

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

Held in room 1820 Van Hise Hall  
Friday, March 5, 1999  
9:00 a.m.

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9:00 a.m.

- President Orr presiding -

PRESENT: Regents Barry, Boyle, Brandes, Gottschalk, MacNeil, Marcovich, Mohs,  
Olivieri, Orr, Randall, Smith and Staszak

ABSENT: Regents Benson, DeBraska, DeSimone and James

**APPROVAL OF MINUTES**

The minutes of the meeting of the Board of Regents held on February 5, 1999,  
were approved as circulated.

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**REPORT OF THE PRESIDENT OF THE BOARD**

**Report on the February 26<sup>th</sup> meeting of the Higher Education Aids Board**

The Board received a written report on the February 26 meeting of the Higher  
Education Aids Board. Regent Randall is the Board's representative on HEAB.

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**Report on the March 3<sup>rd</sup> meeting of the Hospital Authority Board**

A written report on the March 3 meeting of the Hospital Authority Board was provided. Regents Boyle, James and Mohs are Regent representatives to that Board.

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**Legislative Report**

The Board received a written report on legislative matters. There were no questions or comments.

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**REPORT OF THE PRESIDENT OF THE SYSTEM**

**Introduction of General Counsel**

President Lyall introduced Elizabeth Rindskopf Parker who had been appointed UW System General Counsel to succeed Charles Stathas. Currently with a Washington, D.C. law firm, Ms. Rindskopf Parker previously had been general counsel to the Central Intelligence Agency and the National Security Agency. She also had been a Professor of Law at Case Western. Ms. Rindskopf Parker received her undergraduate and law degrees from the University of Michigan. She begins her new duties at the beginning of April.

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**Presentation by UW-Eau Claire on Faculty and Undergraduate Student Research Collaboration**

Stating that faculty/student collaborative research is revolutionizing undergraduate education, President Lyall called on UW-Eau Claire Interim Provost Tom Miller and colleagues to make the presentation.

Dr. Miller noted that the Board of Regents designated UW-Eau Claire as a Center of Excellence for Faculty and Undergraduate Student Research Collaboration in 1988, but that the university actually had been involved in undergraduate research since the 1950s. He expressed appreciation to Dr. Chris Lind, head of the Center of Excellence, for leadership in putting together this program.

There has been tremendous growth in undergraduate research across the UW System and nationally, Dr. Miller said, because of its value as a teaching tool and because it is an important springboard into graduate school or employment. Students benefit from the close relationship with a faculty member that research brings; and although they work independently to an extent, they also work in teams. What is involved is the identification of a problem, the investigation of it, analysis, synthesis and presentation.

Dr. Miller introduced Dr. Harry Jol, an Assistant Professor of Geography at UW-Eau Claire, who joined the university in 1996 and had been active in undergraduate research collaboration ever since.

Dr. Jol described one of his major research projects dealing with coastal erosion in southwest Washington and northwest Oregon. He and his colleagues and students were studying the geologic history of the area in order to help predict what would happen in the future. Every year, undergraduate students have accompanied him to the west coast to participate in research and make presentations. Skills developed in that research also have been transferred to Wisconsin through study of coastal erosion along the western shore of Lake Michigan, the Apostle Islands, and the Superior/Duluth area.

Dr. Jol introduced Brian Thayer, a student who has been involved in research work with Dr. Jol since 1997. In that time, he said, he has learned a great deal about all aspects of research – defining and developing research proposals, collecting data in the field and analyzing the information that has been gathered. Specifically, he has been involved with applications for ground penetrating radar and global positioning, both on the west coast and in local Wisconsin projects. His work in the southwestern Washington erosion control project gave him the opportunity to work with major governmental agencies, as well as with students and professors from a number of different universities. There also was a great deal of community involvement, working with local officials, making presentations to local governments, and giving informal explanations to the public. Another benefit was increased opportunities for graduate school and opportunities to present at local and national conferences.

The next student to speak was Beth Wenell, a geology major from Wild Rose, who has been involved in undergraduate research with Dr. Karen Havholm since 1997. Ms. Wenell noted that she appreciated the opportunity to take information learned in class and apply it in the field. In turn, field work has broadened her understanding of geology and benefited her studies on campus. In addition to hands-on learning, she remarked, research projects provide the occasion to network and gain an advantage in seeking job opportunities. Ms. Wenell described a research project on dune formation in North Carolina in which she has been involved, using the technologies of ground penetrating radar, global positioning systems, laser surveying and radar carbon dating. Her work earned her an invitation to present at the Geological Society of America meeting in Toronto last fall, which was a challenging and rewarding experience.

Paul Haughton, a student from Oconomowoc, indicated that he had begun his undergraduate research last summer, working with Dr. Jol on a ground penetrating radar investigation of potential Indian burial mounds at Fort McCoy. This research was helpful to the local community, Native American communities and the Department of Defense. He also worked with Dr. Sean Hartnett on mapping of lake bottoms, using global positioning systems and sonar. This project helps determine environmental impacts and is useful for navigation and fishing. Mr. Haughton felt that from his research he has learned to combine application of various technologies and to solve problems as a member of a team. He planned to present at upcoming meetings of the American Association of Geographers and the National Convention for Undergraduate Research.

The final student speaker was Lisa Theo, a PhD student at UW-Madison, who commented on the benefits of her experience in undergraduate research at UW-Eau Claire. During the two years she participated in the program, she worked on projects ranging from business applications, such as the frequency and efficacy of billboards on interstate highways, to government applications, such as an interactive web site for the Wisconsin Department of Tourism. Research projects required her to master technologies that would have resulted in an easy job search with a bachelor's degree. However, the challenge of the research process and the desire to teach led her to seek a graduate degree. Ms. Theo said she is certain that her research background, technological skills and experience in presenting at national conferences helped her to gain acceptance into UW-Madison's highly ranked Geography Department graduate program.

President Lyall noted that while undergraduate research is a wonderful experience for students, it takes a great deal of effort on the part of faculty. She asked Dr. Jol to comment on what is necessary to make this program work.

Dr. Jol responded that it requires summers away from home and out in the field collecting data, lining up students for different projects and applying for research funds. His practice is to involve undergraduates from the freshman year forward.

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### **The UW Distributed Learning System and Learning Innovations Update**

To provide a context for discussion of the growth and changing role of the Learning Innovations Center, Senior Vice President Ward discussed the distributed learning strategy which had been adopted four years ago and what has happened in instructional technology since then. In 1995, he noted, the operative question was "Can we do it?" At that time, there was not a clear picture about what technologies would be available and how they could be deployed in instruction. Beyond that was the question of "Will they (students and faculty) come?" At the time, the UW was facing a \$33 million budget reduction. Also, there were no proven Web-based learning materials, there was not much software, and there was limited staff support. The conclusion reached was that

the UW System's strategy had to be to build capacity - faculty expertise, hardware, software, etc.

To move forward, system-wide IT planning was undertaken at the request of the Board. Second, in its study of the UW system in the 21<sup>st</sup> Century the Regents concluded that the UW should become a major player in distance education. Third, an internal communications structure was created, consisting of the institutional chief information officers, vice chancellors and institutional business representatives.

It also was important, Dr. Ward continued, to seek partnerships to offer experience in education in return for technology and funding. Out of that effort came the Lotus partnership which led to Learning Space, the first mass application group-ware that was found to be useful.

In 1995, the vision was a distributed expanded learning system that reached to desktop. Statewide, the vision was to connect UW campuses, K-12 school, libraries, workplaces and state agencies.

By 1997, the force of the worldwide web was being felt on campuses. Professors were beginning to use it in their courses, and web-based learning tools were emerging. Funding was received for BadgerNet, the ring that goes around the state providing a very wide band width for computing needs. There also was funding for campus infrastructure, particularly desk-top computing for faculty and learning technology development centers – places where faculty and staff could get help in learning about technology and how to apply new products to instructional objectives. In October 1997, the Learning Innovations Center was created.

Today, Dr. Ward noted, a number of programs are being delivered on line – the Nursing Consortium's degree completion program, the extended business degree program at UW-Platteville; the MBA Consortium involving UW-La Crosse, UW-Oshkosh, UW-Milwaukee, UW-Parkside and UW-Eau Claire; hospitality management at UW-Stout; and UW-Madison's masters in engineering.

In addition, learning technology development centers are maturing; the Pyle Center distance education and conference facility is operational; digital innovations are coming to television; and the Learning Innovations Center is off to a very fast start.

Looking ahead, Dr. Ward described his view of the current environment, beginning with awareness of the Board's vision for the UW System as a major player in distance education. There has been wide adoption of technology into instruction, with 75% of courses using e-mail and 50% using some form of the web in instruction. Funding still is limited for desktop computing for faculty and other needs, and external partnerships continue to be built. An especially important emerging technology is digital television and what it might mean for education.

What has evolved is an expanded vision of the distributed learning system beyond the boundaries of the state. The largest application of the DLS effort will continue to be on campus – enhancing existing courses and allowing better access. There also are some inter-institutional programs that reach beyond the campus to the rest of the state. In addition, efforts toward national and global delivery of UW programming is beginning to develop.

What is needed at this point, Dr. Ward commented, is to identify what markets the UW will serve with instructional technology and the goal in each market. At the campus level, the goal is to enhance quality and increase access. This is supported by learning technology development centers and a new concept called the Utility. The Utility is a group of campuses coming together, with one or more taking the lead and serving as a resource to the others on a type of software or a particular area of expertise. At the regional and state levels, the primary goal is to give access to students who cannot attend the university directly. Support mechanisms for these efforts include the Pyle Center and digital innovations. At the national and global levels, the objective changes to revenue generation, an area in which it may be important to concentrate the efforts of the Learning Innovations Center.

Michael Offerman, Dean of Continuing Education at UW-Extension and Director of the Learning Innovations Center, provided the Board with an update on the Center's progress, along with a discussion of challenges facing the Center and strategies for growth. Citing UW program development as the Center's most important service, Dr. Offerman pointed out that, once those courses are on the internet, it is important to provide services to the learners who are participating from their home or workplace. This led to development of on-line advising and counseling, access to bookstores and catalogs, and on-line registration and payment. He recognized Kris McGrew, Director of the HELP program, for her leadership in putting together this state-of-the-art software, which is a distinctive piece of what the UW has to offer the on-line learner.

Dr. Offerman introduced Phil LaForge, Marketing Manager, Caroline Chung, Operations Manager, and Holly Breitkreutz, Assistant Dean, Learning Innovations. In the last several months 10 instructional designers and six computer specialists had been hired, and a second search for a chief information officer was beginning. Learning Innovations had received approval from the Board and the Building commission to move from a 6,000 square foot facility to one with 16,000 square feet. In addition to the above staff, student services and development staff would be brought together in the new facility.

A goal of \$1.8 million in contracts with corporations, national associations and governmental agencies has been set for the end of June 1999. Currently, there are signed contracts for \$1.1 million, with another \$600,000 under negotiation. Examples of those with whom contracts have been made are Famous Footwear, The National Chamber of Commerce, World Bank, Kemper Insurance and the American Council on Education. Because of limited capacity, some opportunities for contracts have been too large in scale to take on. In addition, Learning Innovations has strategic alliances or partnerships with IBM, Lotus, and Interliant, an internet service provider. Other negotiations are ongoing.



Turning to challenges, Dr. Offerman remarked that, while a focus on national and international markets may be advantageous, it will require narrowing target markets, positioning the UW within those markets, and more clearly defining products and services. Pricing strategy will be important since Learning Innovations relies on revenue sharing with the institutions. The primary challenge is one of limited capacity and limited resources relative to external opportunity and internal demand.

When Learning Innovations was created in 1997, he recalled, the strategy was that LI would capitalize UW program development; that is, UW institutions are not charged up-front for work on their behalf. Instead, LI depends on later revenue sharing. LI's operations were to be capitalized through corporate contracts. The challenge is to balance internal demand, which is much stronger than predicted, with external opportunities, which also are much more plentiful than predicted.

With an incremental growth strategy, Dr. Offerman continued, Learning Innovations would rely on tuition shares from institutions, currently 30 percent, plus a limited presence in what is potentially a very large marketplace. Because the industry is so new and rapidly developing, the optimal size for an operation like Learning Innovations is not yet known, nor even what it takes to be a viable player.

An alternative strategy would be to become a major player, as envisioned in the 21<sup>st</sup> Century Study. To do that, mechanisms are needed to generate capital.

Thanking the presenters, President Lyall commented that the UW System and Learning Innovations have come a very long way in less than a year and a half.

Regent Smith referred to a graph that showed the largest application of technology continuing to be for on-campus instruction. He felt that UW leaders are comfortable about progress and direction in this area, as well as in the much smaller inter-institutional instruction area. In the smaller state and global area, he felt people were comfortable with Regent expectations and what is being done in the state portion of that area. The global aspect, he commented, presents more questions, concerning how far to go and how to generate revenue in a tough financial environment.

Regent Mohs inquired about the importance of speed to market and whether taking an incremental pace would cause the UW to fall behind and be disadvantaged. He also inquired about the status of efforts to raise capital.

Senior Vice President Ward responded that he considers it important to move rapidly and that the time is right for investment in that direction. As to raising of capital, he said discussions are still in the exploratory stages.

Dr. Offerman noted that New York University had just created NYU on-line which carries a \$25 million commitment; and a for-profit group, Real Education, has announced receipt of \$15 million in venture capital. The question is whether it is better to be out in front or to come in behind and learn from the mistakes of others. At this time, UW is perceived as being out in front with what already has been done in an incremental way. The learner relationship management system is a market advantage; and the quality of course-ware is exceptional and goes beyond what others are doing. At this point, the UW is at a cross-roads, with advantages and disadvantages to taking either

direction. Earnings from revenue-generating programming, Dr. Offerman indicated, are returned to the UW for the purpose of increasing services, particularly to working adults.

Noting the potential for revenue generation and the issue of venture capital to proceed, Regent Boyle asked what the Board of Regents could do to help resolve the matter.

Dr. Ward replied that what is needed is identification of capital sources, whether bonding or other mechanisms.

Dr. Offerman added that what is needed is a clear indication as to whether the Regents wish to pursue the capital and growth strategy or the incremental growth strategy. If the former, the second issue relates to how a public university can achieve capital and still maintain its basic mission and commitment to the people of the state.

Regent Smith advised going into the capital market with a well-organized plan, noting that he would characterize investment in such a plan as a business investment rather than venture capital. What the business partner would look for, he emphasized, is return on investment. He thought the UW would want to play the major role that it is positioned to play. The next step would be to focus on the plan to be accomplished and on obtaining a financial partner for that plan.

Placing the discussion in the context of the university's mission, Regent Orr noted that the educational mission is directed primarily within Wisconsin, but also goes beyond the state. The research mission benefits the state, but also benefits the nation and reaches internationally. There also is the public service mission. Therefore, state, national, and international service all falls within that mission. For example, he noted that non-resident students add an important characteristic to the university. Although they are charged higher fees than resident students, the purpose is not to generate profit, but to recognize that they have not contributed to the university through taxes. Noting that the university has a great deal to offer through programs that may be offered out-of-state, he commented that the purpose should be to maximize performance of its missions and to price accordingly to raise revenue, but not for the purpose of making a profit.

In response to an inquiry by Dr. Ward as to the scale of involvement in those activities with potential for revenue generation, Regent Orr expressed the view that activities supporting on-campus instruction are most important in benefits derived by the campus, region and state.

Expressing agreement with Regent Orr, Regent Smith added that other activities would enhance on-campus and inter-institutional programs.

Dr. Ward noted that many campuses now can handle programs on their own, without support from LTDC's and utilities. Three years ago, he added, virtually none of those kinds of options existed, which shows how much has changed in a short time.

Regent Barry, who serves as the Regent representative to the state's TEACH Board, cautioned against getting so far out in front that the UW could not lead others in the state effectively. He commented that it would be difficult to discuss pricing until the product is developed and that one means of doing that is developing a utility that

encompasses the K-12 schools and others in state. That will benefit the state and, he felt, will yield the product that will go beyond the state as well.

Dr. Ward concurred and cited a number of current projects involving the K-12 schools.

Regent Barry suggested that part of capitalization could consist of revenues generated within the state utility. This also would allow the university to provide leadership in a proactive and positive way. As an example of what could be done, he cited distribution by the TEACH Board of staff development grant moneys. If the UW could be involved in development at all levels through a facility like the Pyle Center, some of those revenues could be captured, while performing a needed service.

Agreeing that those type of opportunities should be pursued, Dr. Ward added, however, that given limitations on K-12 budgets, revenue opportunities may be less than from outside sources.

Dr. Offerman noted that the greatest benefit the UW has received so far from Learning Innovations does not concern revenue generation. Rather, its most valuable contribution has been to contribute to change within the institutions, to show faculty that this is a viable way to deliver education and to give them support. The object should not be to chase a market, but rather to bring service back to the UW and the people of the state, including K-12 schools. This principle may provide guidance on how large the operation should be and which markets are appropriate.

Regent Smith felt that in the future the university will be placed in a revenue generation atmosphere and that it will take some time to learn what that means and how to deal wisely with the shift in funding that is taking place.

Regent Olivieri thought that the UW should first fully serve the people of Wisconsin and maximize the advantages of having a single university system to improve what is offered on campus and to the state as a whole. When other providers market services in Wisconsin, he said, the people of this state should have the option of receiving those types of services from the UW instead. He considered it a first priority to have a very strong statewide approach to distributed learning, including clarification of strategies and support options.

Regent Boyle asked for reaction to the thought that in order to achieve program enhancement and access goals for the campuses, regions and state, there is need to get involved in revenue-generating activities on a state, national or international level.

Dr. Ward noted that these activities inevitably intersect. While instruction starts with faculty on campus, part of it may go statewide or national.

Dr. Offerman commented that the issue is the cost of the types of programs supported by LI and the Pyle Center. It would not be possible to accomplish much in terms of program enhancement and access for the people of the state without finding ways to generate revenues. While the focus should remain on serving the state and its people, he agreed with Regent Boyle that, in order to do so, it is necessary to program beyond the state's borders.

Regent Gottschalk inquired about opportunities for seeking capital from foundations across the country.

Dr. Ward replied that these avenues were being pursued as are prospects for federal dollars.

Summarizing the discussion, Regent Smith felt the message is to concentrate on the UW's core mission, with the understanding that it is necessary to go outside the state to support that mission. The feeling is that the UW should be a major player in this area.

Chancellor Ward suggested a future presentation focusing on the core mission and life-long learning in order to consider the UW's niche in the life-long learning process. This would include rethinking the master's degree and its role in university education as well as rethinking the delivery of instruction in languages. There is a transformation of pedagogy on campus, he observed, and there is a need to describe and discuss the transformation of how learning is occurring.

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### **Internet2**

President Lyall reported that UW-Madison and UW-Milwaukee will be among the first set of universities in the nation to connect to the Internet2 this month. Internet2 is a research network set up to help take academic traffic off the original Internet, which now is crowded by commercial users. Internet2 will be 1,000 times faster than the original Internet, permitting transmission of larger amounts of data among the 140 members of the University Corporation for Advanced Internet Development, the oversight group for Internet2. This group is chaired by UW-Madison Chancellor David Ward. Observing that this will be a defining moment for faculty, President Lyall predicted that it will not be long before Internet2 is the national and international network for academics all across the globe.

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### **UW-Eau Claire's Youth Sports Program**

It was reported by President Lyall that UW-Eau Claire's National Youth Sports Program was named recently as the top program of its kind in the country. The program is a five-week pre-college program that serves about 500 disadvantaged youth in the Chippewa Valley each summer. Besides sports, the programs include math and science, alcohol and drug education, nutrition and career studies. Another important feature is that each participant gets a physical exam as part of the program. These exams have turned up a number of pre-existing conditions of which parents and children were unaware but for which they now can seek treatment. The program is federally funded and

is administered through the NCAA, with additional funds from the Wisconsin Department of Public Instruction.

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### **UW-Milwaukee School of Architecture and Urban Planning Re-accreditation**

President Lyall reported that UW-Milwaukee's School of Architecture and Urban Planning has been re-accredited. This school, she noted, is one of the landmarks of UW-Milwaukee and the UW System. It currently is engaged in addressing design problems in Milwaukee's neighborhoods.

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### **Inauguration of UW-Milwaukee Chancellor Nancy Zimpher**

President Lyall reported that the inauguration of Chancellor Zimpher would take place on March 26<sup>th</sup> at UW-Milwaukee. This event, she noted, will be an opportunity for the UW and the larger community to recognize Chancellor Zimpher as the leader of the UW System's outstanding urban institution.

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

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

Presenting Resolutions 7865-7867, which were approved unanimously by the Physical Planning and Funding Committee, Regent Barry moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Mohs and carried unanimously.

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### **UW-Green Bay: Authority to construct a Shorewood Golf Course Turf Irrigation Project**

Resolution 7865: That, upon the recommendation of the UW-Green Bay Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Shorewood Golf Course Turf Irrigation project at an estimated total project cost of \$170,000 Program Revenue Cash Reserves.

**UW-Madison: Authority to Expand Scope and Increase Budget of Arlington Barn Project**

Resolution 7866: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to expand the scope and increase the budget by \$120,000 for the Arlington Dairy Research Center Barn project, for a revised total project cost of \$300,000, using Institutional Funds.

**UW-Madison: Authority to Accept a Gift-in-Kind**

Resolution 7867: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, approval be granted for acceptance of a gift-in-kind from the University of Wisconsin Foundation of 99.5 acres of land in the Town of Woodruff, Oneida County to enlarge the Kemp Natural Resources Station in support of ongoing instruction and research.

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**Physical Planning Principles**

Regent Mohs noted that he had spoken to many people – students, faculty, staff and design professionals – regarding how to plan and build new buildings on UW campuses and how to redesign existing buildings in order to make campuses attractive and functional, so that buildings relate to one another and create the desired appearance. That provided an impetus to examine the UW’s planning principles, with input from the various institutions and all who have an interest. The result is the principles embodied in Resolution 7868.

With respect to application of the principles, Regent Mohs quoted as follows from a paper on implementing the principles: “It is important that, before engaging in the planning or design of new buildings, major renovations, campus exterior developments, or other changes in the physical makeup of a campus, that these principles be effectively communicated to all those people involved in planning. Planners, faculty, staff, students, and consulting architects and engineers should be challenged to demonstrate how their plans and designs accomplish the goals of these principles. As design continues, plans should be continually reevaluated by appropriate levels within the institution and System Administration to ensure the goals of these principles are accomplished to the maximum extent possible.”

Upon motion by Regent Barry, seconded by Regent Mohs, the following resolution was adopted unanimously:

**UW-System: Approval of Physical Planning Principles**

Resolution 7868: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopt the following principles to guide physical planning of the UW System campuses:

1. To plan physical development within the context of planning guidelines specific to each institution.
2. To create a physical environment that contributes aesthetically and physically to the overall educational experience.
3. To plan facilities on the basis of student enrollment and other population levels and distributions which may reasonably be projected.
4. To plan facilities that are responsive to programs and the way they are delivered.
5. To recognize the increasingly diverse student population, and to provide for the needs of these students.
6. To maintain an ongoing comprehensive building space management function and a comprehensive space use plan specific to the university.
7. To make optimal use of all existing UW System facilities through renovation, conversion, and remodeling wherever possible.
8. To protect the large investments already made by students and the state in the physical plant and equipment.
9. To encourage collaboration, partnerships and innovation in planning.
10. To ensure facility development is compatible with the existing positive features of campus and neighborhood

environs through joint university/community planning, addressing economic and environmental impact.

11. To include students in the planning process whenever feasible, but always in the case of planning for student fee-supported projects.
12. To provide for the transportation system needs of the university community.
13. To plan development at the UW Colleges in concert with the county and/or city in which the UW College is located.
14. To join in Wisconsin's commitment to the recognition of the state's heritage through historic preservation of buildings and other facilities.

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### **Report of the Vice President and Assistant Vice President**

Assistant Vice President Nancy Ives reported that the Building Commission approved receipt by UW-Milwaukee of a temple to be used for performing art programs, contingent upon a legal determination as to whether specific enumeration is required.

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### **1999-01 Capital Budget**

Regent Barry reported on the Division of Facilities Development's recommendations on the proposed Capital Budget. The Higher Education Subcommittee of the Building Commission was scheduled to act on the request on March 15, and the full Building Commission on March 17. Regent Barry commented that the UW System has reason to be very pleased with the DFD recommendations, which support over 86% of the GPR requests. Twenty-three million dollars are recommended for new space and \$136 million for the "WisBuild" program for repair, renovation, and renewal of existing space. In addition, the recommendations provide an overall pool of funds to facilitate planning of projects on a campus basis as opposed to past practice in which they were approved one by one by the Building Commission. This flexibility, Regent Barry pointed out, creates a challenge for System staff to put a package of projects put together as early



as possible, being fair to all campuses and assisting those that might need help. The flexibility, he noted, will have the benefits of faster turnaround and money saved.

With respect to specific projects, Regent Barry noted that the UW-Whitewater Physical Education Addition currently is recommended by DFD for 30% outside funding, rather than the 15% of outside funding requested for such facilities in the past. He felt the Board's request for 15% outside funding should be reinforced.

Three projects – the UW-Madison Chamberlin Hall remodeling, the UW-Whitewater Upham Science remodeling and addition, and the UW-Milwaukee Physical Education addition were initially requested for construction, but DFD recommended planning, since the projects require significant time for design. The Physical Planning and Funding Committee found no objection to that recommendation. With respect to remodeling of UW-Platteville's Ullrich Hall, DFD recommended deferral, but might be amenable to a request for planning.

Adoption by the Board of Regents of Resolution 7869 was moved by Regent Barry, seconded by Regent Gottschalk and carried unanimously.

**UW System: Revised 1999-01 Capital Budget**

Resolution 7869:           Whereas, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents expresses overall satisfaction with the recommendations of the State Division of Facilities Development on the UW System's 1999-01 Capital Budget request, and

Whereas, the recommendations demonstrate support for cost-effective solutions to a variety of complex facilities issues, and

Whereas, in the interest of protecting the significant investment the state has made in existing facilities, the Board of Regents is committed to developing an expenditure plan for the approximately \$136 million recommended for the University System under the WisBuild program, for subsequent approval by the Building Commission,

Now, therefore, the Board of Regents directs staff to convey the above and following sentiments to the Division of Facilities Development and State Building Commission:

1.     Instead of construction funds in 1999-01, the request is changed to PLANNING FUNDS for the following projects:

- a. MSN Chamberlin Hall Remodeling
  - b. WTW Upham Science Remodeling and Addition
  - c. MIL Klotsche Center Remodeling and Addition
  - d. PLV Ullrich Hall Remodeling
2. The Board of Regents affirms its initial request that the UW-Whitewater Physical Education Addition and Remodeling project should be funded by 85% GPR and 15% Non-GPR, similar to all other major physical education addition projects funded since 1987 (UW-Platteville, UW-Stevens Point, and UW-Parkside).

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### **Final Report on WISTAR Program**

Summarizing a report on the Wisconsin Initiative for State Technology and Applied Research (WISTAR), Regent Barry remarked that the program has been a highly successful partnership between the state and the university system. Under this program, state funds were put in place in 1991 and spread out over eight years. The UW was required to find an even match for the \$75 million GPR earmarked for new construction. Another \$75 million GPR was available for remodeling. The program resulted in receipt of over \$138 million in gifts and grants, which is 85 percent over the goal of \$75 million. An additional \$28 million in gifts and grants was raised for renovation, even though there was no requirement for such a matching fund. UW institutions also have received about \$63 million in gift and grant funds to support academic programs and research activities conducted in the space built under WISTAR. This program, Regent Barry observed, demonstrates that outside funding is enhanced when the state and university demonstrate strong financial commitment.

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### **Eagle Heights Renovation**

Regent Barry reported that the Committee heard from Regent Mohs on the status of Eagle Heights renovations. In response to concerns about overall cost and time for completing the renovation, staff have worked with the Division of Facilities Development on a new procedure that will shorten the time to completion by about a year and is predicted to save about eight percent in cost of renovating the remaining units. Regent Barry commended Regent Mohs for his leadership in this project and commended UW and DFD staff for cooperating effectively to address this issue.

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## **REPORT OF THE BUSINESS AND FINANCE COMMITTEE**

The report of the Business and Finance Committee was presented by Regent Marcovich, Chair.

Presenting Resolution 7870, which was approved unanimously by the Business and Finance Committee, Regent Marcovich moved its adoption by the Board of Regents as a consent agenda item. The motion was seconded by Regent Gottschalk and voted unanimously.

### **UW-Madison: Contractual Agreement with Pfizer, Inc.**

Resolution 7870: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents accepts the agreement with Pfizer, Inc. entitled "Praise II Study."

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### **Biennial Budget Update**

Regent Marcovich reported that the Business and Finance Committee, with all Regents invited to attend, heard President Lyall's update on the Biennial Budget proposed by Governor Thompson. She emphasized that the recommendation of \$60.5 million, excluding pay plan, is the best budget proposal for the UW System in a decade. The budget represents a 2.7% increase in GPR over the next two years, targeted to the priorities set forth in the Board's request to sustain quality, maintain access and improve efficiency. Regent Marcovich expressed agreement with President Lyall's emphasis on the importance of advocacy with legislators to ensure that the UW System's needs are understood and the Governor's proposals are not reduced or weakened. It also is important to affirm that the 5.2% pay plan proposed by the Board is critical to maintaining quality.

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## **Y2K Update**

Vice President Bromberg reported to a joint meeting of the Business and Finance Committee and Physical Planning and Funding Committees that contingency planning for the Year 2000 is continuing and that contingent plans are in place for all critical systems and facilities. A contingency plan questionnaire has been sent to all UW campuses to ensure specific campus plans are in place. A UW System web page, as well as campus web pages, are available with information on Y2K readiness. There will be a System-wide Y2K Awareness Day on April 1.

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## **Update: Optional Retirement System**

Regent Marcovich reported that the Business and Finance Committee heard an update on the optional retirement system matter from Senior Vice President David Olien, who recalled that the Regents adopted 11 principles in December 1997 to frame the University's position on establishing an optional retirement system. The 1998 budget bill authorized an actuarial study of the impact on the Wisconsin Retirement System of creation of an optional retirement system for new hires. This study was conducted by the WRS actuarial firm, Gabriel, Roeder and Smith. Subsequently, the Director of the Retirement Research Committee prepared supplemental reports in January and February which clarify and expand on the WRS report.

The actuary determined that an optional retirement system could be structured so that it would not increase Wisconsin Retirement System contribution rates paid by other public employees.

The UW System Fringe Benefits Advisory Committee continues to support enhancements to the WRS to make the plan more portable and attractive to employees. The Advisory Committee recommends that any proposal for an optional retirement system should assign the plan design and oversight to the Department of Employee Trust Funds.

The UW System will recommend changes in several principles at the April Board meeting, including the principle related to direction and oversight of any optional retirement system program. Proposed legislation will be presented for the Board to consider at the May meeting. This will enable the Board to meet the June 1, 1999 deadline set by the Legislature for recommending optional retirement system legislation, and will allow time for faculty and staff input.

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### **Alternative Tuition Proposals for Graduate Summer School**

The Business and Finance Committee received alternative tuition proposals for graduate summer school at UW-Oshkosh, UW-Platteville and UW-River Falls. The Committee then was advised that UW-Oshkosh was not planning to implement the alternative tuition until the summer of 2000 and was withdrawing its proposal at this time due to student concerns. UW-River Falls Chancellor Gary Thibodeau characterized the request as a flexibility issue that responds to requests of returning professional students for summer session courses. Class sizes have been too small to be cost-effective under the current fee structure. UW-Platteville Chancellor David Markee agreed that additional courses could be provided under a per-credit tuition structure. United Council President John Graebel asked that the resolution be withdrawn because students were not involved in the process.

Adoption by the Board of Regents of the following resolution was moved by Regent Marcovich and seconded by Regent Boyle.

### **(Revised) Alternative Tuition for Graduate Summer School**

Resolution 7871: That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the ~~University of Wisconsin-Oshkosh~~, University of Wisconsin-Platteville, and the University of Wisconsin-River Falls, beginning in the summer 1999, allow the ~~University of Wisconsin-Oshkosh~~, University of Wisconsin-Platteville, and the University of Wisconsin-River Falls to charge graduate students summer session per-credit tuition for all credits taken.

Regent Staszak commented that in each instance when special tuition requests have been made, students have questioned what their involvement in the process should be. He asked that a policy on this matter be formulated that will be clear to the students and institutions involved.

Regent Marcovich replied that this matter was discussed in Committee and development of a policy is expected in the near future.

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### **Report on Composition of Trust Funds**

Vice President Bromberg reported to the Business and finance Committee on the composition of the UW System trust funds, which consist of unsolicited gifts to the Board of Regents. The fund totaled \$290 million as of June 30, 1998. During fiscal year 1998, the UW trust funds received approximately \$6 million in additional gifts – 45% from

individuals and 33% from businesses through direct grants or matching gift programs. Foundations and religious organizations provided the balance.

If the donor does not specify the use of the funds, the Chancellor of the named institution is called upon to provide terms and conditions for use. These unrestricted gifts currently total 50% of all gifts. Scholarships/student aid represent 26%, research 19%, libraries 3% and instruction 2%.

UW-Madison gifts represent over 90% of all Trust Funds. In the event no specific institution is named (1.3%), the funds are controlled at the System level.

Expenditures for fiscal year 1998 were: About 50% for research, 18.3% for student aid and 8% for instruction. Other spending was on libraries, public service, physical plant and general operations.

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### **Periodic Update**

Internal Audit Director Ron Yates provided an overview of the projects the Office of Internal Audit is conducting, including reviews of faculty recruitment and retention, compliance with the Americans with Disabilities Act, competition with the private sector, and other areas.

Director Yates also described the new mission statement for the Office of Internal Audit and discussed the office's role. With an auditor now assigned to each of the UW System institutions, the office has been moving away from traditional financial/compliance audit work and toward policy reviews and management studies. The office has adopted a role as internal management consultant, focusing on offering suggestions and recommendations for operational or policy improvements.

The Legislative Audit Bureau released the annual financial statement audit of the UW System in January. The Bureau now is conducting the annual federally mandated A-133 audit, due for release in June.

In discussion at the Board meeting, Regent Orr asked if the System Administration auditors will provide oversight of individual campus auditors. Regent Marcovich replied in the affirmative.

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### **Cooperative Agreement With DOA**

Associate Vice President Deborah Durcan explained to the Committee that the Department of Administration is in the process of establishing cooperative agreements with state agencies, outlining responsibilities of both parties. Highlights of the UW's agreement are: Each institution will develop its own internal control plan; plans will be

reviewed every three years; and System Administration will assist the institutions in developing the plans.

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## **REPORT OF THE EDUCATION COMMITTEE**

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

Presenting Resolutions 7872-7876, which were approved unanimously by the Education Committee, Regent Brandes moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Randall and carried unanimously.

### **UW-Milwaukee: Authorization to Recruit Provost and Vice Chancellor for Academic Affairs**

Resolution 7872: 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 Provost and Vice Chancellor for Academic Affairs, at a salary that exceeds the Executive Salary Group Six maximum.

### **UW-Madison: Authorization to Recruit Associate Dean for Agriculture and Natural Resources Extension**

Resolution 7873: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for an Associate Dean for Agricultural and Natural Resource Extension, at a salary that may exceed the Executive Salary Group Six maximum.

### **UW-System: Revision to BOR Policy 87-1 Principles on Accreditation of Academic Programs**

Resolution 7874: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents revise Regent Policy 87-1, Principles on Accreditation of Academic Programs, to add a tenth principle:

10. The accrediting process offers greatest value to established institutions when it provides an avenue toward impartial advice on the educational issues of primary importance and concern to the institution at the time.

**UW-System: Revision to BOR Policy 86-5 Use of Standardized Tests for Admission**

Resolution 7875: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents revise Regent Policy 86-5, Use of Standardized Tests for Admission, to state the following:

The UW System admissions policy shall provide that either the American College Test (ACT) or the Scholastic Aptitude Test (SAT) is to be required of all freshmen entering a campus of the University of Wisconsin System effective in fall, 2000.

It is the intent of the Regents that:

1. The ACT is the preferred test for admission.
2. Institutions themselves will determine how the ACT or SAT is to be used.
3. In no situation can the ACT or SAT be the sole criterion for admission.



Any institution may waive the admission test requirement for freshmen applicants who require special and unique exemption.

**UW-Madison: Appointment of Named Professors**

Resolution 7876: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the following named professorships be approved:

Daniel M. Albert Ophthalmology & Visual Sciences	Lorenz E. Zimmerman Professor (effective July 1, 1999);
John F. Fallon Anatomy	Harland Winfield Mossman Professor of Anatomy (effective July 1, 1999);
Janet Shibley Hyde Psychology/Women's Studies	Helen Thompson Wooley Professor of Psychology (effective July 1, 1999);
James E. Lawler Physics	Arther and Aurelia Schawlow Professor of Physics (effective July 1, 1999)
Velcheru Naryana Rao Languages and Cultures Of Asia	Krishnadevaraya Professor of Languages and Cultures of Asia (effective July 1, 1999);
Blair D. Savage Astronomy	Karl G. Jansky Professor of Astronomy (effective July, 1999);
Ronald W. Wallace English	Felix Pollak Professor of Poetry (effective July 1, 1999);
Ann Smart Martin Art History	Chipstone Professor of American Decorative Arts (effective August ,1998)

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

### ***Preparation of New Ph.D.'s for Teaching***

The Education Committee heard a presentation on Preparation of new Ph.D.'s for Teaching, provided by Dr. Judith Craig, Associate Dean, College of Letters and Science, UW-Madison, and Dr. Anthony Ciccone, Director of the UW-Milwaukee Center for the Improvement of Instruction. Both speakers stressed the importance of giving graduate students experience in non-research institutions and agreed that many areas lack opportunities for giving students experiences that introduce them to the diverse culture of higher education. Some programs at both UW-Madison and UW-Milwaukee, such as English and foreign languages, require students to take teacher preparation courses for credit. This is so because most students in these fields are expected to enter the higher education teaching profession. However, this is not an across-the-board practice.

Regent Boyle voiced his concern about a lack of accountability to ensure that all graduate students receive assistance in learning to teach. Dr. Craig responded that national pressure, combined with the enhanced marketability of graduates with teaching experience, are pushing institutions in this direction. Committee members emphasized that the Board continues to strongly maintain its position that faculty should be active in the classroom.

At Regent Orr's request, Senior Vice President Ward agreed to consider the question of whether UW comprehensive institutions should develop programs to assist new Ph.D.'s in gaining experience in different educational settings. He will discuss the matter at the next meeting of Vice Chancellors and Provosts, and will report on the discussion at the April meeting of the Education Committee.

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### **Accreditation Discussion**

Regent Brandes reported that, in discussing changes to the accreditation policy (Resolution 7874), the Education Committee heard Senior Vice President Ward emphasize that what is needed is a systematic way to put the Board's principles into effect. Committee members generally agreed with Regent Smith's observation that the issue is "who controls the agenda" and further agreed that control should be with institutions, not with accrediting bodies. As to accreditation of distance education programs, Regent Brandes advised that Judith Eaton, President of the Council on Higher Education Accreditation, will be speaking on this subject to the Board at the April meeting.

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### **ACT/SAT Discussion**

Regent Brandes reported that, prior to approving a revision to Regent policy 86-5 (Resolution 7875), the Education Committee heard a panel discussion on the merits of allowing campuses the option of using the SAT examination in admission decisions, rather than requiring the ACT for resident applications. Arguments against the change included: 1) The current system is working well; 2) implementing a new policy will create administrative difficulties for high schools; and 3) a change may be confusing to high school students. Among the arguments supporting the change were that: 1) It will benefit students by increasing flexibility; 2) it might make UW institutions more attractive to national merit scholars and those who apply to other private institutions; and 3) it may assist UW institutions in attracting a more diverse student population.

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### **New Program Authorization**

The Education Committee heard an initial review of a proposed B.S. in Software Engineering, at UW-Platteville. This program will be considered for implementation at the April meeting. The Committee agreed on the purpose and need for the program, but asked the campus to provide more detailed budget information.

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### **North Central Association Re-accreditation of UW-River Falls and UW-Stevens Point**

Chancellors Gary Thibodeau, of UW-River Falls, and Thomas George, of UW-Stevens Point, reported on their successful NCA re-accreditation reviews. Both institutions were re-accredited for a full ten years, with their next reviews scheduled for academic year 2007-08.

Regent President Orr commended Chancellor Thibodeau and Chancellor George on the very favorable re-accreditation reports that they had received.

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## **UW-Milwaukee's Role in Milwaukee Technical High School**

UW-Milwaukee Chancellor Nancy Zimpher reported to the Education Committee on her university's involvement with development of the Milwaukee Technical High School. An intergovernmental cooperation agreement is being developed that specifies the shared authority and responsibility among three entities – UW-Milwaukee, Milwaukee Public Schools and Milwaukee Area Technical College. Chancellor Zimpher hoped to bring the agreement to the Board for consideration at the April meeting.

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## **EXECUTIVE SESSION**

At 11:10 a.m., the Board recessed for five minutes. The Board reconvened in open session at 11:15 a.m., at which time Regent Orr moved adoption of the following resolution. The motion was seconded by Regent Boyle and adopted on a unanimous roll-call vote, with Regents Boyle, Brandes, Gottschalk, MacNeil, Marcovich, Mohs, Olivieri, Randall, Smith and Staszak voting in the affirmative (10). There were no dissenting votes.

Resolution 7877:            That, the Board of Regents recess into closed session, to consider honorary degree nominations at UW-Superior and UW-Oshkosh; as permitted by S.19.85(1)(f), *WIS. STATS.*; to consider an appointment and a temporary salary adjustment at UW-Madison, and to consider extension of a leave of absence at UW-Oshkosh; as permitted by S.19.85(1)(c) and to confer with legal counsel, as permitted by S.19.85(1)(g), *WIS. STATS.*

The Board arose from Executive Session at 11:30 a.m., having adopted the following resolutions:

### **UW-Oshkosh: Extension of leave beyond the initial two years**

Resolution 7878:            That, upon the recommendation of the University of Wisconsin-Oshkosh Chancellor and the President of the University of Wisconsin System, the leave of absence for Dr. Asuman Oktac be extended through the 1998-1999 academic year.

**UW-Madison: Temporary base salary adjustment resulting in a salary above Executive Salary Group Six**

Resolution 7879: That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the board approves a temporary base salary adjustment, effective March 1, 1999, for Margaret Dentine, Professor of Dairy Science, resulting in a salary of A\$120,000.

**UW-Madison: Authorization to appoint at a salary above Executive Salary Group Six**

Resolution 7880: That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the board approves the appointment of Robert Huckfeldt as Professor, Department of Political Science, at a salary of C\$125,000.

The meeting was adjourned at 11:30 a.m.

The following honorary degrees were approved at the February 5, 1999 meeting, subject to acceptance by the nominees, which has since been obtained:

Resolution 7881: That, upon the recommendation of the University of Wisconsin-Milwaukee Chancellor and the President of the University of Wisconsin System, UW-Milwaukee is authorized to award the following honorary degrees, subject to acceptance by the nominees:

Mr. James Cameron, Doctor of Humanities  
Mr. David Kahler, Doctor of Architecture

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Judith A. Temby, Secretary