OPERATING BUDGET REQUEST

STATE AND REGENT INITIATIVES IN 1999-01 UW SYSTEM BIENNIAL BUDGET PROPOSAL

GOVERNOR'S WITCO TASKFORCE ON INTERNATIONAL EDUCATION

- Request funding of \$11.5 million GPR/Fees to: increase participation in international education; establish an Institute for Global Policy and Business Studies; enhance UW-Madison's Center for World Affairs and the Global Economy; and increase study of foreign languages so that Wisconsin will be recognized as a national leader in international education.

UW SYSTEM DIVERSITY PLAN 2008

- Request funding of \$7.0 million GPR/Fees for expansion of pre-college and adult recruitment, creation of a business council and a Presidential Scholars Program, expansion of Institute for Race and Ethnicity grants and an additional \$10.4 million for expansion and increases in AOP and Lawton financial aid programs.

REGENTS' STUDY OF THE UW SYSTEM IN THE 21ST CENTURY

- Request funding of \$28.9 million GPR/fees for Instructional Technology to increase IT staffing and provide Desktop Computer replacement.
- Request \$4.0 million for advising to address student concerns about general education, transfer and career advising. Assist students as we implement 21st Century recommendations to reduce excess credits to degree and implement pilot four-year graduation contracts.
- Keep college affordable through moderate and predictable tuition increases.

SPECIAL UW-MADISON PROPOSAL

- Discussion with Board, UW-Madison Chancellor and UWS President to keep UW-Madison support at funding level to stay in the first tier of universities.

**UNIVERSITY OF WISCONSIN SYSTEM
1999-01 GPR/FEE BIENNIAL OPERATING BUDGET REQUEST
ANNUAL DETAIL**

1999-01 BUDGET ITEMS	1999-00 Total	2000-01 Total	1999-01 Total
Systemwide Initiatives			
Preparing Students & Citizens: Wisconsin Idea for the 21st Century			
- Instructional Technology	\$6,109,700	\$16,680,600	\$28,900,000
- International Education	\$860,000	\$9,780,000	\$11,500,000
- Wisconsin in the Information Economy: Libraries	\$4,000,000	\$4,000,000	\$12,000,000
- Electronic Knowledge Resources			
- Document Delivery: Statewide Interlibrary Loan			
- Meeting Collection Demand			
- Plan 2008			
- Presidential Scholarships	\$500,000	\$500,000	\$1,500,000
- Pre-College	\$732,600	\$732,600	\$2,197,800
- Adult Recruitment	\$750,000	\$1,500,000	\$3,000,000
- Business Council	\$50,000	\$0	\$100,000
- Institute on Race and Ethnicity	\$100,000	\$0	\$200,000
- Building the Capacity of Local Governments: A Technology-Assisted Approach (1)	\$594,900	\$1,817,600	\$3,007,400
Special Student Focus: Advising	\$1,333,300	\$1,333,400	\$4,000,000
Institutional Initiatives			
- UW Colleges Student Services	\$374,400	\$251,200	\$1,000,000
- UW-La Crosse Allied Health Building	\$395,000	\$395,000	\$1,185,000
- UW-Milwaukee Urban Environmental Health	\$363,900	\$273,200	\$1,001,000
- UW-Stout Graphic Communications Management	\$554,400	\$704,800	\$1,813,600
- UW-Superior Assessment	\$714,600	(\$211,300)	\$1,217,900
Subtotal Systemwide Initiatives	\$17,432,800	\$37,757,100	\$72,622,700
UW-Madison Specific Initiatives	\$12,100,000	\$14,500,000	\$38,700,000
Total New Initiatives	\$29,532,800	\$52,257,100	\$111,322,700
Cost to Continue/Standard Budget Adjustments	\$8,086,300	\$2,856,800	\$19,029,400
TOTAL BUDGET	\$37,619,100	\$55,113,900	\$130,352,100

1998-99 Biennial Budget GPR Base (2)

\$910,982,900

1998-99 Biennial Budget Fee Revenue Base (2)

\$450,313,200

(1) Includes an additional \$1,080,900 in program revenue.

(2) GPR and Tuition Revenue bases are different than the ones adopted in June 1998 because of Department of Administration adjustments.

- The private sector is better able to attract and retain qualified IT workers because of their highly competitive salary levels and training opportunities.
- A shortage of IT workers leads to inadequate support for faculty in integrating technology into courses, for students in responding to their questions about using technology in their classes, for maintaining campus networks and for keeping up with rapidly developing student information systems, library automation systems and administrative systems.
- Solving the IT staffing shortage through hiring and training students offers more opportunities for students to get hands-on experience. It offers additional job skills to graduates in a variety of fields, including Literature and Science, which increases their marketability.
- New positions with higher salaries and more training opportunities are expected to attract more students to stay on with UW System in a professional capacity and increase the number of highly qualified, trained UW System IT staff.

Desktop Computers

- Desktop computers have become an essential part of the campus infrastructure. As such, UW System seeks to move toward a systematic approach to replace and upgrade this rapidly changing technology.
- Nationally, 22% of all higher education institutions have 3-year desktop computer replacement plans for faculty, and 26% have 3-year replacement plans for administrative offices.
- Within UW System, equipment is purchased on an ad-hoc often emergency basis as it breaks down or wears out.
- 41% of faculty and staff computers are older than three years. As a result, many faculty do not have access to technology comparable to what their students are using.
- Faculty and staff with older equipment will not be able to access newly purchased System software (student information and library automation).
- UW System faculty are increasingly using computer resources in their courses to better prepare our students for today's technologically driven society:

E-Mail	73%
Computer Simulations	31%
Presentation Software	31%
Commercial Software	6%
Personally Developed Courseware	6%
Require Students to Use Web	49%
Create Web pages	29%

- In order to keep our curriculum competitive with other institutions, we would like to increase these percentages, but faculty need access to technology in order to integrate

it into their curriculum. In addition, staff need technology to develop and maintain systems so that UW System operates as efficiently and effectively as possible.

- Establishment of an ongoing fund to replace outdated equipment would allow UW System to take advantage of cost-effective buying arrangements.

INTERNATIONAL EDUCATION Biennial Total: \$11,500,000 GPR/Fees, 53.25 FTE

Request:

The UW System requests \$11,500,000 GPR/Fees to implement recommendations of the Wisconsin International Trade Council (WITCO). Specific initiatives that would be funded are:

- Financial Aid for Study Abroad (\$2,000,000 GPR/Fees). This initiative includes sufficient funding to provide \$2,000 each to 1,000 students to help finance study abroad.
- UW System Institute for Global Policy at UW-Milwaukee (\$5,400,000 GPR/Fees). The Institute would enable all institutions to respond to the international educational needs of Wisconsin businesses and organizations, and to train and prepare a "global workforce" that will enhance Wisconsin's international competitiveness. The Institute would include three components: (1) a UW system Collaborative Foreign Languages Program, which would offer foreign language instruction via a distributed learning network and would help develop study abroad and internship opportunities for students; (2) International and Overseas Programs, including new international degree and certificate programs and a UW overseas campus; and (3) UW System Business Development Initiatives, including a UW Global Strategic Information Center to provide Wisconsin businesses and professional organizations with specially-tailored programs in applied international area studies and an International Development and Fellows Program to provide opportunities for all UW System faculty to increase their knowledge and skills in the areas of international policy and business development.
- Center for World Affairs and the Global Economy at UW-Madison (\$1,000,000 GPR/Fees). The Center for World Affairs and the Global Economy would leverage the UW-Madison's international assets and experience to: mobilize interdisciplinary faculty expertise on international competition and management, and convey that expertise through briefings tailored for specific businesses, trade missions and other groups; enrich the international curriculum, create an MA in International Affairs, support applied research on Wisconsin's economic competitiveness, strengthen partnerships with overseas alumni and universities, support internationalization of the UW System; and project knowledge of international business and policy matters throughout the state. Matching funds of \$650,000 are anticipated.
- UW System Initiatives to Carry Out Other WITCO Recommendations (\$3,100,000 GPR/Fees). A competitive fund would be created to help UW institutions implement WITCO recommendations not addressed by other initiatives described above. For example, the fund could be used for initiatives to reach out to Wisconsin businesses with the expertise of the Small Business Development Center and for the six member institutions of the Consortium for Extension in research in Agriculture and Natural Resources (UW-Madison, UW-Platteville, UW-River Falls, UW-Stevens Point, UW-Veterinary College and UW-Cooperative Extension) to develop and coordinate international study and internship experiences for students and faculty from the

consortium institutions. In addition, the UW System would develop an Internet site for information on international trade and training opportunities and resources.

Background and Justification:

- In September, 1997, Governor Thompson directed WITCO to study international education programs to ensure that students at all levels are properly trained to work in an increasingly global society. The final WITCO report, which was presented to the Governor in May, includes 45 recommendations, many of which relate to institutions of higher education. Following issuance of the WITCO report, UW System Administration, with input from the Vice Chancellors and Chancellors, developed an international education initiative for the 1999-2001 biennial budget.
- WITCO recommendations relating to the budget request include:
 - "Increase participation in international educational and cultural experiences...the cost gap between studying abroad and staying on campus has risen dramatically for in-state UW students."
 - "Examine the feasibility of establishing an Institute for Global Policy and Business Studies."
 - "Schools and communities will put into place myriad opportunities to learn foreign languages, to work with persons and businesses in other countries and cultures and to exchange arts, technology, and ideas across borders."
 - "Develop a comprehensive Internet site from which businesses, employees, schools and students could access information on international training and trade opportunities/resources, develop a companion's guide with easy-to-understand instructions and tips for effectively using the site."
 - "...respond in dynamic and innovative ways to the international needs of Wisconsin businesses and organizations, and train and prepare a truly 'global workforce' that will enhance Wisconsin's economic competitiveness."

**WISCONSIN IN THE INFORMATION ECONOMY (LIBRARIES) Biennial Total:
\$12,000,000 GPR/Fees**

Request:

The UW System requests \$12,000,000 GPR/Fees to enhance library services to students, faculty, and Wisconsin businesses and citizens. Specifically, the funding requested would be divided among the following three components:

- **Electronic Knowledge Resources.** \$2,000,000 in additional funding would increase the number of electronic information sources, including databases, journals, and reference services.
- **Systemwide Resource Sharing.** In order to maximize the value of, and access to, UW System library collections, documents must be sent (physically and electronically) from one library to another. \$1,500,000 in additional funding would expand existing document delivery services to serve all UW institutions and to provide more frequent delivery.
- **Meeting Collection Demand.** An increase of \$8,500,000 would improve access to library materials through coordinated acquisition of books, journals and other documents.

Background and Justification:

The UW System's libraries are a priceless asset for the state of Wisconsin. They are crucial not only to the universities' instruction and research missions, but are also tremendously important resources for Wisconsin businesses, government agencies, the K-12 education community, private colleges and universities, and Wisconsin citizens. Each year, UW System libraries lend over 50,000 items to business, industry and hospitals.

The ability of UW libraries to meet the information needs of students, faculty and other customers is eroding. While the cost of library materials has increased dramatically in the past decade, the UW System has not received funding specifically designated for library acquisition of print resources since the 1989-91 biennium.

Between 1990-91 and 1996-97, the cost of academic periodicals rose by 58% and the cost of academic books by 14%. It is projected that, by the end of the 1999-2001 biennium, UW libraries will need a funding increase of about \$11.3 million to cover the cost of inflation over the past decade. This amount does not take into account additional funding needed to purchase electronic resources, to meet the increase in the number of academic books and journals published annually, or to cover inflation for other types of acquisitions (government documents, for example).

During the 1990s, UW institutions have made internal reallocations to maintain a flow of scholarly information to their users, but some erosion of library service has been unavoidable. The UW libraries have had to cancel subscriptions to more than 5,500 scholarly journals since 1992.

Although internal reallocation has been used effectively as a management tool by the UW libraries, reallocation alone will not be sufficient to maintain a competitive position. Almost without exception, our peer institutions in the Big Ten and across the United States are adding steadily to their library information resources. In the last five years, UW-Madison's acquisition expenditures have been overtaken and passed by the University of North Carolina, Penn State, University of Washington, Indiana University and Ohio State. If there is no increase in library acquisitions funds in the 1999-2001 biennium, UW-Madison will be passed by Texas, Georgia, Iowa and Northwestern Universities. The strength of library collections is a key element in the national ranking of universities. If Wisconsin hopes to compete for quality faculty, students and staff, its academic libraries must remain strong.

PLAN 2008**Biennial Total: \$6,997,800 GPR/Fees, 15 FTE****Request:**

The UW System requests \$6,997,800 GPR/Fees for the first biennium of a multi-biennial initiative to implement Plan 2008: Educational Quality Through Racial and Ethnic Diversity. This funding would provide for:

- Presidential Scholarships (\$1,500,000 GPR). This initiative would provide full tuition and room and board scholarships to high-achieving minority undergraduate students. The scholarships would be provided for up to four years, and would be non-need-based. The requested GPR funds would be matched by private funds.
- Pre-College Programs (\$2,197,800 GPR/Fees). Funding would provide for additional pre-college programming and year-round follow-through experiences for some students. The UW System goal is to triple the number of students of color in pre-college programs by the year 2008. This request complements a DPI request to increase funding for pre-college scholarships.
- Adult Recruitment (\$3,000,000 GPR/Fees). The requested funding would provide each institution with 1.0 FTE to create a program to focus on recruitment of students of color, especially adults.
- UW Business Council on Diversity (\$100,000 GPR/Fees). This initiative would create a UW Business Council on Diversity to work with industry to develop internships for students of color.
- Institute for Race and Ethnicity (\$200,000 GPR/Fees). The requested funding would increase the number of grants to faculty for research on race and ethnicity issues and provide grants to faculty of color for research in all academic areas.

Background and Justification:

The Board of Regents adopted the UW System long-range diversity plan, Plan 2008: Educational Quality Through Racial and Ethnic Diversity in May, 1998. The plan sets forth seven goals for UW institutions for the next ten years. The goals most closely related to the biennial budget request are as follows: (1) increase the number of high school graduates of color who apply, are accepted and enroll at UW institutions; (2) encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age; (3) increase the amount of financial aid available to needy students and reduce their reliance on loans; and (4) foster institutional environments that enhance learning and respect for racial and ethnic diversity.

Pre-college programs influence a student's decision to attend college. Studies of Wisconsin pre-college programs show that 50% of the Wisconsin high school

students who participate in pre-college programs go on to post-secondary education at a UW institution, a Wisconsin Technical College System institution, or a private college. Of the total number who continue their educations, 60% enroll at a UW institution. Fewer than 2,500 of the 153,000 students of color in Wisconsin are currently served by existing UW System pre-college programs.

Current recruitment programs focus on traditional 18-year-old high school graduates. A new program to recruit adult students of color could increase the total number of students of color in the System by tapping into a motivated but underserved population. According to U.S. Bureau of the Census data for 1990, there were nearly 130,000 students of color over the age of 25 in Wisconsin who had graduated from high school.

The Institute for Race and Ethnicity currently is able to fund only 50% of the research proposals it receives to study the learning styles and needs of a diverse student body.

Additional grant funding is needed for students of color. The loan/grant distribution of aid packages offered to students of color often deters low-income students from assuming debt for higher education purposes. A higher proportion of students of color graduate with debt. Specifically, 69% of undergraduates of color graduate with debt as compared to 58% of all students.

**BUILDING CAPACITY OF LOCAL GOVERNMENTS Biennial Total: \$3,007,400
GPR/\$1,080,900 PR, 26.2 FTE (17.0 GPR and 9.2 PR)**

Request:

Funding is sought for an expanded, enhanced and more focused technical assistance program targeted to elected and appointed local officials, government employees and commission/board members. Funding would be used to assist local governments through collaboration among the faculty from throughout the UW System in two areas:

- increase expert technical assistance to local governments in key policy areas such as land use, zoning, housing, water quality, urban renewal, elder care, etc.
- increase program offerings focused on such operational topics as taxation, personnel, technology, open meeting law, planning, strategic thinking and budgeting.

Background and Justification:

Effective local government is among the most important elements in maintaining and enhancing a vibrant state economy. As more and more federal and state government responsibilities "devolve" to the local government level, there is an increasing need to insure that elected officials and staff professionals are equipped to handle new responsibilities effectively. To assist this portion of Wisconsin workers (over 22%), the UW System would draw on its faculty and research experts from all UW institutions and its statewide programming and delivery systems to coordinate technical assistance and programming to enhance the staff capacities of tightly funded local governments.

- Wisconsin's 1,932 local units of government manage nearly \$8.2 billion per year in public funds and make decisions regarding very complicated, far-reaching issues which effect the economy and quality of life.
- Devolution from federal and state to local units of government continues to increase the responsibilities placed on local officials.
- Most local officials are part-time and receive little, if any, professional training.
- Local governments are demanding help. They need and want education and training to become more effective and efficient in managing new and highly complex issues such as urbanization, land use and growth management, zoning, housing, welfare reform, shared services, transportation, changing workforce and management of public funds.
- Resources for local government educational programs and professional development opportunities are extremely limited. UW System has only 13.1 faculty/staff in local government education to serve more than 1,900 local governments statewide.
- Collaboration among UW institutions would expand and draw upon existing resources and expertise throughout the UW System. In addition, partnerships with the Wisconsin Counties Association, the Wisconsin League of Municipalities, the Wisconsin Towns Association and other organizations would allow for more information/resource sharing

and help define mutual needs, design capacity-building programs, and assess results of various programs.

- A recent example of collaboration efforts is a video on parliamentary procedure produced by the UW-Extension's Local Government Center working with UW-Madison Outreach. Outreach and Extension agents used the video in a statewide satellite television program. UW-Extension also recently worked with UW-Milwaukee faculty to examine local issues including staffing levels of a local police department and analysis of whether a town's Clerk/Treasurer should be elected or appointed. In addition, UW-Extension currently works with faculty at UW-Green Bay, UW-Madison, UW-Oshkosh and UW-River Falls on an on-going basis on a variety of local government education projects such as strategic planning, jail and courthouse expansions, growth management, disaster recovery, budgeting and policy development.
- The proposed delivery system would use technology to provide relevant, on-time education to local sites via direct teaching in seminars and workshops, networking, satellite broadcasts, compressed video, self-study materials and the Internet. These technologies would increase local governments' access to UW System resources at lower costs than many current programs.

Outcomes:

- Triple the number of local government employees participating in UW professional development education by 2001.
- Improve leadership capacity, management of resources and inter-governmental cooperation by elected and appointed officials, boards, government employees and nonprofit organizations.
- Reduce costs to the state by building the capacity of local government units to enhance the local climate, services and infrastructure to improve the economy, community and workforce.

**SPECIAL STUDENT FOCUS: ADVISING
GPR/Fees, 35.5 FTE**

Biennial Total: \$4,000,000

Request:

The UW System requests \$4,000,000 GPR/Fees to enable institutions to focus on improvement of advising for transfer students, career advising, and general education advising (including advising for returning adults and single parents). Specifically, the funds would provide:

- Additional advising staff as follows: 2 FTE for each comprehensive institution, 0.5 FTE for each Colleges campus, 3 FTE for UW-Milwaukee and 4 FTE for UW-Madison.
- Supplies and expense funding for faculty/staff development and technology relating to advising.
- A centrally-held fund for evaluation of advising.

Background and Justification:

Effective advising has been positively linked to student satisfaction and to increased student retention and graduation rates. Existing advising resources of UW institutions are inadequate to meet changing circumstances.

As a number of students who testified at the public hearings on the Board of Regents' *Study of the UW System in the 21st Century* noted, the need for effective advising is particularly great now due to several factors:

- The increasing availability of distance education courses and the need to know how they meet degree requirements at a student's home institution;
- The need for accurate and up-to-date information to ease the transition of transfer students to a new institution;
- UW institutions' efforts to reduce credits to graduation;
- The need for career counseling early in a student's university career;
- Board of Regents' recommendations that UW institutions offer students the option of signing 4-year graduation contracts.

The availability and quality of academic advising were among the categories rated the lowest in the Student Satisfaction Survey conducted in July, 1995. In the survey, 94.6% of students indicated satisfaction with their overall experience in the university, and 95.1% were satisfied with the quality of instruction. Only 73.5% said advising was always or usually available, and only 75.3% were satisfied with the quality of advising.

UW-COLLEGES - STUDENT SERVICES
GPR/Fees, 11 FTE

Biennial Total: \$1,000,000

Request:

Funding is requested to enhance the missions of the UW Colleges to (1) promote access for freshmen and sophomores looking for a general education with a transfer oriented curriculum; and (2) serve the needs of "nontraditional students" (over 25 years of age). Funding for the Student Services Initiative would be used to:

- establish a team of 5 admissions professionals which would operate regionally to more visibly recruit students from high schools, area employers, social service agencies and community gatherings, enhance the flow of information to potential students, and assist prospective students by helping them find a match between their needs and post-secondary opportunities;
- develop technology to improve the admissions and registration processes such as phone-in registration, data base tracking of prospective students and on-line checking for application status;
- conduct further research on the effectiveness of recruitment efforts;
- provide 6 counselors specifically trained in the needs of and opportunities for nontraditional students; and
- assess current resources, infrastructure and barriers impacting the education of nontraditional students and set up a full services plan to meet their educational needs.

Background and Justification:

To continue to contribute to the well-being of Wisconsin and its needs for an educated workforce and for adults to continue to learn and broaden their skills, the UW Colleges proposes a full service recruitment and retention plan to more fully meet the educational needs of traditional and nontraditional students.

- Market studies indicate that many potential students have little awareness or understanding of the educational role and services of UW Colleges.
- UW Colleges currently average 2.5 student services FTE per campus who are required to provide a full range of services including admissions, recruitment, testing, advising and financial aid assistance to all students. Because of the stress of unrealistic job expectations placed on these staff, turnover has reached critical levels.
- Additional resources are required to inform potential students of the resources available at UW Colleges and better address the needs of both the nontraditional and traditional students.
- While the proposal seeks to increase and improve services to all students, studies show that UWC student body is becoming more heterogeneous, comprised of many adult students as well as recent high school graduates. Therefore, part of this proposal is to

focus on the specific needs of nontraditional students, which for the most part have not been addressed by UW Colleges.

- Nontraditional students bring different experiences, needs and expectations for services to higher education. They have multiple roles and often struggle with balancing family, work and study demands. Specific barriers identified by nontraditional students include work schedules, unacceptable meeting times, costs, family responsibilities, lack of information and transportation.
- This proposal would attempt to meet the needs of nontraditional students by providing a full range of recruitment, educational assessment, academic and financial aid advising and placement services, in addition to technology to ease and increase access to these educational opportunities.

Outcomes:

- Enhanced student services will attract and retain a greater number of nontraditional and traditional students and improve UW Colleges ability to meet enrollment targets.
- Increased academic advising and preparation for transfer to UW baccalaureate institutions.
- More opportunities and better services for adults seeking to improve their working conditions (status, training, etc.).
- Higher quality workforce for employers, improved wages for employees and a more vibrant economy.

UW-LA CROSSE - ALLIED HEALTH BUILDING Biennial Total: \$1,185,000
GPR/Fees

Request:

As one of five partners in the Medical Health Science Center consortium building project, UW-La Crosse is responsible for its mandatory share of maintenance and operating expenditures. This funding is for UW-La Crosse's portion of the annual maintenance and operations funding for the Medical Health Science Center. *Consortial partners, Western Wisconsin Technical College, Viterbo College, Gundersen Lutheran Medical Center and Franciscan/Skemp Healthcare/Mayo, will contribute \$465,000 annually.*

As a member of the La Crosse Medical Health Science Consortium, Inc., UW-La Crosse will be occupying a major portion of the new 168,650 square foot Medical Health Science Education and Research Center. UW-La Crosse will be charged back by the Consortium for its use of the space in this building, and for the associated costs of building maintenance, operations, and technology expense.

The Medical Health Science Education and Research Center is being constructed with the understanding that each partner will pay their share of the costs of operations, maintenance and technology. The projected operations and maintenance expense for the facility, including base telecommunications costs, is \$1,255,000 annually. The UW-La Crosse's mandated share, based upon 63% use of the facility for university programming is \$790,000 (\$395,000 is needed in 1999-2000 as the Center will open in January, 2000). This request seeks a base budget adjustment to meet these annual operating expenses.

Background and Justification:

As a result of the 1992 report of the UW Rural and Urban Health Underservice Task Force, the 1993 UW System Lateral Audit of UW Allied Health Programs, and the 1994 action of the Board of Regents, UW-La Crosse was one of three campuses in the UW System challenged to focus its programmatic array, with the use of collaborative initiatives, to address the health care practitioner needs of the State of Wisconsin for the 21st Century

The Governor and Legislature appropriated \$1,041,200 during the 1997-99 biennium to UW-La Crosse and \$1,088,700 to UW-Milwaukee for expansion of their physical and occupational therapy programs.

The State Building Commission approved funding for half of the construction costs (\$13.4 million) of the Medical Health Science Education and Research Center at UW-La Crosse in June of 1997, with the balance coming from the other consortia members. Once online as a dedicated teaching and research facility, base budget costs for building maintenance, operations, and technology expense must be addressed.

Outcomes:

- Completes the prior biennia commitments to expanded occupational and physical therapy programs by funding operational and maintenance costs of the new teaching and research space now under construction.
- Addresses UW System information technology, capital resources maintenance, and collaborative programming priorities.

UW-MILWAUKEE - URBAN ENVIRONMENTAL HEALTH
\$1,001,000 GPR, 8.75 FTE

Biennial Total:

Request:

Funding is sought to address environmental problems and issues resulting from increasing concentration of the population in major cities and surrounding suburban environments. Funding would support a three-phased, multi-disciplinary initiative to bridge existing areas of expertise, open new directions in environmental health research and knowledge and improve the health and quality of life for residents of the Milwaukee metropolitan area and other cities in Wisconsin and throughout the world.

- Phase 1 – Assess the environment to document citizen exposure to environmental agents and develop community partnerships. Create and maintain a Hazardous Environmental Exposure Database that would provide information on specific locations where environmental exposure occurs. The database would be made accessible to policy-makers, educational institutions, community organizations and governmental agencies for educational and policy formulation purposes.
- Phase 2 - Conduct research on the deleterious effects of hazardous environmental agents. Ongoing research may focus on risk assessment, studies on mitigation of hazardous environmental agents and environmental restoration.
- Phase 3 – Educate the community to reduce citizen exposure to hazardous environmental agents.

Background and Justification:

The UWM Strategic Plan calls upon the University to “strengthen and integrate the discovery, dissemination and application of knowledge” and to increase the interdisciplinary and multi-disciplinary cooperation on campus. Under the Urban Health Initiative, UWM can pursue its institutional goals in researching a major societal problem, transforming the education of its students as they participate in genuine multidisciplinary research experiences and making significant contributions to the urban community through the promotion of health and disease prevention.

- A healthy urban environment is essential to a healthy urban life style. Urban environmental health problems lead not only to disease and premature death, they also contribute to the costly deterioration of the educational, social and economic fabric of the city.
- Medical science emphasizes a curative approach to diseases and debilitations caused by factors in the environment. Diminishing the incidence of these diseases will come only from prevention by the way of early recognition and reduction of disease-causing factors.
- Environmental problems facing Milwaukee mirror those of other metropolitan areas. UWM is uniquely positioned, as a major urban research institution with three research

units already performing research and developing expertise in these areas, to collectively respond to urban environmental health issues facing Wisconsin and other cities worldwide.

- Without additional resources for this initiative, UWM researchers will continue to make useful contributions, but the research will remain dispersed and interrelated health issues will go unaddressed.

Outcomes:

- Expanded research opportunities for students and greater involvement of graduates in careers focused on urban environmental health.
- Increased awareness of and involvement in environmental health issues.
- Improved health and quality of life for residents of the Milwaukee metropolitan area and other Wisconsin cities.
- Potential for an eight-fold return on the State's investment from external sponsors (federal agencies and corporate and foundation sources) who could benefit from information derived from such a multi-disciplinary effort.
- Elevated national recognition of UWM as an urban research university capable of blending education, scholarship and community involvement in order to contribute to community development and revitalization.

**UW-STOUT - GRAPHIC COMMUNICATIONS MANAGEMENT PROGRAM Biennial
Total: \$1,813,600 GPR/Fees, 14 FTE**

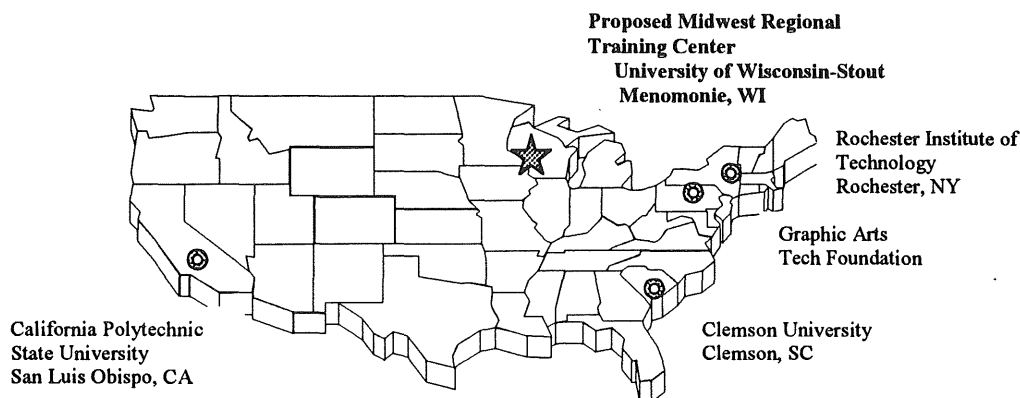
Request:

Funding will expand an existing program whose number of graduates does not meet existing industry demand. This state commitment *will be matched by a minimum contribution of \$700,000 (which may be larger if the request is approved) from the printing and publishing industries (\$350,000 annually) and augmented by \$104,000 biennially from Program Revenue for sessions at the Research and Training Center.*

There are three major components to this budget request:

- **Expand Enrollment in the Graphic Communications Management Program (\$1,093,600 biennially)**
UW-Stout intends to expand the number of students enrolled in the Graphic Communications Management program by 100, which will produce about 25 additional graduates annually.
- **Collaborate with the technical college system & others to coordinate offerings (\$330,000 biennially)**
UW-Stout has agreements with several institutions including Waukesha County Technical College, Fox Valley Technical College, and Northeastern Wisconsin Technical College. Additional relationships are planned with other Wisconsin higher education institutions, and UW-Stout will work with major printing and publishing companies to provide on-site course delivery and training through distance delivery methods.
- **Develop a Midwest Regional Graphic Communications Research & Training Center (\$390,000 biennially)**
UW-Stout will meet the critical need for a research and training center in the Midwest (see below).

Regional Training Centers for the Printing Industry



Background and Justification:

According to the Printing Industry of Wisconsin, *"...a major shortage of graphic communications management graduates exists. The lack of availability of these individuals seriously impacts future industry growth."* UW-Stout is unable to meet current demand from the printing and publishing industry for new graduates and ongoing training. The program currently enrolls 250 students and has 45 graduates annually. The placement rate is 100%. The Printing Industry of Wisconsin employs over 53,000 employees in Wisconsin and has donated over \$1,800,000 to UW-Stout for this program since 1990. The industry is strongly encouraging UW-Stout and the UW System to develop this collaborative program and offer advanced research and training opportunities.

Outcomes:

- Enrollment expanded in the program by 100 students, producing an additional 25 graduates annually.
- Instruction coordinated and delivered with other institutions, at their sites and through distance education.
- Research and training conducted on topics of critical interest to the Wisconsin Printing and Publishing Industries.
- A total biennial economic impact gain of almost \$2.7 million for a state contribution of \$1.2 million.

UW-SUPERIOR - ASSESSMENT**Biennial Total: \$1,217,900 GPR/Fees, 4 FTE****Request:**

Funding will purchase and install hardware and software; train faculty and students; develop electronic portfolios for student assessment; and facilitate academic program improvement and student learning.

The Integrated Assessment Program, based on integrated and asynchronous development of student and academic program portfolios, could serve as a pilot for the UW System to document the learning of individual students and learning in the student body as a whole. This electronic system will provide each student with a portfolio that concretely summarizes and highlights college achievements and capabilities to potential employers and graduate schools.

The state commitment will be matched by an annual UW-Superior commitment of 1 FTE position (\$60,000) and \$25,000 in supplies and expense funding. There are two major components of the budget request:

- **Equip a computer laboratory that will be used to digitize, analyze and synthesize assessment data (\$547,700 biennially, \$50,000 ongoing)**
Students and faculty assessment teams will use the equipment to develop, display, select, organize, and analyze assessment data and documents.
- **Train students and faculty to develop and effectively use the electronic assessment portfolios (\$670,200 biennially/\$450,000 ongoing)**
Products produced in classes, co-curricular or extra-curricular activities will be stored in the electronic portfolio. Students can develop resumes showcasing portfolio elements that demonstrate competencies in such areas as writing, speaking, problem solving, teamwork, computer applications, and extra-curricular service. Faculty can analyze assessment and institutional research data to continually improve student learning and program quality.

Background and Justification:

Assessment is key to determining student achievement and program quality. Increasingly institutions are being asked to use assessment to document student academic achievement and to improve the teaching and learning process. The external interest in assessment by taxpayers, employers, legislators, the Board of Regents, accrediting boards and others has caused institutions to reconsider how and what they measure to document student performance and institutional quality.

At UW Superior, the need for better information has led to the use of student portfolios. Funding this Integrated Assessment Program will make portfolio assessment feasible as the electronic backbone for evaluating institution's teaching and learning process. Students will be able to collect and digitize assignments that demonstrate they have mastered the goals, objectives or competencies associated with the courses or extra-curricular activities. They will be able to use the collected information to showcase their skills for employers. Faculty will analyze the portfolios of groups of students, as well as other assessment data, to improve curriculum, pedagogy, and program quality.

Outcomes:

- Student demonstration of academic achievement and skill competencies.
- Improved instruction and program quality based on the analysis of student portfolio achievement data.
- A model assessment program centered on electronic portfolio development that could be adapted by other UW System institutions. A program that could potentially garner national recognition.

**UNIVERSITY OF WISCONSIN SYSTEM
1999-2001 STATUTORY LANGUAGE PROPOSALS**

Flexibilities

1. Change the UW tuition appropriation from an annual to a continuing appropriation.
2. Permit the Board to invest and keep interest earnings on tuition revenue.
3. Reduce the number of separate UW System GPR appropriations from 27 to 22 by folding the following appropriations into the General Program Operations appropriation: Educational Technology, Extension Outreach, Laboratories, Farm Safety Program Grants, and Alcohol and Other Drug Abuse.
4. Enable the UW System to create GPR-funded positions up to a certain limit (103% of the 1999-2001 GPR position base) without prior approval of the Department of Administration or the legislature. We currently have position creation flexibility for Auxiliaries; Extension Funds 132 and 189; Gifts and Grants; and Federal funds.
5. Permit the UW System to submit a single budget request for capital funding for maintenance, renewal and replacement of existing facilities to be managed by the Board of Regents in coordination with the Department of Administration's Division of Facilities Development.
6. Exempt from enumeration projects that do not use state bonding.
7. Exempt the University from the \$12,000 salary cap for work with other state agencies. The current statute restricts UW System faculty and staff from assisting inter-agency and inter-institutional programs in working with other state agencies.

Other Statutory Language Proposals

1. Assist enrollment management by eliminating the sunset date for the Tuition Award Programs (TAP) at UW-Parkside and UW-Superior. TAP has been renewed biennially since 1987-89.
2. Recognize recent experience by making the tuition remissions appropriation for children and spouses of slain correctional officers, fire fighters, and law enforcement officers a sum sufficient appropriation. If full funding is not an option, eliminate the program.
3. Eliminate the no-longer-needed auxiliaries building projects appropriation. There is no longer a need for this appropriation now that Auxiliary Enterprises is a continuing appropriation. This change would simplify the appropriation structure.
4. Make newly hired faculty and academic staff eligible for the State contribution to health insurance immediately upon employment (funded through base reallocation).
5. Eliminate the duplicative requirement that certain UW System staff be assigned to executive salary group ranges. Individuals in these positions have been subject to two separate salary range structures. The executive salary group ranges are designed for state government officials, not higher education professionals. This would also allow the UW System to assign all staff to appropriate salary ranges. This will not involve an additional compensation request.

UNIVERSITY OF WISCONSIN SYSTEM
1999-01 GPR/FEE BIENNIAL OPERATING BUDGET REQUEST
COST-TO-CONTINUE/STANDARD BUDGET ADJUSTMENTS ANNUAL DETAIL

1999-01 BUDGET ITEMS	1999-2000	2000-01	1999-01 Total
1997-99 Increases above 6.605% (WPEC, Craftworkers, Night/Weekend Shift Differential)	\$1,119,700	\$0	\$2,239,400
Full Funding of 1997-99 Unclassified and Classified Increases @ 6.605%	\$4,362,300	\$0	\$8,724,600
Remove Graduate Remissions at UW-Madison	(\$5,171,300)	\$0	(\$10,342,600)
2% System Administration Reduction	(\$171,400)	\$0	(\$342,800)
Full Funding of Fringe Benefits	\$2,332,900	\$0	\$4,665,800
Increase in State Bureau of Financial Operations Costs	\$59,900	\$0	\$119,800
Adjust Special Technology Fee	\$600,000	\$600,000	\$1,800,000
Smith Lever Pay Plan Increase	\$224,500	\$0	\$449,000
Base Funding for Space Rental/Day Care Operations	\$4,000	\$0	\$8,000
Remove One-Time Funding (Biotechnology)	(\$925,000)	\$0	(\$1,850,000)
Tuition Waiver for Children & Spouses of Slain Law Enforcement Personnel	\$15,000	\$15,000	\$45,000
1997-98 Performance Recognition Awards	\$599,800	\$0	\$1,199,600
Discretionary Market Adjustments	\$127,400	\$0	\$254,800
Subtotal	\$3,177,800	\$615,000	\$6,970,600
Standard Budget Adjustments			
Financial Aid (Plan 2008)	\$4,600,000	\$1,200,000	\$10,400,000
Master Lease Funding	\$308,500	\$1,041,800	\$1,658,800
COST-TO-CONTINUE/STANDARD BUDGET ADJUSTMENTS TOTAL	\$8,086,300	\$2,856,800	\$19,029,400

Summary of the UW System's 1999-01 Cost-to-Continue request (in biennial amounts) follows:

1997-99 Increases above 6.605% (WPEC, Craftworkers, Night & Weekend Shift Differential)	\$2,239,400
In accordance with DOA instructions, the adjusted base budget includes pay plan at 6.605% (3% in 1997-98 and 3.5% in 1998-99, compounded). This item requests the unfunded balance of pay plan, as calculated by increasing the classified salary base for the percentages determined by the various bargaining units over the allowed 6.605%.	
Full Funding of 1997-99 Unclassified and Classified Increases @ 6.605%	\$8,724,600
This item requests the ongoing costs of 1997-99 unclassified and classified pay plan which was not sufficiently funded by DOA due to a shortfall in the Compensation Reserve. The 1997-99 GPR portion of pay plan was funded at only 75%. This item requests the difference between the pay plan funded at 100% and 75% on GPR funds.	
Remove Graduate Remissions at UW-Madison	\$-10,342,600
This item reflects the Fee Revenue decreases due to tuition remissions for Graduate and Program/Project Assistants which results in reduced expenditure requirements.	
2% System Administration Reduction	\$-342,800
This item permanently removes the \$171,400 annual forced lapse to UW System Administration.	
Full Funding of Fringe Benefits	\$4,665,800
The DOA approved fringe benefit rate changes from 34.4% to 33.8% for permanent and project employees, a rate change from 15.7% to 21.1% for LTE, and a Student Help rate change from 1.4% to 1.3%, primarily reflecting retirement rate changes and health insurance. This item fully funds the costs for existing positions for rate increases through 1998.	
Increase in State Bureau of Financial Operations Costs	\$119,800
The DOA Bureau of Financial Operations provides centralized accounting services for all state agencies. This item reflects the DOA's projected 10% GPR increase in 1998-99 over 1997-98 billings.	
Adjust Special Technology Fee	\$1,800,000
This request will provide tuition authority funding for student technology fee initiatives started in previous biennia. Funding for these initiatives increases as general tuition revenue grows.	

(Cost-to-Continue Request Continued)

Smith Lever Pay Plan Increase	\$449,000
This item is to request that funding be set aside in the state compensation reserve for pay plan increases for Cooperative Extension regular Smith Lever funded positions relating to s.20.865(1)(cj) that were only 75% funded in 1997-98 and to request full funding for 1998-99.	
Base Funding for Space Rental/Day Care Operations	\$8,000
This request would adjust the UW System's budget to include \$4,000 in child care billings that were supplemented by the Department of Administration but never reflected in the UW System's base budget.	
Remove One-Time Funding (UW-Madison Biotechnology)	-\$1,850,000
This item removes from the University's base one-time funding amount of \$925,000 that was received in prior biennia. This amount was used to purchase laboratory and other supplies and equipment associated with biological sciences positions and to hire research staff whose positions would be transferred to other fund sources.	
Tuition Waiver for Children & Spouses of Slain Law Enforcement Personnel	\$45,000
This request will provide funding to pay for tuition and fee remissions for a child or spouse of a correctional officer, fire fighter, or law enforcement officer killed in the line of duty. Currently, \$15,000 GPR is appropriated annually to pay for this program. In 1997-98, the UW System will provide \$22,836 in remissions for these students resulting in a foregone tuition and fee revenue shortfall of \$7,836. Additional funds are needed due to the expansion of the program to include spouses, increased overall participation, and to offset future tuition increases. Please note that there is a complementary statutory language request that would make this appropriation sum sufficient or eliminate the program.	
1997-98 Performance Recognition Awards	\$1,199,600
This item represents the 1997-98 Performance Recognition Awards and Discretionary Compensation Awards that are included in the base for other state agencies but must be requested in a DIN for the UW System.	
Discretionary Market Adjustments	\$254,800
This item represents the 1997-98 Discretionary Market Adjustments that are included in the base for other state agencies but must be requested in a DIN for the UW System.	

(Cost-to-Continue Request Continued)

Financial Aid (Plan 2008)		\$10,400,000
This request asks for additional funds to match 1999-01 tuition increases, to fund additional students, reduce unmet financial need, and to increase awards to undergraduate student receiving Lawton Undergraduate Minority Retention Grants (LUMRG) and to graduate students receiving Advanced Opportunity Program (AOP) grants. In addition, the request asks for additional funds to add freshmen to the LUMRG program.		
Master Lease Funding		\$1,658,800
Funding would cover the cost of moveable equipment for buildings to be completed during the 1999-01 biennium. The Department of Administration provides the funding to purchase the equipment and the UW System would lease the equipment through the Master Lease program for a period of 7 years, after which the equipment will be owned by the UW System.		
UW-Colleges	Multiple Sites	\$ 840,800
UW-Eau Claire	Phillips Science Hall Renovation	191,000
UW-La Crosse	Wing Technology Center Renovation	344,000
UW-Milwaukee	Lapham Hall South Wing Renovation	35,000
UW-River Falls	Dairy Science Teaching Center	102,000
UW-Whitewater	Williams Center PE Facility Addition	<u>146,000</u>
Estimated Total Movable Equipment		\$1,658,800
Biennial Total		\$19,029,400

**UNIVERSITY OF WISCONSIN SYSTEM
1999-01 PROJECTED INCREASES
IN PROGRAM REVENUE**

1999-01 BUDGET ITEMS	PR/SEG	1999-2000 PRF	TOTAL	PR/SEG	2000-01 INCREASE PRF	TOTAL	PR/SEG	1999-01 BIENNIAL TOTAL PRF	TOTAL
PROGRAM REVENUE ITEMS									
Adjust Gift, Trust and Other Continuing Appopr. to 1998-99 Operating Level	\$16,981,300	\$0	\$16,981,300	\$0	\$0	\$0	\$33,962,600	\$0	\$33,962,600
Projected Growth in Gifts and Trust Funds:									
Projected Increases in Gift Funds	\$18,664,000	\$0	\$18,664,000	\$16,008,900	\$0	\$16,008,900	\$53,336,900	\$0	\$53,336,900
Projected Increases in Trust Funds	\$1,647,800	\$0	\$1,647,800	\$1,783,100	\$0	\$1,783,100	\$5,078,700	\$0	\$5,078,700
Subtotal	\$20,311,800	\$0	\$20,311,800	\$17,792,000	\$0	\$17,792,000	\$58,415,600	\$0	\$58,415,600
Projected Incr in Other Operating Receipts (Fund 136)	\$531,900	\$0	\$531,900	\$551,000	\$0	\$551,000	\$1,614,800	\$0	\$1,614,800
Projected Growth in Auxiliaries:									
Auxiliaries Enterprises Program Increases	\$11,777,400	\$0	\$11,777,400	\$12,201,300	\$0	\$12,201,300	\$35,756,100	\$0	\$35,756,100
UW-Madison Intercollegiate Athletics Program Increases	\$1,060,300	\$0	\$1,060,300	\$1,100,000	\$0	\$1,100,000	\$3,220,600	\$0	\$3,220,600
Subtotal	\$12,837,700	\$0	\$12,837,700	\$13,301,300	\$0	\$13,301,300	\$38,976,700	\$0	\$38,976,700
Building the Capacity of Local Governments	\$239,600	\$0	\$239,600	\$601,700	\$0	\$601,700	\$1,080,900	\$0	\$1,080,900
ESTIMATED COST-TO-CONTINUE SUBTOTAL									
	\$50,902,300	\$0	\$50,902,300	\$32,246,000	\$0	\$32,246,000	\$134,050,600	\$0	\$134,050,600

Summary of the UW System's 1999-01 Projected Increases in Program Revenue (in biennial amounts):

Adjust Gift, Trust and Other Continuing Appropriations to 1998-99 Operating Level	\$33,962,600
The DOA biennial budget instructions provide that the 1998-99 base levels for gift, trust and other continuing appropriations are to be shown at the levels projected in the 1997-99 biennial budget. This decision item adjusts the spending level for these funds to levels currently included in the 1998-99 operating budget.	
Projected Increases in Gift Funds	\$53,336,900
Based on historical trend analysis and projected growth, this item provides for growth and cost increases in gifts.	
Projected Increases in Trust Funds	\$5,078,700
Based on historical trend analysis, the economy and projected growth, this item provides for increases in Trust Fund income.	
General Operating Receipts Increase	\$1,614,800
This budget request increases program revenue spending authority by 3.6% each year of the biennium or \$1.6 million for the programmatic needs of other operating receipts programs such as conferences, camps, workshops, clinics, outreach programs in business, education and engineering and sales of products or services resulting from instructional endeavors.	

(Program Revenue Continued)

Auxiliary Enterprises Program Increases	\$35,756,100
<p>The 1999-01 projected increases for auxiliaries are based on the newly adopted reporting threshold. The 1995-97 biennial budget (Act 27) converted the auxiliary enterprises appropriation from a sum certain appropriation to a continuing appropriation requiring the UW System to report to DOA and the Joint Committee on Finance only if annual expenditures were in excess of the appropriated amounts. Increases in auxiliary rates are subject to a 3.6% threshold for 1998-99, therefore the estimated increase in auxiliary operations for the biennium assumes a 3.6% increase per year.</p>	
UW-Madison Intercollegiate Athletics Program Revenue Increase	\$3,220,600
<p>This budget request increases the 1999-01 budget for the 1998-99 base year to the level approved by the Athletic Board and submitted to the Board of Regents. In addition, it increases the 1999-01 biennium by the standard increases of 3% for salaries, the variable fringe benefit factor for the salary increases and 4.2% for CPI/inflationary increases in supplies & expense.</p>	
Building the Capacity of Local Governments	\$1,080,900
<p>Request funding for an expanded, enhanced and more focused government education program targeted to elected and appointed local officials, government employees and commission/board members.</p>	
Biennial Total	\$134,050,600

III. UW-MADISON REQUEST

1999-01 UW-Madison Biennial Budget Initiative

The main challenge for UW-Madison is to remain one of the nation's top universities.

Maintaining quality will allow UW-Madison to keep the best and brightest Wisconsin high school graduates in Wisconsin, attract and retain the best faculty, continue transferring cutting-edge knowledge and technology to Wisconsin businesses, enhance its ability to leverage federal support and private giving, maintain Wisconsin's competitiveness in the global economy, and prepare Wisconsin's future leaders for the 21st century.

Areas targeted for investment include: recruiting and retaining the most talented faculty members who will, in turn, be able to bring in research grants; academic infrastructure to bolster libraries, instructional technology and advising; research and instructional initiatives; facilities; and financial aid.

- Faculty – UW-Madison will hire key faculty to improve its reputational ranking, which is important not only to UW-Madison graduates looking for jobs but also to the state which attracts business based in part on having a world-class university located in Wisconsin. Faculty will also be hired in areas of emerging technology such as biotechnology, faculty who often help create manufacturing and service-oriented companies based upon their research at the university.
- Investment in Research and Instructional Initiatives – UW-Madison will continue to invest in instructional initiatives that will educate its students in cutting-edge areas important to their future in the global marketplace, as well as research initiatives, such as the biotechnology initiative and DNA computer modeling, that have potential to bring in large amounts of outside funding and will develop knowledge and technology that can be transferred to the private sector.
- Investment in Facilities Renewal – Funding from state and matching endowment funds will be used to ensure that the university's existing facilities are maintained which will, in the end, result in savings to the state and its taxpayers.
- Academic infrastructure – Funding will be used to bolster UW-Madison libraries, which are heavily used by the citizens and businesses of this state, as well as instructional technology and advising.
- Financial Assistance for Students – Additional funding for financial aid to ensure that all undergraduates eligible for need-based grants are held harmless from any tuition increase associated with this initiative.

Basic concepts for UW-Madison budget proposal:

- A collaboration of taxpayers, students, and donors ensuring excellence in the new millennium.
- Level the Playing Field: GPR/Fee funding of \$57 million over 4 years (\$32.2 million in base dollars for the 1999-01 biennium) which will bring support per FTE student to approximately the midpoint of its public Big 10 peers.
- Margin of Excellence: An "endowment" of at least \$200 million generated by fundraising, gifts and royalties which will provide UW-Madison with annual income of over \$11 million to maintain its status as one of the great public universities in the nation, and the world.

IV. BIENNIAL CAPITAL BUDGET REQUEST

1999-01 CAPITAL BUDGET HIGHLIGHTS
--

FISCAL ENVIRONMENT

- Standard & Poor's Credit Week Municipal June 8, 1998, gives Wisconsin a positive bond rating outlook (**current rating AA**) based on the following attributes:
 - Strong economic growth and unemployment levels below national averages.
 - Strong financial operations and sound reserve levels.
 - Manageable debt burden with rapid pay-down of debt.
- These indicators suggest that the state has some reserve capacity for additional bonding, at least on a one-time basis.
- An increasing percentage of the state's GPR bonding is being used for non-University needs, especially Corrections. (see Chart 1, UW Share of GPR Bonding)

CAPITAL BUDGET SUMMARY

Funding Source	Biennial Amount		
General Fund Supported Borrowing			
CARE Program	\$160.0 M		
Enumerated Major Projects	<u>25.3 M</u>		
Total GPR		\$185.3 M	(64%)
Non-GPR Sources			
Program Revenues (cash and bonding)	\$ 87.7 M		
Gifts and Grants	<u>17.4 M</u>		
Total Non-GPR		<u>\$105.1 M</u>	(36%)
		\$290.4 M	

**UW's Share of
AUTHORIZED GPR
for MAJOR PROJECTS
(excludes All Agency)**

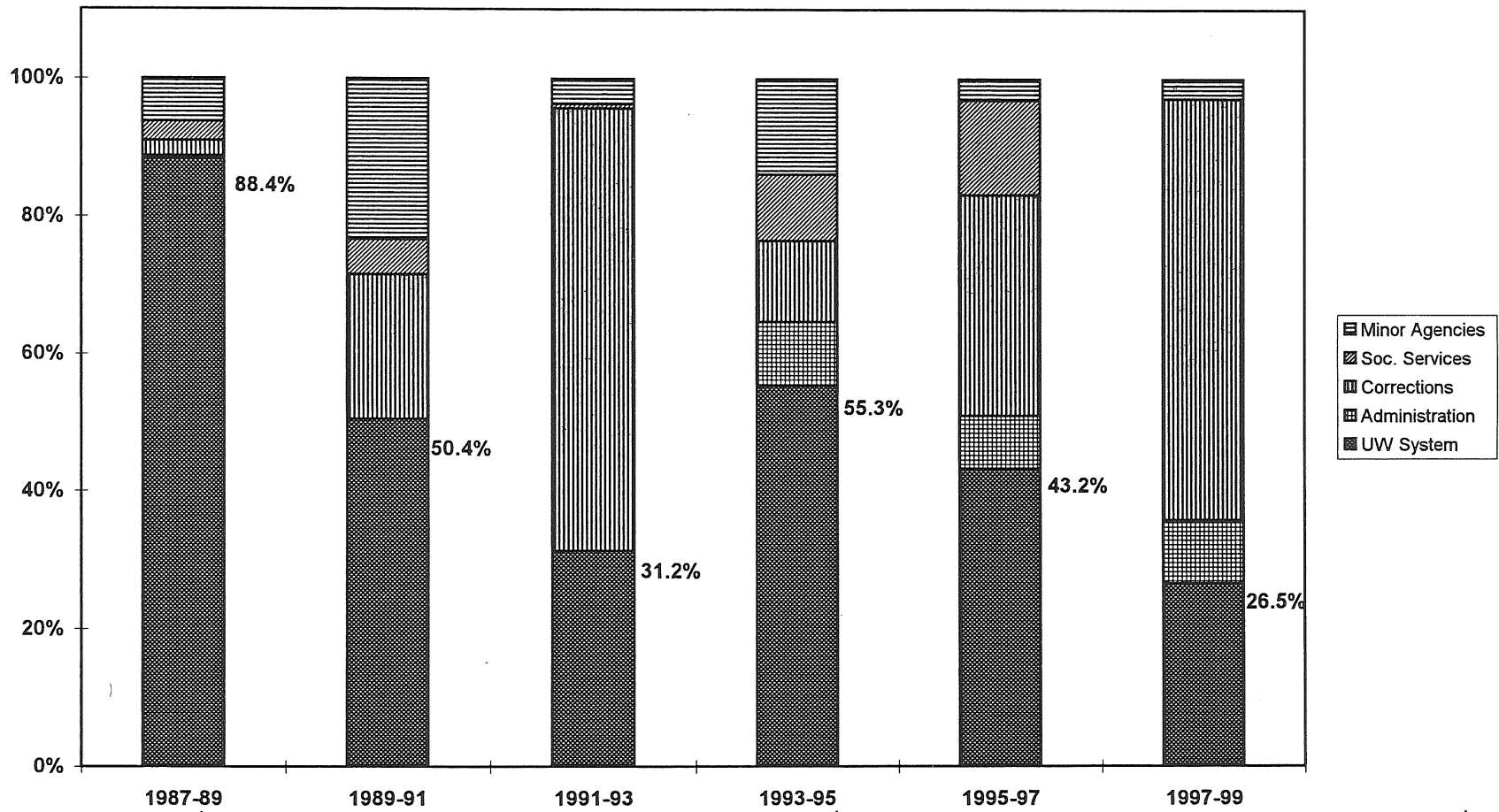


CHART 1

**UW System Capital Budget
Enumerated GPR Major Projects
Percent of GPR Funding for Additional Space vs. Renovation/Replacement**

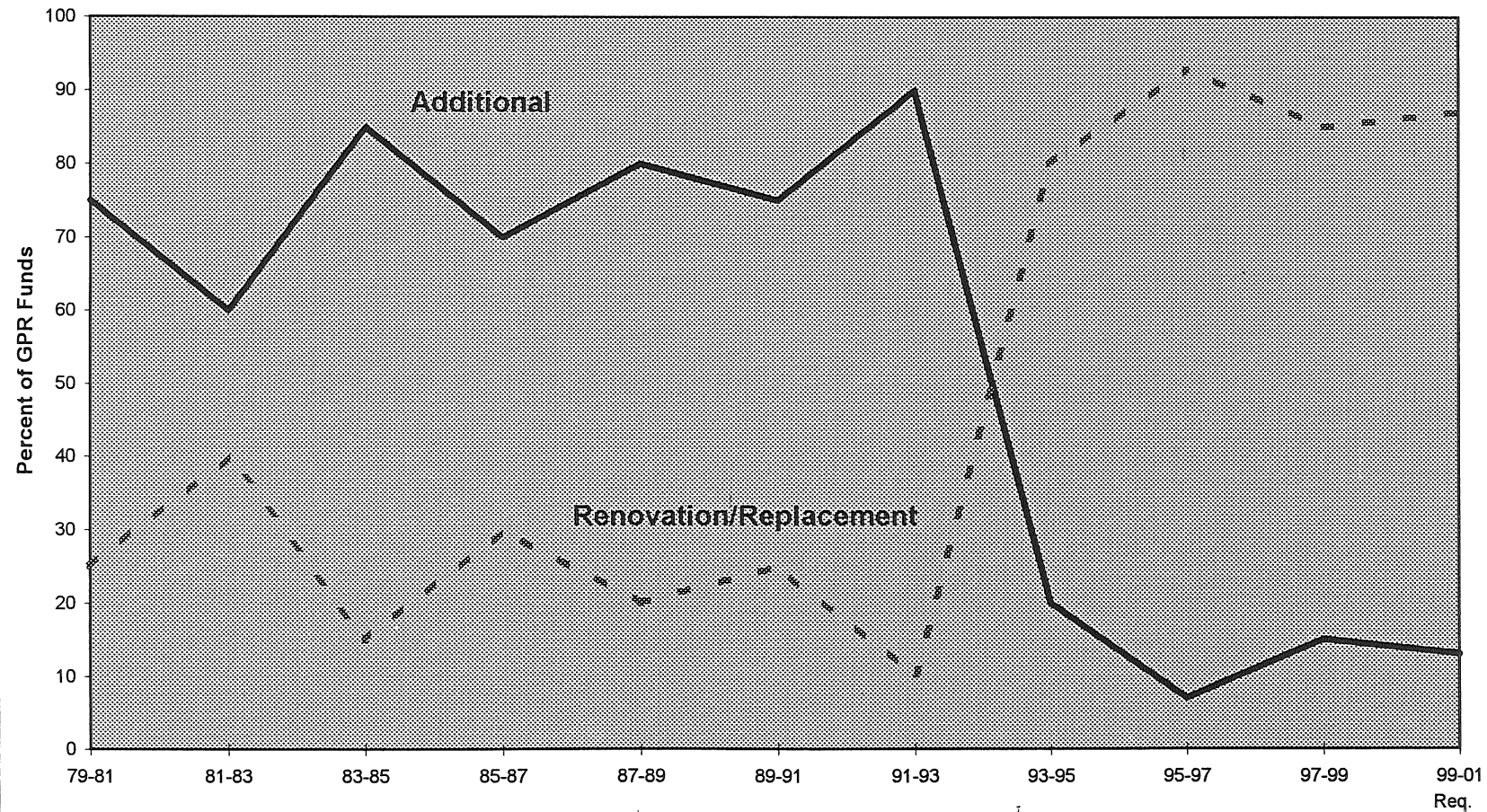


CHART 2

CAPITAL ASSET REINVESTMENT EFFORT
--

Request: \$160 Million General Fund Supported Borrowing

Background and Justification:

Since 1991, the Board of Regents has directed that emphasis in the Capital Budget should be placed on extending the useful life of existing facilities. (See Chart 2). These capital assets have a replacement value in excess of \$5 billion. Although state funding for existing facilities has increased over the past six biennia, it has not kept pace with University needs. (see Chart 3)

The historical approach to the capital budget is that all projects for remodeling or new space costing over \$500,000 must be specifically enumerated in the budget. Campus requests for 1999-01 totaled approximately \$195 million. For smaller renovation and maintenance projects, the University System prepares detailed lists of projects eligible for funding under the All Agency appropriations administered by the Building Commission. Campus requests for All Agency funds in 1999-01 totaled approximately \$104 million. It is unknown up front how much money will be made available to the University System for these any of these purposes. This severely hinders effective planning, both fiscally and academically.

It is proposed that \$160 million General Fund Supported Borrowing be specifically earmarked for the repair, renewal and replacement of University facilities. This program would be referred to as the **Capital Asset Reinvestment Effort (CARE)**. Projects implemented under this program would NOT require specific enumeration. Instead, the Board of Regents would establish priorities for expenditure of the funds, and that expenditure plan would be advanced to the Building Commission for approval. Examples of proposed expenditures are listed in **Table 1**, with funds under Column 5. Projects are further described in the **Appendix**.

Outcomes

- The Regents would become more effective stewards of the \$5 billion facilities assets.
- Academic planning would be enhanced, since a schedule could be developed for bringing needed facilities on line.

State Funding Requested vs. Received for Maintenance, Repair, Renovation and Replacement Projects

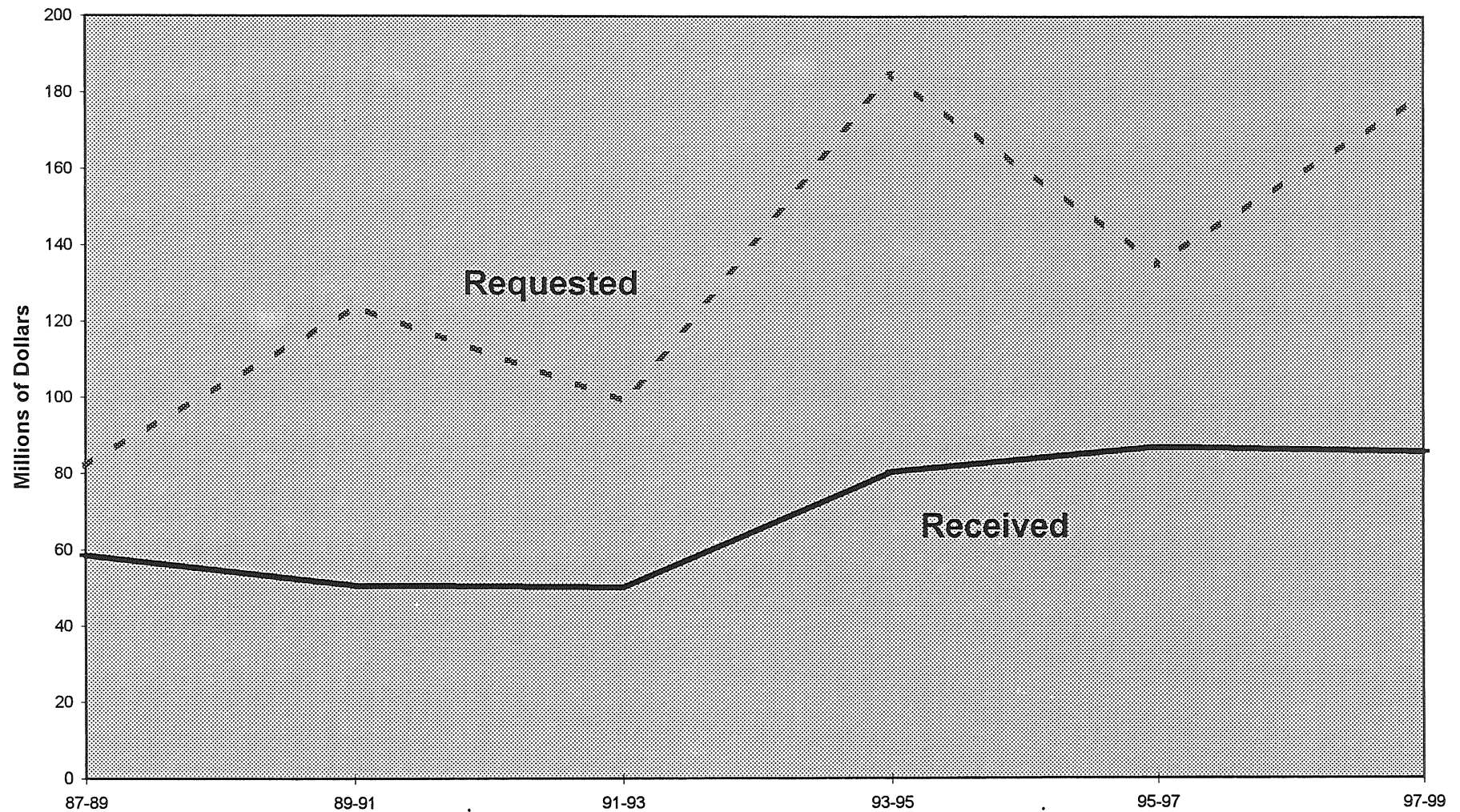


CHART 3

PROJECTS FOR ADDITIONAL SPACE

Request: Three projects totaling \$33.9 Million (\$25.3 million GPR, \$8.6 million Program Revenues)

Projects for additional space would still require enumeration. There are three such projects listed in **Table 1**, with funds under Columns 4 and 6. These projects, described in the **Appendix**, would use \$25.3 million in General Fund Supported Borrowing, plus approximately \$8.6 million in Program Revenues. (One of the projects would also use \$10.4 million in previously-authorized Program Revenues and gifts. Thus, the total non-GPR contribution for these three projects is \$19 million.)

PLANNING FOR FUTURE PROJECTS

We are also recommending that seven projects (five for new space and two for remodeling) be designed during 1999-01, and advanced for construction in the next biennium. The current estimates for these projects total approximately \$80 million, as shown in **Table 1**, with funds listed in Columns 8-10. Descriptions of each project are included in the **Appendix**.

NON-GPR MAJOR PROJECTS

Request: \$78.1 Million (\$17.4 million Gifts/Grants, \$60.7 million Program Revenue Supported Bonding, and \$3.4 million Program Revenue - Cash)

There are fourteen major projects requiring enumeration that use only non-GPR funds. These projects, listed in **Table 2**, serve a variety of purposes such as parking, athletics, site development, student unions, etc. These projects are described in the **Appendix**.

TABLE 1

**UNIVERSITY OF WISCONSIN SYSTEM 1999-01 CAPITAL BUDGET
GPR RECOMMENDATIONS**

		1	2	3	4	5	6	7	8	9	10
PRIORITY LIST FOR GPR MAJOR PROJECTS		CAMPUS REQUEST			RECOMMEND CONSTRUCT				RECOMMEND PLAN		
Campus	PROJECT	PROJECT TOTAL	GPR	PROGRAM REVENUE	GPR NEW	GPR RENEW	Cumulative TOTAL	PROGRAM REVENUE	NEW	RENEW	PROGRAM REVENUE
LAC	Wing Technology Center Remodeling *	\$6.4	\$6.4			\$6.4	\$6.4				
MIL	Lapham Hall South Wing Renovation *	\$7.8	\$7.8			\$7.8	\$14.2				
RVF	Dairy Science Teaching Facility Rplc. *	\$2.9	\$2.9			\$2.9	\$17.1				
EAU	Phillips Science Hall Renovation *	\$10.5	\$10.5			\$10.5	\$27.6				
WTW	Williams Center Fieldhouse Addition *	\$9.0	\$7.6	\$1.4	\$7.6		\$35.2	\$1.4			
SYS	Classroom Renovation/Instruction Tech.	\$15.0	\$15.0			\$15.0	\$50.2				
MSN	Chamberlin Hall Renovation	\$9.0	\$9.0			\$9.0	\$59.2				
GBY	Laboratory Science Remodeling	\$8.5	\$8.5				\$59.2			\$8.5	
MSN	Utility Distribution Systems Upgrades	\$7.0	\$7.0			\$7.0	\$66.2				
STP	Fine Arts Center Remodeling & Addition	\$21.6	\$21.6				\$66.2		\$13.4	\$8.2	
PKS	Fine Arts Addition/Molinaro Rmdlg.	\$12.3	\$12.3				\$66.2		\$4.7	\$7.6	
WTW	Upham Science Renovation	\$16.5	\$16.5			\$16.5	\$82.7				
PLV	New Student Center Technology Wing	\$5.1	\$5.1		\$5.1		\$87.8				
EAU	Campus School Renovation	\$2.9	\$2.9				\$87.8			\$2.9	
MIL	Klotsche Center Addition & Parking	\$19.8	\$12.6	\$7.2	\$12.6		\$100.4	\$7.2			
STO	Jarvis Hall Science Wing Renewal	\$4.2	\$4.2			\$4.2	\$104.6				
SUP	Gates Phy. Ed. Addition & Remodeling	\$14.1	\$12.0	\$2.1			\$104.6		\$9.3	\$2.7	\$2.1
PLV	Ullrich Renewal for Comp. Sci./Classrooms	\$5.8	\$5.8			\$5.8	\$110.4				
SYS	Aquatic Science Education & Research Centers	\$3.0	\$3.0			\$3.0	\$113.4				
LAC	International Education Center	\$33.6	\$4.5	\$29.1			\$113.4		\$4.5		\$29.1
PLV	Karrmann Library Remodeling	\$2.3	\$2.3			\$2.3	\$115.7				
MIL	EMS Building Addition & Remodeling	\$18.0	\$18.0				\$115.7		\$18.0		
TOTAL GPR MAJOR PROJECTS:		\$235.3	\$195.5	\$39.8	\$25.3	\$90.4		\$6.6	\$49.9	\$29.9	\$31.2

* = Carryover from 97-99, now in design.

OTHER MAINTENANCE & RENEWAL PROJECTS											
ALL CAMPUSES		\$119.4	\$104.4	\$15.0		\$69.6			\$34.8		

GPR RECOMMENDATIONS		CAMPUS REQUEST			RECOMMEND CONSTRUCT				RECOMMEND PLAN		
		PROJECT TOTAL	GPR	PROGRAM REVENUE	GPR NEW	GPR RENEW	Cumulative TOTAL	PROGRAM REVENUE	NEW	RENEW	PROGRAM REVENUE
GRAND TOTALS		\$354.7	\$299.9	\$54.8	\$25.3	\$160.0		\$8.6	\$84.7	\$29.9	\$31.2

TABLE 2

**UNIVERSITY OF WISCONSIN SYSTEM 1999-01 CAPITAL BUDGET
NON-GPR RECOMMENDATIONS**

NON-GPR MAJOR PROJECTS		PROJECT TOTAL	Gifts/ Grants	Program Revenue Bonding	Program Revenue Cash
Campus	PROJECT				
EXT	Lowell Hall Parking Structure	\$1.0		\$1.0	
EXT	Purchase 1930 Monroe Street	\$1.3		\$1.3	
MSN	McKay Center Addition	\$2.3	\$2.3		
MSN	Intercollegiate Athletics Pool	\$11.5	\$4.0	\$7.5	
MSN	University Ridge Clubhouse Expansion	\$1.7			\$1.7
MSN	Murray Mall Site Development	\$7.1	\$7.1		
MSN	Operations Facility	\$2.5		\$2.5	
MSN	Southeast Recreational Facility (SERF) Addition	\$5.6		\$5.6	
MSN	Veterinary Medical Teaching Hospital Rmdlg./Exp.- Phase I	\$1.5		\$1.5	1.7
OSH	Reeve Union Addn./Blackhawk Commons Rmdlg.	\$17.2		\$17.2	
RVF	Residence Facility	\$8.0		\$8.0	
RVF	Hagestad Student Center Addition	\$8.9		\$8.9	
STO	Recreation Complex	\$7.0	\$4.0	\$3.0	
WTW	West Campus Development	\$4.2		\$4.2	
TOTAL NON-GPR MAJOR PROJECTS:		\$78.1	\$17.4	\$60.7	\$3.4

APPENDIX 1

1999-01 CAPITAL BUDGET MAJOR PROJECT DESCRIPTIONS

GPR MAJOR PROJECTS - In Priority Order

1997-99 CARRYOVERS

(Approved for planning as part of 1997-99 Capital Budget).

**1. UW-La Crosse WING TECHNOLOGY CENTER REMODELING
\$6,400,000**

This project was approved for planning during the 1997-99 biennium. The project will involve complete renovation of the 38,854 ASF/61,160 GSF Wing Communications Center. Wing was constructed in 1956 as the Campus Library and was minimally remodeled in 1969 to provide faculty offices, classrooms and laboratories for the Mass Communications Department and office and production facilities for the campus radio, television and computer services--both instructional and administrative.

The general physical conditions of the building impair effective delivery of instructional programs, and most spaces are aesthetically and functionally obsolete with respect to both instructional and operational requirements. The proposed project will replace and/or update all building systems. In addition, spaces will be appropriately reconfigured to provide additional general access computing and distance education facilities and to improve handicapped access, circulation, efficiency, exiting, and functionality.

**2. UW-Milwaukee LAPHAM HALL SOUTH WING RENOVATION
\$7,800,000**

This project is a carryover from the 1997-99 biennium. Renovation of the 40,820 ASF/81,390 GSF South Wing of Lapham Hall will include: replacement of floor and ceiling finishes, deteriorated laboratory casework and countertops, ventilation units and perimeter heating system, laboratory fume hoods, plumbing systems and light fixtures; and installation of air conditioning, telecommunications system, additional electrical capacity, and a security card access, alarm and monitoring system. Lecture hall improvements will involve replacement of existing fixed seats, installation of audio visual equipment and acoustical and surface treatment. Two computer labs will also have audio visual equipment installed. Lapham Hall was constructed in 1960 and includes over 125,000 GSF. The Department of Biological Sciences currently occupies most of the building along with Environmental Health and Safety, Allied Health and two general assignment lecture halls. The South Wing is a six-story structure that houses instructional and research labs, lab preparation and support space, and office facilities for the Department of Biological Sciences.

**3. UW-River Falls DAIRY SCIENCE TEACHING FACILITY REPLACEMENT
\$2,862,000**

This project will provide for construction of a 75,250 GSF Dairy Teaching Center on university-owned land at the Mann Valley Farm to replace inadequate and deteriorated facilities at the Campus Laboratory Farm. A large, flexible classroom will be equipped with computers, accommodate larger group instruction, and be adjoined by an arena and preparation area for animal demonstrations. The new milking center, barn, animal housing and feed storage facilities will accommodate a milking herd of 80 cows with 160 replacements, for a total of 240. The existing herd of 60 lactating cows (180 total) is inadequate to accommodate overall teaching, research, and demonstration needs. A larger herd size will enable the university to pursue demonstrations and alternative management practices needed for educational purposes.

In order for students to learn the most current concepts in dairy production and management, a modern dairy facility is required that exemplifies new facilities being constructed and used by commercial dairy farmers. The Mann Valley Farm is the optimal site for the Dairy Teaching Center. This location will place the dairy program on a farmstead of 290 acres that currently houses the beef, swine, and sheep enterprises. The combination of these programs will result in a number of production and management efficiencies and will enhance interdisciplinary educational laboratory activities. Relocation will remove the dairy operation from within the city limits and eliminate the difficulties of running a dairy operation in close proximity to homes, people, traffic, and urban development.

**4. UW-Eau Claire PHILLIPS SCIENCE HALL RENOVATION
\$10,551,000**

Renovation of the 113,423 ASF/186,942 GSF Phillips Science Hall will include: removal of the existing unit ventilators and installation of a new HVAC system; installation of air conditioning for the north wing; an upgrade of the electrical systems; installation of a new emergency generator; completion of the intra-building telecommunication wiring; renovation of the two elevators; remodeling of the restrooms to provide handicapped accessibility; replacement of the ceilings and lighting fixtures; and remodeling of approximately 67,300 ASF of laboratory and classroom space to meet programmatic needs. Exterior work will include replacement of various-sized single-glazed windows and installation of additional insulation on panels located directly above the windows. Phillips Science Hall was constructed in 1964 with an addition completed in 1969. The facility is the university's main science building and houses the Departments of Biology, Chemistry, Computer Science, Geography, Geology, and Physics/Astronomy. The scope of this project is the result of an intensive investigation conducted in Fall 1993 that examined the physical condition of the structure, capacity of the utilities, and utilization of the facility.

5. UW-Whitewater WILLIAMS CENTER FIELDHOUSE ADDITION
\$9,000,000 (\$7,650,000 GPR + \$1,350,000 PRB)

This project will construct a 94,000 ASF/111,300 GSF addition to the existing Williams Center Physical Education and Recreation facility. The project will correct deficiencies in the existing facility; expand needed space for instruction, wellness training, intramurals, recreation, and intercollegiate athletics; and respond to Title IX and gender equity requirements. The proposed addition will provide space for a fieldhouse with a 200-meter indoor track, three additional classrooms, a weight room/fitness center, a training room, locker rooms, administrative offices, six racquetball courts, equipment/storage rooms, and a ticket/concession booth. The original 79,730 ASF/101,058 GSF Williams Center facility was constructed in 1966. A 20,549 ASF/22,680 GSF addition was constructed in 1981, providing a total of 100,279 ASF/123,738 GSF of space in the Williams Center. The existing facility includes four gymnasiums, a swimming pool, dance studio, classrooms, locker rooms, training rooms, storage and staff offices. The Williams Center does not provide sufficient facilities for many of the instructional, recreational, intercollegiate athletic, community, special events, and summer camp programs that have developed over the years in response to student demand, teacher licensure requirements, Title IX and gender equity issues, and the need to supplement departmental budgets with fund-raising through facility events and summer camp programs.

1999-01 MAJOR PROJECTS

6. UW System CLASSROOM RENOVATION and
INSTRUCTIONAL TECHNOLOGY IMPROVEMENTS
\$15,000,000

This proposal continues a major University of Wisconsin System initiative started in 1995-97 to upgrade the physical condition and instructional capabilities of facilities to address the multi-faceted educational needs of the 21st century. The two primary objectives of this program include: (1) providing comprehensive classroom renovations to create an instructional environment that will strengthen the faculty's ability to communicate efficiently and effectively with undergraduate students; and (2) providing the means to deliver these same educational opportunities to citizens at a distance throughout the State.

UW System facilities contain over 1,800 general assignment classrooms, encompassing more than 1.4 million square feet of space, excluding UW College facilities. Almost half of those classrooms are 20-30 years old, and over 21 percent are more than 50 years old. The vast majority of these essential instructional spaces have not been updated since construction. Survey results tabulated in 1996 indicated that approximately 46 percent of the total number of general assignment classrooms required some degree of remodeling and 84 percent were deficient in equipment.

Over the past two biennia, funding for this program has provided a wide spectrum of improvements in approximately 190 instructional environments. The overall magnitude of

classroom deficiencies, however, still exceeds \$50 million, and it is anticipated that an additional \$9 million will be required over the next couple of biennia to complete needed wiring upgrades at several campuses and the UW Colleges. Implementation of the classroom modernization program will take several more years, so it is essential that this program continue to be given a high funding priority to enhance instructional environments and remove time and place as barriers to learning.

7. UW-Madison CHAMBERLIN HALL RENOVATION
\$9,000,000

Approximately 88,600 GSF of 310,000 GSF of space in Chamberlin Hall that will be vacated by the School of Pharmacy will be extensively renovated to reconfigure that 1905-constructed area for the Department of Physics. This will consolidate most of the Physics Department in Chamberlin Hall, where Physics currently occupies about 76,200 ASF. It will also result in the future release of 91,300 ASF of Physics space in Sterling Hall and enable the University to address long-standing renovation needs of space in Sterling that can be reassigned to consolidate the Department of Astronomy. The renovated space in Chamberlin Hall will provide for: (1) consolidation of research programs; (2) creation of a nucleus for Interdisciplinary Research Activities; (3) modernization of instructional space; (4) lab flexibility; (5) correction of HVAC problems, and (6) consolidation of department support.

Planning for renovation of Chamberlin Hall should be accomplished during 1999 so that work can be undertaken in Chamberlin as soon as Pharmacy vacates the building in 2000.

8. UW-Green Bay LABORATORY SCIENCE BUILDING REMODELING
\$8,500,000 (Planning)

This project will remodel the entire Laboratory Sciences Building except for mechanical rooms, one classroom, one chemistry lab, the greenhouse, and storage rooms, 68,815 GSF of the 80,500 GSF. Existing wet science labs will be enlarged and reconfigured, and all building mechanical and electrical systems.

This is the second step in a sequence of events to provide the minimum amount of space needed to solve all significant building space issues at UW-Green Bay. The first step is the construction of a new general academic facility to provide properly sized and configured classrooms and other instructional spaces. The academic facility was enumerated for planning in October, 1997, and for construction during the 1999-2001 biennium. The second step of the plan is to consolidate all instructional wet labs in the Laboratory Sciences Building, making use of the existing mechanical infrastructure, and locating teaching labs in close proximity to lab technical staff, stockrooms and related program support spaces. Virtually the entire second floor and portions of other floors will be vacated when the new academic building is occupied, providing space to increase the size of the now too small teaching laboratories.

**9. UW-Madison UTILITY DISTRIBUTION SYSTEMS UPGRADES
\$7,000,000**

This project will provide chilled water distribution, electrical and water utility upgrades to maintain support of current functions and to meet the requirements of facilities in design or construction. The components of this project represent the recommendations of various engineering consultants retained to study the individual utility systems.

The chilled water loop component (\$2,500,000) of this project will extend two 30 inch diameter lines south from Linden Drive with six take-offs to serve the current and future buildings in the southwest portion of the campus. Work will also include the installation of two 18 inch isolation valves in the existing chilled water line feeding this portion of the campus.

The electrical power distribution component (\$2,500,000) of this project will begin the removal of the existing obsolete Randall Street Substation and the construction of a new 15 kilovolt switching station. A new underground vault will be constructed to house the new switching station.

The city water/fire protection component (\$2,000,000) of this project will include the installation of new water mains at nine different locations across campus. Work will also include the installation of new fire hydrants connected to existing water mains at various locations around campus.

**10. UW-Stevens Point FINE ARTS ADDITION & REMODELING
\$21,557,000 (Planning)**

This project will remodel significant portions of the existing 63,359 ASF in the Fine Arts Center and construct a 43,400 ASF addition to provide appropriate teaching and rehearsal space for theater, dance, music, art and design. The American Suzuki Institute will be physically integrated into the fine arts facility. The Fine Arts Center occupied in 1970, is too small and needs major infrastructure repairs. The facility has two large performance spaces, one designed for music, the other for theater. Both spaces are fundamentally sound, except they have had to double as teaching laboratories. There are continuous scheduling conflicts between teaching and performances in the theaters. Instructional classes must be temporarily relocated to corridors and other non-suitable areas when the theaters are prepared for performances. The construction of sets for performances cannot occur while classes are being conducted on the stages, nor can performance practices be held concurrently with classes.

The American Suzuki Institute of Music is isolated from the mainstream of music activity because it is located in an old residential house. Dance classes are held in the Health Enhancement Center and in the Learning Resources Center. Five art studios are located in the 1916 Nelson Hall as is costume storage for the theater department. A joint decision has been made by the UW-Stevens Point, UW System Administration, and state build commission staff to vacate the 82 year-old Nelson Hall. The comprehensive building space use plan identifies completion of the Fine Arts Center as the first major step in vacating Nelson Hall.

11. UW-Parkside FINE ARTS ADDITION & MOLINARO REMODELING
\$12,336,000 (Planning)

This project will remodel underutilized space in Molinaro Hall for the relocation of the Music Department and Media Services/Distance Education program from the Communication Arts Building, renovate a portion of the Cinema Theater in the Student Union to accommodate instructional and performance needs of the Music Department, renovate the vacated space in the Communication Arts Building, and construct a small addition to the Communications Arts Building.

The Communication Arts Building constructed in 1971, provides a very nice 650 seat theater for dramatic arts performances, and minimal teaching space for the fine arts instructional programs. It was anticipated the fine arts departments would support programs in the mission of the institution with engineering and science programs being a major emphasis. Consistent with that mission, very basic instructional spaces were provided for the art and music programs, with the dramatic arts assigned to use the stage and support areas of the theater as instructional laboratories. Molinaro Hall was designed to serve the engineering programs.

As the academic programs at the then new UW-Parkside matured, there has been a small student demand for the engineering curriculum and a very large demand for the fine arts programs. As a result, fine arts space has become inadequate while engineering spaces receive minimal use. Based on the recently completed strategic program planning initiative and a comprehensive review of facilities use, it is clear that building space must be reallocated and renovated to meet current and planned program needs.

12. UW-Whitewater UPHAM SCIENCE HALL RENOVATION
\$16,500,000

This project will renew the 112,352 GSF Upham Hall Science facility and construct 29,400 GSF of new space. Upham Hall was built in 1963, has been well maintained, but at nearly 35 years old needs renewal. Functionally the building is very obsolete because the programs and methods of teaching and learning have changed substantially in the past 35 years. Undergraduate student study assignments increasingly include individual and group projects designed to teach research techniques of investigation and learning. Faculty, to be active teacher and scholars, must study, teach, and conduct research to stay current in their fields. The teacher/scholar model of learning also encourages undergraduate students to participate with faculty in their study and research. The spaces in Upham Hall do not support the teacher/scholar learning model in either quality or quantity. Changes in learning continues to require adding more computers and specialized equipment to laboratories. The changes in learning and the additional equipment results in a need to add some space to the building.

13. UW-Platteville NEW STUDENT CENTER TECHNOLOGY WING
\$5,099,000

A 23,500 GSF area would be added to the new student center to house general access computing facilities to provide extended hours access 24 hours/day, 7-days/week without compromising security of the adjoining student center. The area would house a 200-station general access computer lab/computer mall, a 25-station Discourse Room, and an IDEA Center consisting of an office, 15-station collaboration area, work/copy room, storage/file room, and 30-station conference room. The 200-station general access computer mall area will offer flexibility to accommodate open labs, a variety of small group functions, plotters, computers with specialized software to support specialized academic program, a publishing center, and a testing center for facilitating computerized exams and tutorials.

The current computer center is located in the basement of Gardner Hall, a former residence hall, is poorly configured, and lacks adequate infrastructure, and was designed around a mainframe configuration. Today, networking is essential to support student, faculty and staff desktop workstations, and comprehensive student computing laboratories. The addition of networking equipment in the former residence hall basement increases the inadequacy of the facility. The University is rapidly falling behind in efforts to provide adequate and effective information services due to antiquated and make-shift facilities, and has not been able to keep pace in the past decade with the new developments in instructional technology. The demand for services is far beyond what can be provided from the existing space.

14. UW-Eau Claire CAMPUS SCHOOL RENOVATION
\$2,900,000 (Planning)

This project will remodel approximately 40,000 GSF of the former Campus School Building, remodeling the current elementary school configuration into a collegiate environment. The Campus School Building was constructed in 1951, as an elementary school to provide practice teaching experience for students in elementary education. When campus school operations were discontinued in 1972, the university leased a portion of the space, 10,000 ASF, to the Eau Claire School District for use as an elementary school. The lease will expire in 2001, and the entire building should then be renovated to serve university students and programs. There are four primary space management issues driving the renovation of the former campus school: (1) the need to create a Center for International Education, (2) overcrowding in Schofield Hall, (3) overcrowding in Hibbard Hall, and (4) the ending of the lease with the Eau Claire School District.

The campus school renovation will facilitate some consolidation of the School of Education by relocating the International Education offices from Schofield Hall, and the Special Education Department from the Human Science and Services Center located across the Chippewa River. It will also provide space for the creation of a Center for International Education. The Foreign Languages Department will be relocated into the Campus School from Hibbard Hall. The Children's Center will remain in the facility.

15. UW-Milwaukee KLOTSCH CENTER ADDITION & PARKING
\$19,800,000 (\$12,580,000 GPR + \$7,220,000 PRB)

This project will construct an 87,500 ASF/110,000 GSF addition to the existing Klotsche Center for Physical Education. Needed expansion space will be provided for instruction, training, intramural, recreation, and intercollegiate athletic sports; as well as facilities for the new Physical Therapy program and replacement support space for the Intercollegiate Athletics programs.

In the existing facility, approximately 5,780 ASF will be remodeled to meet changing programmatic needs. About 27,150 GSF throughout the facility will also receive new wall paint finishes, and 13,370 GSF will receive new floor tile or carpeting. Other major improvements include the replacement of the existing men's and women's locker room lockers, replacement of eight racquetball court floors, upgrading the existing gym/arena and pool lighting, and the addition of air conditioning/ventilation improvements for the existing gym/arena, locker rooms, the present combatives gym, and the equipment room.

In addition, this project will construct a parking structure providing a minimum of 200 spaces to replace the surface parking displaced by the proposed addition.

16. UW-Stout JARVIS SCIENCE WING RENEWAL
\$4,200,000

This project will remodel and reconfigure 51,109 ASF on the first, second and third floors of the Jarvis Hall Science Wing to provide modern laboratories for biology, chemistry, physics, and safety, general assignment classroom and lecture halls, faculty and staff offices, and equipment storage. Labs will be reconfigured to accommodate computer technology and to provide space for small study groups, independent study, faculty and student collaborative work, and faculty research. Small labs will be enlarged to offer greater flexibility in teaching. The major issues addressed are (a) outdated equipment and space configurations that cannot support modern teaching methods and technology; (b) inadequate airflow, ventilation, electrical service, and storage; and (c) lack of accessibility in labs for disabled individuals

Jarvis Hall Science Wing was constructed in 1970, and has been used without alteration for biology, chemistry, physics, and safety. While the facilities have been well maintained and are fundamentally in good condition, functional and physical obsolescence issues need to be addressed. There is enough space available to meet needs, but it is not configured for teaching with modern instructional technologies. There are code concerns related to fume hoods and ventilation.

17. UW- Superior GATES PHYSICAL EDUCATION ADDITION & REMODELING
\$14,088,000 (\$11,974,800 GPR + \$2,113,200 PRB) - (Planning)

This project will remodel approximately 22,500 ASF of existing space containing lockers, showers, offices, and various small rooms, and construct a new 96,000 GSF addition to the Gates Physical Education Building. The major new space would be a fieldhouse to house a 200 meter track and gymnasium. Other spaces to be created include, a physiology and exercise lab, exercise and fitness rooms, an aerobic fitness center, racquetball courts, men's and women's lockers and showers, training room, faculty offices, a general assignment classroom, and storage space. The existing small gymnasium and swimming pool are not included in this project.

The Gates Physical Education Facility constructed in 1966, provides a small gymnasium, swimming pool, lockers and showers, a few small teaching spaces. Teaching spaces are obsolete, and specialized space for several types of instruction is not available. There are no locker rooms for visiting teams, thus the men's locker room is used by visiting women's teams and visa versa. The Gates facility is scheduled for use from 6 a.m. to 8 p.m., five days a week, and up to 16 hours on Saturdays for instruction and athletic practices. Scheduled competitive events such as men's and women's basketball, force regularly scheduled activities to be relocated or canceled. Infrastructure problems seriously diminish the quality of instruction. Ventilation and temperature controls are inadequate. The many exterior doors present security, and energy conservation problems

The health and safety of students, faculty and staff is compromised because the basketball court and running track floor surfaces have deteriorated to the point where users are incurring injuries. The floor sub-surfaces are no longer resilient, resulting in shin splints and other impact injuries.

18. UW-Platteville ULLRICH RENEWAL FOR COMPUTER SCIENCE & CLASSROOMS
\$5,789,000

The more than 80-year-old Ullrich Hall will be completely renovated to provide general assignment classrooms equipped with modern learning technology, and new laboratories for the Department of Computer Sciences. Ullrich Hall was constructed in 1916 to provide manual arts shops and a gymnasium for the Normal School, and was remodeled in 1962, constructing a floor through the gymnasium to create a second floor area for general assignment classrooms, and laboratories and offices for the College of Agriculture.

The renovation of Ullrich is the third step in addressing the major building space planning issues at UW-Platteville. The first step was the total renewal of the former campus school, Doudna Hall, which has been completed. The remodeling of Russell Hall was the next step, to be followed by the complete renovation of Ullrich Hall. This sequence is significant because the remodeled Russell Hall will provide new teaching laboratories and offices for the College of Agriculture currently located in Ullrich Hall. Thus a significant portion of Ullrich will become vacant and available for remodeling when the College of Agriculture moves to Russell Hall. The remodeling of Ullrich will renew and old facility while at the same time, provide modern classrooms equipped with modern learning technologies, and computer science teaching laboratories.

19. UW System AQUATIC SCIENCE & TECHNOLOGY EDUCATION CENTER
\$1,800,000

This project will remodel 7,850 ASF/9,000 GSF of space to create an Aquatic Science and Technology Education Center (ASTEC) at the Great Lakes Research Facility (GLRF). Construction will occur in undeveloped space that is currently used for storage to provide four learning areas: a general use classroom/auditorium, a wet laboratory/hands-on area, a distance learning area, and space for informal education and information exchange. Support facilities will consist of; a reception/exhibit area with a service kitchenette, a reference room/office space, and storage space. A new separate entrance will be created to serve the Center and include a small Great Lakes Aquaria Exhibit area and an information/gift counter. Direct access to the waterfront and dock area will be provided which will allow use of the research vessels housed at GLRF by the new Center's students and clients.

The classroom/auditorium will be designed to accommodate full audio-visual display equipment and a combination of fixed and flexible seating arrangements for small and large groups (up to 150). The wet laboratory/classroom area will be designed to accommodate 25 adult students with sink and lab bench/table spaces for each student to perform analysis of fish and other aquatic specimens, as well as water and sediment samples. The lab will be equipped with an Internet II backbone connection, and lab and computer equipment for student use.

20. UW System CENTER FOR AQUATIC CULTURE TECHNOLOGY
\$1,200,000

This project will remodel approximately 6,850 ASF/7,200 GSF to create research laboratory and support space for the Center for Aquatic Culture Technology at the Great Lakes Research Facility (GLRF). The laboratory will be located adjacent to the existing Aquaculture Lab (Room 174) in undeveloped space that is currently used for storage. Remodeling will create a state-of-the-art aquatic culture technology laboratory with complete life support systems for aquatic organisms; a food technology production and management laboratory; a resource/data base and global access computer facility; a small amount of office space; and a small shipping and handling area.

21. UW-LaCrosse INTERNATIONAL EDUCATION CENTER
\$33,584,000 (\$4,461,000 GPR + \$29,123,000 PRB) (Planning)

This is an exciting venture that will provide construction of a half-million GSF complex consisting of an International Education Center, an apartment-style residence hall for approximately 420 students, and a parking ramp for about 1,000 vehicles. Only 13% of the total \$33.5 million cost will require state funding which may be partially offset by gift funds being pursued by the Chancellor.

The International Education Center will provide classrooms and conference/seminar facilities with state-of-the-art technology, a computer

lab, resource library, offices and support space for the Office of International Education. Dedicated space in this Center will enable consolidation of campus international programs which have experienced tremendous growth in providing educational opportunities and related services for international students at UW-La Crosse and for UW-La Crosse students who study abroad. This Center would provide a central assembly area with kitchen facilities and offices and support facilities for regional and City of La Crosse international development committees and the Business Development Center. It is also envisioned that the Center could serve the State of Wisconsin as a Western Wisconsin Regional Center for international business, including a branch office of the Wisconsin World Trade Center.

The residence hall component will provide apartment-style accommodations including individual bedroom/study areas, for approximately 400 students. This facility will respond to the unmet demand for student housing at UW-La Crosse that has existed for the past 25 years. Between 500 and 700 student requests for housing during 1997-98 were not filled due to space shortages. In addition, Western Wisconsin Technical College has expressed an interest in partnering with UW-La Crosse by contracting for 100 beds to replace their existing residence hall that is scheduled for demolition during 1998 to construct the UW-La Crosse Medical Health Science complex.

The 1,000-space parking ramp will provide a net gain of about 721 spaces and reduce the overall campus parking deficit to 215. Construction of the ramp as part of the International Education Center is proposed as an alternative to surface parking to preserve limited campus green space and to abide with the City's directive that the University not expand the campus boundary.

22. UW-Platteville KARRMANN LIBRARY REMODELING **\$2,335,000**

This project will reconfigure and remodel approximately 29,000 GSF in the Karrmann Library to meet the changing, new technologies in the library environment. It will provide efficient compact shelving and additional stack space, create flexibility for the reorganization of library operations, improving material handling and administrative and support functions. Modifications will convert the current traditional library setting into an effective information services and resources center. Non-library functions presently occupying fourth floor space will be removed and vacated space will be reclaimed for library operations.

The Karrmann Library was constructed in 1969, with a portion of the third floor and the fourth floor penthouse assigned for non-library functions. The only increase in library space since the original construction 29 years ago, was the 5,000 ASF recovered on third floor for stack expansion and study space. Electronic technology was not prevalent when the library was constructed, and some of the current library services did not exist. Many of the other functions are now located in inadequate spaces and cannot operate effectively nor efficiently.

23. UW-Milwaukee EMS BUILDING ADDITION & REMODELING
\$18,000,000 (Planning)

This project will construct a 40,000 ASF/65,000 GSF multi-level addition to the Engineering and Mathematical Sciences (EMS) Building. The proposed addition will be located north of the existing EMS Building and connected to the existing structure at two levels. The addition will provide 24,000 ASF of space for new engineering research and instructional labs, 6,950 ASF of office and conference space, 3,200 ASF for classrooms, 2,100 for ASF computer labs and 3,750 ASF of support space.

This project will also remodel approximately 24,000 ASF of space in various locations in the Engineering and Mathematical Sciences Building. Remodeling will include: converting research labs and instructional space; remodeling areas for the connecting link to the addition; installing instructional workstations; expanding the machine shop and service space; and upgrading the HVAC and electrical systems in the foundry and six wet labs.

NON-GPR MAJOR PROJECTS

In Alphabetical Order by Campus

**1. UW-Extension LOWELL HALL PARKING STRUCTURE
\$986,800 PRB**

This project will construct an above ground 60-car concrete parking structure behind the existing Lowell Hall off Langdon Street in Madison. The two-level parking structure would be built above an existing paved lot that has access from Mendota Court. Access to the above ground parking would be from North Francis Street. The existing loading dock access and the service entry to Lowell Hall will need to be reviewed for potential relocation.

**2. UW-Extension PURCHASE BUILDING AT 1930 MONROE STREET
\$1,300,000 PRB**

A major long range space planning effort for UW-Extension will be undertaken during the next year to chart a course of action regarding numerous space issues. Currently, the Wisconsin Survey Research Lab rents over 9,000 square feet of office space on the second floor of a building at 1930 Monroe Street. UW-Madison is actually the lessee of this entire building (18,000 + square feet of space), and UW-Extension subleases space. The annual rent for the entire building is about \$240,000, of which UW-Extension pays about \$129,000. UW-Madison has no desire to continue to rent space beyond the current lease, which expires on June 30, 1999. There are also three renewal options extending until 2002. The space plan for UW-Extension may determine that it would be desirable to purchase this facility. Enumeration will be sought so that the building could be purchased, if advisable, during the 1999-01 biennium.

**3. UW-Madison MCKAY CENTER ADDITION
\$2,300,000 Gifts/Grants**

This project will provide for construction of a 16,200 GSF two level addition to the McKay Visitor Center at the UW-Madison Arboretum. A modest 900 GSF remodeling is also included to tie the existing building to the new addition.

The first level will provide a visitor reception area to include a visitor orientation/exhibit space with interactive displays, a library, gift shop, public restrooms, and an elevator. A multipurpose room will also be on this floor designed to meet various instructional, meeting and dining needs with a capacity of 150 for dining and 250 for lectures. The addition will also include a caterer's kitchen, storage, a loading and receiving area, and building maintenance spaces. The lower level will be mechanical and unfinished space to be used in the future for expansion of administrative offices. The addition will be supported by a new mechanical system sized to serve any future expansions.

The project will also include the development of a Wisconsin Native Plant Garden. The garden will be approximately four acres surrounding the McKay Center and will provide a labeled collection and interpretive graphics to introduce students and visitors to the native flora of the state. Finally, current plans call for the parking to be redesigned to incorporate an increase from approximately 75 to 200 parking spaces to meet the needs of additional visitors to the building and gardens.

4. UW-Madison INTERCOLLEGIATE ATHLETICS POOL
\$11,500,000 (\$7,500,000 PRB & \$4,000,000 Gifts/Grants)

A 65,290 GSF pool facility will be constructed east of the Natatorium to provide a dedicated practice and competition facility for the Men's and Women's Intercollegiate Swimming and Diving Teams. The facility will include a 70-meter long by 25-yard wide pool; seating for approximately 1,500 spectators; locker, shower and restroom facilities; a weight training room; concession; and support spaces. A bulkhead will be installed for flexibility in hosting both 50-meter and 25-meter competitions as well as 3-meter and 10-meter diving competitions.

The proposed structure will eliminate the need for the swim teams to utilize both the Natatorium and the Southeast Recreational Facility (SERF) pools and share shower, restroom, locker, training and equipment facilities on a daily basis. Nor will divers need to commute to Milwaukee to train on a 10-meter platform at the YMCA. The new pool and amenities will enable UW-Madison to host various swimming and diving competitions, including sanctioned meets, such as the NCAA competition in 1999, when the format will change from 25 meters to 50 meters. The new facility will also provide an opportunity for UW-Madison to add a Women's Water Polo Team and foster the University's continuing commitment of gender equity between the men's and women's intercollegiate programs. And, UW-Madison will be able to join the ranks of the other Big Ten universities that have recently constructed new pool facilities to improve their swimming and diving programs and meet the revised requirements to host sanctioned events.

5. UW-Madison UNIVERSITY RIDGE CLUBHOUSE EXPANSION
\$1,751,000 Program Revenue (Cash)

A second addition to the University Ridge Clubhouse, approximating 5,875 GSF, will be constructed to provide a banquet facility, offices, conference/break room, restroom and storage. Temporary offices in the first addition will be converted to shower and locker rooms that will provide 34 half-lockers for each gender. Exterior developments will enlarge the new, 60-stall parking lot to 300 stalls; demolish the original, remotely-located parking lot; improve cart storage, staging, and paths; and complete landscaping.

This project will complete the Clubhouse upgrade that will provide the amenities to host meetings and banquets with golf outings. The office addition will allow conversion of the temporary offices into locker and shower facilities that will enable the University to host Big 10 and NCAA golf tournaments on a regular basis.

6. UW-Madison MURRAY MALL SITE DEVELOPMENT
\$7,111,000 Gifts/Grants

Murray Mall will create a pedestrian way with improved site amenities and design continuity to enhance the physical and visual linkages from the Memorial Union to the Kohl Center. The proposed project includes redevelopment of the parking and loading dock/service area between the Memorial Union and the Red Gym/Armory; redesign of Library Mall; vacation and redevelopment of the Murray Street right-of-way between the State Street Mall and University Avenue; redevelopment of the space between Vilas Communication Hall and the University Square Shopping Center; redevelopment of pedestrian spaces along the Murray axis through the Southeast Residence Halls complex; and a connection south across Dayton Street to the Kohl Center and the Murray Street pedestrian/bicycle underpass beneath the Wisconsin and Southern Railroad tracks. No land acquisition is required for this project. It will be necessary for the University to work with the City of Madison regarding the vacation of Murray Street between the State Street Mall and University Avenue. The University and City must also work together regarding the crossings of Langdon Street, University Avenue, Johnson Street, Dayton Street and the interface with the State Street Mall.

7. UW-Madison OPERATIONS FACILITY
\$2,500,000 PRB

This project will provide for construction of a 30,300 GSF Operations Facility to consolidate several administrative and service groups within the Division of Facilities Planning and Management. Those groups will include Vehicle (Garage) Services, Fleet Operations, Campus Services, Custodial Services, Environmental Management and Environmental Services. The ground level will provide a repair and maintenance garage, parts room, vehicle washing facilities, and other support areas. The partial second story will contain administrative spaces as well as locker, shower and restroom facilities.

Two sites are being considered for this facility. One is a parcel east of Walnut Street along Herrick Drive on the west side of the campus; the other is Parking Lot 51, which is located north of Regent Street between Mills Street and Charter Street. A third option would be to negotiate a land exchange between a potential developer of the Garage/Fleet site for an off-campus site. A new Operations Facility will address serious Garage and Fleet Operations space deficiencies, in terms of quality and quantity, and will enable redevelopment of the North Park Street/North Murray Street site. That site, and adjoining privately-owned property, are identified in the Campus Master Plan as a desirable location for a visible major entrance to the University that would include a Campus Visitor Information Center.

**8. UW-Madison SOUTHEAST RECREATIONAL FACILITY (SERF) ADDITION
\$5,618,000 PRB**

A three-story, 39,600 GSF addition will be constructed on the west side of the Southeast Recreational Facility to provide two gymnasiums, a multi-purpose space, storage area and mechanical room. One of the gymnasiums will be regulation sized for basketball and include a climbing wall, and the other will provide two basketball practice courts. The multi-purpose area will accommodate weight lifting, circuit training and open space for aerobics, dance and martial arts. This highly-utilized facility is operated by the Division of Recreational Sports. Approximately eight percent of the project cost will be funded with General Purpose Revenues based upon the percentage of time that the Department of Kinesiology will utilize the new space for instructional purposes. The combination of an increase in the Faculty/Staff Facility Access Fee and a student-supported SEG fee increase of \$6.50 per student per semester for 20 years will generate sufficient funds to pay the debt service for this addition.

**9. UW-Madison VETERINARY MEDICAL TEACHING HOSPITAL
REMODELING & EXPANSION - PHASE I (Small Animal)
\$3,200,000 PRB**

This project will implement the first of a two-phase project that will expand and remodel both the small and large animal areas in the Veterinary Medical Teaching Hospital to meet growing space needs. This first phase will provide for construction of an 8,000 GSF addition to and renovation of 8,900 GSF in the small animal hospital and central support functions, including the pharmacy and medical records areas. Work will be staged to keep the hospital fully operational during construction.

Since construction of the Veterinary Medical Teaching Hospital 15 years ago, there has been no expansion or major remodeling to support the growth in the number and variety of patients as well as new approaches in the diagnosis and treatment of diseases. New and remodeled spaces will provide the capability to teach students in appropriate environments using modern techniques, develop quarters to separate species that should not be housed together or that have infectious diseases, and meet accreditation requirements by the next review in 2001.

**10. UW-Oshkosh REEVE UNION ADDITION &
BLACKHAWK COMMONS REMODELING
\$17,210,000 PRB**

This project will construct a 60,000 GSF addition to and remodel approximately 81,265 GSF of space in the Reeve Memorial Union; construct a 2,880 ASF skywalk/entry between Reeve and Blackhawk; and remodel approximately 37,141 GSF of space in the Blackhawk Commons.

The current proposal will construct the addition to the south of Reeve Memorial Union, on a site currently occupied by Clemens Hall. However, the final siting of the addition will be determined through the design process. Any alternate site will eliminate the proposed skywalk/entry. The addition will include primarily retail dining, meeting and event spaces. Remodeling will provide additional space to meet student needs and accommodate the Bookstore function relocated from Blackhawk Commons.

The Blackhawk Commons addition will be constructed near the northeast corner of the building and provide an enclosed new elevator, stairs and, cost permitting, a skywalk across Algoma Boulevard to the Reeve Union Addition. Remodeling in Blackhawk will involve only the upper level and include: a central server, main (west) dining room, southeast dining room, new toilet rooms, private dining room and northeast entry lounge and lockers.

**11. UW-River Falls NEW RESIDENCE HALL
\$8,000,000 PRB**

This is a project to construct a new residence hall for 240 full time residents in suite or apartment style living units. The standard living unit will be an apartment for four people, each with private bedrooms, with common bath and living areas. Building amenity spaces will include an attractive lobby/service area, computer and study rooms, laundries, storage rooms, social spaces, and other miscellaneous support spaces.

The University of Wisconsin-River Falls operates nine residence halls, housing a maximum of 2172 students. The ages of the buildings range from 30 to 47 years. All the halls were designed prior to 1968, and reflect the simplified needs and amenities that were prevalent at the time. Currently there is strong student sentiment for alternative living arrangements in university operated residence halls. Students are requesting facilities providing individual privacy as well as physical layouts that foster a positive atmosphere that promotes a sense of community. Residence halls have changed from their primary role of simply a place to live, to one of a living/learning community that greatly enhances the academic experience of students. The University currently has no space conducive to housing visitors or guests. This project will include a suite of guest housing accommodations for approximately 10 guests to serve the entire campus.

**12. UW-River Falls HAGESTAD STUDENT CENTER ADDITION
\$8,857,000 PRB**

This project will remodel 6,000 GSF in the Hagestad Student Center, and construct a 32,000 GSF addition. The addition will include a multipurpose large programming space to accommodate up to 1,200 occupants, a stage with production-quality lighting and sound systems, a technical control booth, actor green rooms, storage areas, conference rooms, and a food service catering area. The existing Student Services Center and the Student Leadership Development and Programming Center will each be expanded and improved with better lighting, acoustics, ventilation, and the installation of air conditioning. The loading dock and service area is to be relocated and additional storage constructed.

There is no current campus facility with the right type of supporting spaces or equipment to host medium to large events in an effective manner. Campus events ranging from dance performances to lectures to theater productions to musical concerts have been held in facilities that most often do not offer the flexibility or capacity to properly accommodate the event, frequently not even a break-even on cost capacity. For example, one internationally famous dance company performed in Karges Gymnasium with a makeshift dance floor, a poor sound and light system and a dressing room formed by hanging curtains.

13. UW-Stout**RECREATION COMPLEX****\$7,000,000 (\$3,000,000 PRB & \$4,000,000 Gifts/Grants)**

This project will construct a 18,000 gross square foot addition to the Physical Education building to house the student fitness, weight training, aerobics center, climbing wall, storage, and an outdoor adventure room (for outdoor recreation equipment rental); remodel and redecorate the existing pool in the Phy Ed building; construct new multi-use fields to accommodate intramural, physical education, club sport, and other recreation activities such as softball, flag football, Women's soccer field, ultimate frisbee, sand volleyball courts, archery range, and an open rink for inline skating and ice-skating activities; construct a ropes challenge course; install turf irrigation and drainage systems in all field areas; construct paved plaza/gathering spaces for stadium pregame activities; install landscape plantings, benches, signage, etc.; remove an existing road (3rd Street East from 16th Avenue to 18th Avenue) to facilitate field construction and pedestrian circulation.

The project will also construct a lighted 4,500 seat stadium with a 1,600 GSF pressbox and a 1,000 GSF fenced-in, cold storage area for field maintenance equipment under the stadium; construct an artificial turf field at the new stadium to create a multi-use field suitable for NCAA football, flag football, outdoor recreation activities, physical education activities and other events; remove the existing Nelson Field seating; and construct a multi-use club soccer field. The project will be phased based on available funding and to facilitate construction.

14. UW-Whitewater**WEST CAMPUS DEVELOPMENT PROJECT****\$4,180,000 PRB**

This project continues the development of the 1994 Campus Exterior Development Master Plan providing improved pedestrian and vehicular circulation throughout the west campus area. The project is comprised of eight components that when combined provide an economy of scale in bidding and constructing the interrelated sites. The components include a 1,200-foot interior campus road to connect Starin Road to East Warhawk Drive; development of the Carter Mall to improve pedestrian circulation near Carlson and McCutchen Halls; redevelopment of the University Center Service Drive; resurfacing and expansion of Parking Lot 6 near Drumlin Hall; resurfacing of Parking Lot 8 near Bigelow Hall; resurfacing of Koshkonong Drive near the west residence hall complex; development of a Prince Street Parking Lot for 275 commuter vehicles and improved pedestrian access to the academic core; and the relocation of Parking Lot 9 and the adjacent intramural fields immediately west of the Willams Center.