

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, December 8, 2000

9:00 a.m.

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PRESENT: Regents Alexander, Axtell, Barry, Benson, Boyle, De Simone, Gottschalk, Gracz, James, Krutsch, Marcovich, Mohs, Olivieri, Randall, Schneiders and Smith

ABSENT: Regent Brandes

APPROVAL OF MINUTES

There being no additions or corrections, the minutes of the November 10 meeting of the Board stood approved as distributed.

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REPORT OF THE PRESIDENT OF THE BOARD

Wisconsin Economic Summit

Regent President Smith thanked and congratulated everyone who played a roll in making the Wisconsin Economic Summit a huge success. He expressed special appreciation to his co-chair, President Lyall, for her vision and leadership, and to Regents Axtell, Brandes, Boyle, and Mohs for their significant contributions. He also thanked Chancellor Zimpher and the UW-Milwaukee Outreach Office for expertly handling all the Summit logistics.

Regent Smith then gave a slide presentation depicting some of the significant parts of the Summit, which attracted 900 registrants from all parts of the state.

Governor Thompson delivered a major address to the Summit on the first evening. In that speech, he challenged the UW and Summit participants to take bold steps in recommending action items for consideration. Lieutenant Governor Scott McCallum addressed the Summit on the second day with a strong, upbeat message about the future of Wisconsin's economy.

Brenda Blanchard, Secretary of Commerce, and Richard Gartner, Special Assistant to the Governor for Building Tomorrow's Workforce, were two of many state officials who made important contributions to the Summit. UW-Milwaukee Chancellor Nancy Zimpher, Rolf Wegenke, of the Wisconsin Association of Independent Colleges and Universities, and Ed Chin, of the Wisconsin Technical College System, exemplified participation of different segments of the educational community.

The second day of the Summit featured a luncheon speech by Arthur Rolnick, of the Federal Reserve Bank of Minneapolis. In the afternoon, breakout sessions included presentations by UW-Eau Claire chancellor Don Mash and Stanley Battle, Assistant Chancellor for Student and Multicultural Affairs at UW-Milwaukee. The closing presentation on Thursday was a workshop on "The Brand Called Wisconsin" led by Marsha Lindsay, of the firm Lindsay, Stone and Briggs.

The featured speaker on the third day was John Morgridge, Chairman of Cisco Systems, who spoke about the far-ranging impacts of the Internet revolution. There also was a panel consisting of the four top state legislative leaders: Senate Majority Leader Charles Chvala, Assembly Speaker Scott Jensen, Senate Minority Leader Mary Panzer, and Assembly Minority Leader Shirley Krug. While acknowledging their philosophical differences, they pledged to work together for the benefit of Wisconsin during the coming budget session. The Summit concluded with observations by former Senior Vice President of Academic Affairs David J. Ward and Professor Don Nichols, along with remarks by Regent President Smith and President Lyall.

Concluding the slide presentation, Regent President Smith thanked Summit Coordinator Laurie Dies, Jonathan Henkes, the Summit Executive Committee, the Steering Committee, UW-Milwaukee Outreach and all other participating staff.

Comparing the Summit to the 1981 State Strategic Development Commission, Regent Axtell said the earlier effort paled in comparison to the wide range and size of the Summit. Among the 900 plus attendees were top people in all sectors of the economy, including energy, banking, business, and chambers of commerce, among many others. The synergy that was created, he remarked, meant that as much could be accomplished outside the meeting hall as inside, in terms of networking of business contacts and exchange of ideas.

Agreeing that the Summit was a great success, Regent DeSimone noted that a retired executive who had accompanied him to the Summit was very much impressed with the quality of the program and the widespread interest evidenced by the range of participants.

Speaking about the Legislative Forum segment of the Summit, Regent Schneiders observed that the spirit was one of cooperation and working together. The perception is that there is support for the UW's budget proposals, she noted, adding that she felt the UW would be granted much of what was requested. Speaker Jensen spoke in strong support of the university's economic development priorities, and Representative Krug's remarks showed her support as well. The UW also has been a priority for Senator Chvala and Senator Panzer.

Commending Regent President Smith for his leadership, Regent Mohs noted that the organizational meetings and listening sessions allowed expression of a wide range of views. The result of the Summit was a sense of direction achieved through a very interesting and exciting process.

Chancellor Mash observed that the ability of the UW System to take leadership on this issue was apparent at the Summit and will have far-reaching results. He also felt the dynamics of the legislative panel were significant and will help the leadership come together in dealing with matters that affect new economy efforts.

Regent Smith noted that another outcome of the Summit is the regional work that will continue to be done across the state. Chancellor George concurred, noting that the regional concept is moving forward in Central Wisconsin. Chancellor Lydecker indicated that the same is true in the River Falls area, and Chancellor Erlenbach added that northern Wisconsin groups also are continuing discussions about the new economy.

Chancellor Reilly emphasized that UW-Extension will continue to work in communities around the state on roles in the new economy. The Summit got that conversation started across Wisconsin and focused attention on partnerships with UW campuses.

Chancellor Wells commended the Summit leaders for providing for student participation.

Regent President Smith emphasized that the Summit was a great victory for the State of Wisconsin, and accomplished the goal of providing a very high-level, inclusive, dynamic discussion about the state's economic future. Noting that it is essential to meet expectations that have been raised, he cited first the expectation that the Summit would result in creation of a significant body of new knowledge in each of the seven key areas that were examined. Second, the expectation was raised that the Summit would create new synergies and partnerships with business, labor, education and government. Third, the expectation was raised that the Summit would identify regional and statewide strategies for maximizing the success of existing, emerging, and potential new sectors of economic activity. Finally, the expectation was raised that the Summit would stimulate a serious commitment within all areas of activity - business, education, government and community - to collaborate in activities going forward.

Stating that the Summit has met and exceeded those expectations, Regent Smith spoke about the significance of what has already been accomplished. Business leaders in various regions of the state are thanking the UW for creating this conversation and bringing them together to create a shared vision for their region's economic future. Top legislative leaders have seen the great statewide momentum that exists for moving Wisconsin's economy forward with policies to help the state compete in the new economy, with heightened leadership in encouraging greater venture capital investment in Wisconsin's innovations, transfer of technology and start-up companies, with strategic investments in education, etc.

Having met early expectations, Regent Smith continued, the next question becomes what will the UW System commit to do, in the spirit of the Summit and the shared desire for specific outcomes to enhance the state's economic viability. To begin, four items have been identified for immediate action.

First, a voluntary statewide PK-16 council will be formed in partnership with the Department of Public Instruction, the Technical College System and other organizations that have a stake in a seamless and high-performing educational system.

Second, the UW System will commit to increasing the percentage of college graduates in the state through improved graduation rates and through use of alumni networks to bring graduates back to the State of Wisconsin.

Third, the UW System will commit to developing a strategy for bringing more federal dollars home to UW campuses and the State of Wisconsin.

Fourth, the university's role in nurturing entrepreneurial activity and technology transfer through the UW System will be enhanced, including expanded efforts of the Small Business Development Centers, enhanced visibility of the new WISYS program to patent and license new discoveries, and promotion of business incubators.

Action items outside of the UW System that emerged from the Summit include: 1) improved air service for the state; 2) high speed rail service; 3) increased bandwidth throughout the state; 4) upgraded cell phone coverage; 5) more and more reliable energy; 6) more responsive regulatory provisions; 7) a better brand for Wisconsin; 8) more venture capital; and 9) economic growth so that state taxes can be lowered. While the UW is not directly responsible for moving these initiatives forward, Regent Smith noted, the expertise and leadership of the UW will be involved in accordance with the Summit's call for cross-boundary synergies to address these and other issues.

In conclusion, Regent President Smith stated: "I am very pleased with the outcomes of the Summit and look forward to the Board working closely with institutions, elected officials and our regional partners statewide, continuing to play a leading role in extending the resources of the university towards Wisconsin's economic success in the 21st century. My sincere thanks for working together on the Summit. Together we have taken the great resource known as the UW System and utilized its many strengths in creating this historic conversation."

Regent Mohs presented the following resolution and moved its adoption by the Board of Regents. The motion was seconded by Regent Marcovich and carried unanimously.

Wisconsin Economic Summit

Resolution 8262: **WHEREAS**, Wisconsin has enjoyed a decade of economic vitality, due to the visionary leadership of Governor Thompson, the state legislature, the private sector, and the state's outstanding workforce; and

WHEREAS, Wisconsin now faces significant challenges and opportunities if it is to maintain continued economic growth and prosperity, including: the globalization of markets, the influence and penetration of technology, projected shortages in qualified workers, significant competition from other states and countries, and such new and emerging industries as biotechnology; and

WHEREAS, Wisconsin must prepare for the changing global economy by building on its historic economic strengths and modernizing traditional industries while accepting the challenges of the emerging economy, an effort that requires new venture capital, a highly skilled technical workforce, and a strong, efficient state infrastructure; and

WHEREAS, Regent President Jay L. Smith and University of Wisconsin System President Katharine C. Lyall recognized these challenges and demonstrated outstanding vision and leadership by conceptualizing the need for a Wisconsin Economic Summit that would create a shared vision for Wisconsin's economic future; and

WHEREAS, in preparation for the Wisconsin Economic Summit, and in keeping with the tradition of the Wisconsin Idea, more than 1,000 people around the state participated in preliminary listening sessions on regional economic development issues and numerous white papers were prepared and posted on the Internet; and

WHEREAS, more than 900 people -- from Superior to Darlington to Kenosha to Rhinelander -- representing all walks of life, attended the Wisconsin Economic Summit, held November 29-December 1 at the Midwest Express Center in Milwaukee, where they heard more than 70 presentations related to opportunities for the future of Wisconsin's economy, making it the largest and most diverse gathering of its kind in state history; and

WHEREAS, the University of Wisconsin System reinvigorated the Wisconsin Idea by hosting a critical dialogue among business and labor leaders, educators, students, and politicians and by accepting the challenges described for the educational systems in the state;

NOW, THEREFORE BE IT RESOLVED that the University of Wisconsin Board of Regents calls on the participants of the Summit, citizens of the state, and officials at all levels of government to make a personal commitment to address critical issues in the seven key areas identified:

- Building Quality Jobs;
- Enlarging Venture Capital Investment;
- Improving the Regulatory Climate;
- Educating the Workforce;
- Improving Wisconsin's Fiscal Future & Entrepreneurial Climate;
- Enhancing Key Infrastructures; and
- Building a Distinctive Brand/Image to Position Wisconsin as a Technology Jobs Leaders; and

BE IT FURTHER RESOLVED that the Board of Regents commits the University of Wisconsin System to an ongoing role in this effort as catalyst and host, creator and disseminator of knowledge, and partner with other state, regional and community efforts to help Wisconsin move into the emerging economy of the 21st century; and

BE IT FURTHER RESOLVED that the Board of Regents commits the University of Wisconsin System to four action items emanating from the Summit:

- To form a voluntary statewide PK-16 council to address K-12 issues and foster a more seamless educational system;
- To increase the percentage of college graduates in Wisconsin through improved graduation rates and programs designed to bring non-resident UW System alumni back to work in Wisconsin;
- To develop a systemwide strategy for bringing more federal funding to the UW System institutions and, hence, to the state of Wisconsin; and
- To enhance the university's role in nurturing entrepreneurial activity and technology transfer; and

BE IT FURTHER RESOLVED that the Board of Regents charges each University of Wisconsin System institution to report to the Board in March, 2001 on their additional efforts to serve as catalysts for local and regional economic development and their plans for carrying out activities in each of the four action areas listed above; and

BE IT FURTHER RESOLVED that the Board congratulates all those involved for participating in the highly successful Wisconsin Economic Summit, thanks Governor Tommy Thompson for his participation and guidance, and recognizes Jay L. Smith and Katharine C. Lyall for their extraordinary and creative roles in bringing a new light to the Wisconsin Idea by creating this important initiative for the State of Wisconsin.

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Report on the November 29th Meeting of the Wisconsin Technical College System Board

A written report on the November 29th meeting of the Wisconsin Technical College System Board was provided to the Board of Regents.

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Report on the December 6th Meeting of the Hospital Authority Board

The Board was provided with a written report of the December 6th meeting of the Hospital Authority Board.

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Resolution of Commendation: Chancellor David Ward

Regent President Smith read the following resolution of commendation to Chancellor David Ward and moved its adoption by the Board of Regents. The motion was adopted by acclamation with a standing ovation for Chancellor Ward.

Resolution 8263: WHEREAS, David Ward has served with distinguished service and leadership during his eight years as chancellor of the University of Wisconsin-Madison, a complex community of 60,000 students, faculty, academic staff and classified staff augmented by an extensive global network of alumni and friends; and

WHEREAS, in his successful efforts to reinvigorate the Wisconsin Idea for the 21st Century, Chancellor Ward has represented to the citizens of Wisconsin the significant contribution of UW-Madison to the State's economic prosperity, social progress, and competitive advantage in the global marketplace; and

WHEREAS, during David Ward's tenure, UW-Madison raised \$739 million in private funds, placing it first among public universities in the amount of private support raised. The result of this unprecedented effort has been the strengthening of the University's margin of excellence in faculty and staff, improved campus technology infrastructure, increased access and affordability for students of need, and the launching of

new partnerships with the state on 21 major construction projects of \$5 million or more; and

WHEREAS, Chancellor Ward steered the development of the WisStar and HealthStar initiatives, two building programs that accounted for more than \$600 million in new campus facilities; and

WHEREAS, to strengthen the intellectual resources of the University, the nationally influential Madison Initiative, developed by Chancellor Ward in partnership with the state, has resulted in the hiring of 150 key faculty in emerging fields of study that cut across academic disciplines; and

WHEREAS, on many other fronts -- building campus diversity; improving undergraduate education; creating student residential learning communities; growing University Research Park; enhancing technology transfer; increasing collaboration between academic programs; preserving an atmosphere for open debate; and expanding international education -- Chancellor Ward, by conviction and action, has led the University ever forward with innovation, courage and excellence;

THEREFORE, BE IT RESOLVED that on behalf of the people of Wisconsin, the Board of Regents of the University of Wisconsin System highly commends Chancellor Emeritus David Ward for his extraordinary service and steadfast commitment to our great State and its flagship campus, and for pursuing with distinction and great passion what, in his own words, matters most: "A University that in the future will be as outstanding as it was in the past, and is in the present."

Expressing appreciation for the resolution, Chancellor Ward commented that effective articulation is a significant challenge for a university and a system this large and complex. The UW System works well because there is a great will on the part of many people to effect the necessary articulation and make the interactions work for the benefit of the whole. He emphasized that the President, the UW-Madison Chancellor and the other Chancellors must pull together to make their institutions - all very good in different ways - function effectively together. He expressed appreciation that this has been

possible during his service as Chancellor and that the spirit of partnership and interdependence is an important part of the UW's culture.

While technology can be used to change a culture and to forge partnerships and alignments, he pointed out, it also is possible for the culture change to come first, followed by technology. The Economic Summit, he observed, is an example of reconfiguration and repositioning of higher education to take a leadership role.

In conclusion, Chancellor Ward pointed out that he leaves the UW-Madison in the very capable hands of his successor, John Wiley, one of the most intelligent, insightful and tough-minded people with whom he has ever worked.

Resolution of Commendation: Interim Senior Vice President Gary Thibodeau

Presenting the following resolution of appreciation to Interim Senior Vice president Thibodeau, Regent Boyle characterized Dr. Thibodeau as a brilliant administrator and a great decision maker.

The resolution was adopted by acclamation with a standing ovation for Dr. Thibodeau.

Resolution 8264: WHEREAS, Dr. Gary A. Thibodeau, Chancellor Emeritus of the University of Wisconsin-River Falls, is now competing an exemplary five-month term as Interim Senior Vice President for Academic Affairs, having delayed his and Emogene's personal retirement plans for the sake of the UW System; and

 WHEREAS, as an officer of the UW System and member of the President's Cabinet, he has balanced good management skills with wise counsel, great insight, and a profound knowledge of UW System institutions; and

 WHEREAS, he has worked diligently to maintain continuity and quality in the Office of Academic Affairs during a transition in leadership; and

 WHEREAS, the ultimate beneficiaries of his interim service have been the students of the UW System, who are forever in his debt; therefore

 BE IT RESOLVED, that the University of Wisconsin System Board of Regents commends Dr. Gary A. Thibodeau upon the completion of an additional period of distinguished service to the University of Wisconsin

System, in his capacity as Interim Senior Vice President for Academic Affairs, and extends sincere best wishes to him on his final retirement from the University of Wisconsin System.

Expressing appreciation for the resolution, Dr. Thibodeau thanked all who worked with him through 16 years of service to what he considers the greatest public university system in the United States.

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REPORT OF THE PRESIDENT OF THE SYSTEM

Thanks to Senior Vice President Gary Thibodeau

President Lyall thanked Dr. Thibodeau for the wonderful service he provided to the UW System.

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Wisconsin Carnegie Teacher of the Year

President Lyall introduced Professor David Louzecky, who had been named Wisconsin "Professor of the Year" by the Carnegie Foundation for the Advancement of Teaching. Professor Louzecky teaches at UW-Sheboygan and chairs the UW Colleges Philosophy Department. This is another recognition, the President noted, of the exceptional teaching that takes place at the UW Colleges.

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Regents' First Semester "Box Scorecard"

Noting that the Board's designated priorities are economic development, access, and management flexibility, President Lyall presented a "score card" of what is being done to address these issues.

With respect to access, the Board discussed an important research paper in October and follow-up from that discussion continues. The paper showed that the UW System's access rate is among the top five nationally. This number is better described as the service rate - the number of high school graduates who actually enroll in the UW System.

In economic development, the President continued, the major activity has been the statewide Economic Summit. In addition, WiSys was established as a branch of the

Wisconsin Alumni Research Foundation (WARF) to help campuses outside of Madison to patent promising intellectual ideas and extend technology transfer. The Business and Finance Committee also has heard from representatives of the UW Foundation and WARF on the possibilities of investing some portion of trust funds in venture capital endeavors.

With regard to management flexibility, the Board has been advised that UW institutions are making the most of the flexibility obtained in recent years, using continuing appropriation authority to serve 2,800 additional students on campus and nearly 1,600 additional adult students. The Business and Finance Committee heard a presentation on e-procurement practices to streamline purchasing. In addition, at a development luncheon the preceding day, the Board heard from Robert Kvavik, Associate Vice President, University of Minnesota, on the benefits of a broader range of e-business activities in higher education.

Other development luncheon speakers were Terry Hartle, of the American Council on Education, speaking on upcoming federal issues, and Chancellor Don Langenberg, of the University of Maryland System, speaking on PK-16 planning.

In addition, the Education Committee is studying teacher education, teacher supply and demand, and the UW-K-12 partnerships that currently exist, as well as those that need to be formed in the future. The Physical Planning and Funding Committee has made a major improvement in developing a long-range maintenance plan, using FACMAN software, that is intended to help close the maintenance gap on 1,600 buildings system-wide.

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Measuring Up 2000 – States Higher Education Report Card

Referring to a "report card" recently issued by the National Center for Public Policy and Higher Education, President Lyall explained that the report grades states on five dimensions: preparation of students for college, participation rates, affordability, graduation, and benefits to the state of its college graduates. Wisconsin scored very well, ranking among the top ten states in overall performance, with an average score of B+. Wisconsin's lowest score, a B-, was in the "benefits" category, due primarily to the effects of brain drain. A lower percentage of the population with a bachelor's degree translates into a smaller growth in personal incomes, which is the measure used for benefits to the state. This issue, the President pointed out, is a main theme of the Economic Summit as a matter to be addressed going forward.

She also pointed out the following two items from the report. First, a note on performance gaps indicates that, if all ethnic groups in Wisconsin had the same educational attainment and earnings as whites, total income in the state would be nearly \$1 billion greater. This, she pointed out, puts a measure on the economic value of the UW's pre-college efforts and the \$10 million investment sought in the next biennium to expand minority preparation for college.

The second note is a ranking of Wisconsin on the "new economy index" at 44.9, below the U.S. average of 48.1. This index, the President explained, includes a number of factors, from new company start-ups to adoption on on-line services by state governments. Wisconsin's rating is one more signal that discussions at the Economic Summit are on point and timely.

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2001-03 Performance Measures

President Lyall recalled that, when submitting its 2001-03 Biennial Budget request, the Board decided to respond to the Department of Administration's request for performance measures by establishing targets for: 1) Access or service rate; 2) improvements in retention to second year; 3) improvements in six-year graduation rate; and 4) contribution to the Wisconsin economy. The proposed targets are:

- 1) Maintain the service rates for immediate Wisconsin high school graduates at 32% or better, keeping Wisconsin among the top five states in the nation;
- 2) Improve the retention rate from freshman to sophomore year from 78.5% to 82%, placing Wisconsin among the top states in college persistence;
- 3) Increase the system-wide six-year graduation rate from 59.5% to 64%, placing the UW well above the 45% national average for four-year public universities across the country; and
- 4) Increase the economic contribution of UW graduates by \$320-\$420 million annually in wages, or about \$1.8 billion cumulatively over the next five years.

This last measure, the President pointed out, is very conservative in that it does not include the economic impact of research or other significant economic contribution made by UW universities. All targets are based on the assumption that the Regents' 2001-03 biennial budget request is substantially funded.

It was moved by Regent Gottschalk and seconded by Regent Barry that the following resolution be adopted by the Board of Regents.

2001-03 Biennial Budget Performance Measures

Resolution 8265: That upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the specified goals and respective targets for the 2001-03 Biennial Budget Performance Measures.

Regent Krutsch moved that the fourth measure be made more specific, related to budget initiatives where possible, and returned to the Board at the February meeting. The motion was seconded by Regent Schneiders and carried.

Put to the vote, Resolution 8265 as amended was adopted unanimously.

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Awards to UW-Parkside Faculty

President Lyall reported that, for the second consecutive year, a UW-Parkside professor has been honored by the National Endowment for the Humanities. History Professor John Buenker was recently notified of his award by the NEH. Last year, Parkside's Stephen Meyer, also a Professor of History, received an NEH award and is currently doing research work on sabbatical.

Two UW-Parkside professors received Fulbright Awards this year: Lilian Trager of the Anthropology Department and Jonathan Olsen of Political Science. Professor Trager is teaching and doing research in Nigeria this year, and Professor Olsen is engaged in research in Germany. These award winners, the President pointed out, exemplify the fact that faculty are increasingly globally engaged and that scholarly activity increasingly is worldwide in scope.

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Poll Results Show Positive Attitude Toward UW

President Lyall reported on responses to four questions the UW System was able to add to a recent poll conducted by Chamberlain Research Associates. The survey revealed that:

- 1) More than 82% of state residents believe that the UW System plays a critical role in the state's economy and quality of life.
- 2) Providing college opportunities ranks very high among respondents' priorities for state funding - the two higher priorities being K-12 education and health care for the poor. Among priorities ranking below college opportunities were tax relief, transportation improvements, and prisons.
- 3) Sixty percent of respondents said the state should increase support for UW opportunities and students.
- 4) On the question of tuition, 70% of respondents believe the cost of tuition at a UW institution is higher than it actually is. Thirty-seven percent believe the cost is more than \$6,000 for undergraduate tuition and fees, when in fact the actual cost is half that amount.

These results indicate, the President noted, that there is a need to get the word out that a UW educational opportunity is both highly valued and more affordable than people may think.

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REPORT OF THE EDUCATION COMMITTEE

Regent Boyle, Vice Chair, presented the Committee's report.

Presenting Resolutions 8266 - 8276, which were approved unanimously by the Committee, Regent Boyle moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Mohs and carried unanimously.

Wisconsin PK-16 Leadership Council

Resolution 8266: That the Board of Regents authorizes the President of the University of Wisconsin System to work with John Benson, State Superintendent of Public Instruction, to invite the heads of Wisconsin public and private education organizations, and key education constituencies, to form a voluntary PK-16 Leadership Council.

Revisions to UW System Undergraduate Admissions Policy (72-11) and Traditional and Nontraditional Freshman Admissions Policy (87-8):

Resolution 8267: That, upon the recommendation of the President of the University of Wisconsin System, the revisions to the UW System Freshman Admissions Policy (72-11) and Traditional and Nontraditional Freshman Admissions Policy (87-8), be approved.

UW-Madison: Authorization to Recruit Provost and Vice Chancellor

Resolution 8268: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Provost and Vice Chancellor,

at a salary within the University Senior Executive Group Six Range.

UW-River Falls: Authorization to Recruit Provost and Vice Chancellor

Resolution 8269: That, upon recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Provost and Vice Chancellor, at a salary within the 2000-01 Regent Salary Range.

**UW-Madison: New Program Authorization (Implementation):
B.A., Religious Studies**

Resolution 8270: 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 implement the B.A in Religious Studies.

**UW-Madison: New Program Authorization (Implementation):
B.A. Jewish Studies**

Resolution 8271: 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 implement the B.A. in Jewish Studies.

**UW-Parkside: New Program Authorization (Implementation):
M.S., Computer and Information System**

Resolution 8272: That, upon recommendation of the Chancellor of the University of Wisconsin-Parkside and the President of the University of Wisconsin System, the Chancellor be authorized to implement the M.S. in Computer and Information Systems.

UW-Stout Revised Mission Statement

Resolution 8273: That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Stout, the Board of

Regents approves the revised UW-Stout mission statement.

UW-Parkside Revision to Faculty Personnel Policies

Resolution 8274: That, upon recommendation of the Chancellor of the University of Wisconsin-Parkside and the President of the University of Wisconsin System, the revisions to the UW-Parkside Faculty Personnel Policies and Procedures be approved.

UW-Madison: Revision to Faculty Personnel Policies

Resolution 8275: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the revisions to the UW-Madison Faculty Policies and Procedures be approved.

University of Wisconsin System: Revisions to Undergraduate Transfer Policy

Resolution 8276: That, upon recommendation of the President of the University of Wisconsin System, the revisions to the UW System Undergraduate Transfer Policy be approved

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Comments on Use of Race as a Factor in Admissions

Regent Mohs noted that he long has been troubled by using income level and race as factors in admission considerations. He later had been advised by admission staff at UW-Madison that income level is not a factor and that data on incomes is not collected. Therefore, he felt that any reference to that factor in admission criteria should be removed.

Distributing a prepared statement on consideration of race as a factor in admission decisions, Regent Mohs summarized its contents as follows. At UW-Madison, its professional schools, and other campuses, he said, targeted minority persons, specifically students who are Black, Hispanic, American Indian, or who have ancestors from Vietnam, Cambodia or Laos, are treated differently than other students. Applicants from those categories who would not have been conventionally admitted under criteria used to select incoming students are re-examined for the purpose of determining whether or not they have a probability of success. As a result of this re-examination, a number of minority students are selected for admission. Because of enrollment caps, he pointed out, for every student admitted on the basis of re-examination afforded by race, there is another student who is denied admission. The aspect that he found troubling is that the burden is not spread evenly across the population, but is one where a certain number of individuals are called up on to make a sacrifice to allow these additional admissions.

Having reached the preliminary conclusion that the UW should end use of racial preferences in admissions, Regent Mohs said he discussed the subject widely, read extensively and became convinced that an overwhelming majority of Wisconsin citizens, including some professionals charged with increasing campus diversity, agree with his position. In order to determine the level of support for his proposal, he paid for and inserted the following question in a reliable statewide survey, the Wisconsin Trends poll: "In addition to class rank and test scores, do you favor or oppose the use of race and ethnic preferences in determining who should be admitted to the University of Wisconsin"? The survey, taken on October 10-23, 2000, sampling 600 Wisconsin residents and having a 3.9% margin of error, tallied the following responses to that question: 10.3% in favor, 84.2% opposed, and 5.5% did not know. In Milwaukee, he noted, only 17% of respondents favored use of racial preferences.

Regent Mohs stated that his proposal is limited to admissions and expressed the view that his idea conforms completely with Plan 2008, which is based on the principle of enlarging the pool of qualified applicants. Stating that is where emphasis should be placed, he expressed strong support for initiatives such as increased scholarship funding, pre-college programs and other mechanisms that are effective and intended to bring minority students into full participation in the educational system.

As an example of what he viewed as a change in climate, he noted that California Regent Ward Connerly had received a very hostile reception when he first appeared in Milwaukee and Madison. When he later returned to Milwaukee, however, the reception was civil and an informative session was held. At that time, one student had said that he did not mind discontinuing race as a factor in admissions, as long as that was not the first step to discontinuing other diversity measures.

Regent Mohs remarked that people must be willing to move away from the position that every attempt to advance racial and ethnic minorities is a symbol that can never be given up, even when it is no longer effective or appropriate.

Stating that now is the time for listening, he expressed the hope that Regents would read his document and participate with him in listening to students, faculty and others so that a variety of different feelings could be expressed. Regent Mohs indicated that he would ask Regent Alexander to help him meet with students who have an interest in this area.

He commented that racial preference is an extraordinary policy, given that this nation was founded on the basis of equality and has been struggling to achieve it ever since. With every move toward equality, there were those who did not want things to change. He felt, however, that people in general know what constitutes equal treatment and equal treatment is what they want.

In conclusion, he remarked that passage of proposition 209 in California resulted in generous funding by the legislature and a rich array of new ideas on how to enlarge the pool of qualified applicants. He felt the same sort of result could be achieved in Wisconsin if racial preferences were eliminated.

Regent President Smith stated that he respects Regent Mohs' right to bring this question forward, but emphasized that the Board's number one priority during this period is to make every effort to fund the initiatives included in the Biennial Budget. He also stated that the UW System is firmly behind Plan 2008 and the Biennial Budget request for Lawton and AOP grants.

Regent DeSimone recalled that, at UW-Madison, he had joined with former Chancellor Shain to create the Chancellor's Scholarship Program which provides four years of funding for selected minority students. There now are 300 such scholarships a year, funded in large part by business and industry leaders. This, he observed, is an excellent means of increasing diversity on campus.

Regent Gracz expressed support for Regent Mohs' wish to focus on educating young students so that many minority and other students will have the preparation necessary to succeed in college.

Regent Olivieri observed that this is a complicated, difficult issue and that the Board needs to be very well prepared before undertaking any such discussion.

Regent Marcovich agreed with Regent Olivieri and noted that the matter was not scheduled for discussion at this time.

Report of the Interim Senior Vice President for Academic Affairs

Annual Program Planning and Review Report

Senior Vice President Thibodeau presented his annual report on program planning and review in the UW System. Since July 1995, 73 programs have received entitlement to plan. Of these, 22 are still in the planning stage, six have been authorized for implementation, and 45 have been implemented. Members of the Committee indicated strong interest in seeking collaboration among institutions and utilization of technology in making decisions about new programs.

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Announcement of 2001-02 Sabbatical Awards

The Senior Vice President announced that 236 faculty members have been selected to receive sabbatical leaves during 2001-02. Of these, 138 are for one semester and 98 are for the academic year. Of the total, 29 percent are women and 11 percent are minority persons. It was pointed out by Regent Boyle that funding for this program comes from institutional base budgets or private funds and that it is an excellent professional development program for faculty, at no additional cost in state funds.

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PK-12 Issues

After approving a resolution calling for creation of a voluntary PK - 16 Leadership Council, the Education committee heard a presentation on teacher supply and demand. Future discussion of this and related issues will be guided by background papers provided by a chancellors' subcommittee devoted to teacher education, and input from the PK - 16 Council. Committee members noted that the time has come to think beyond the 16th year to an era of lifelong learning.

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Intention to Recruit for Academic Deans

Two intents to recruit for new deans were reported to the Education Committee: Dean of International Studies, UW-Madison; and Dean of Business and Economics, UW-River Falls.

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REPORT OF THE PHYSICAL PLANNING AND FUNDING COMMITTEE

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

Plan for Long-Range Facilities Maintenance

At a joint meeting of the Physical Planning and Funding Committee and the Business and Finance Committee, Assistant Vice President Nancy Ives explained that a detailed audit of major GPR facilities revealed a backlog of approximately \$800 million in deferred maintenance. The plan proposed eliminating the backlog over a ten-year period. To avoid adding to the backlog, funding will be needed to pay for cyclical maintenance and renovation as various building components reach the end of their useful lives. The plan is based on preliminary data gathered through a computerized asset management program called FacMan. A commitment is made to completing survey data for all remaining facilities for inclusion in the plan in the 2003-05 biennium and in keeping the data base current so that there will be an ongoing inventory of funding needs.

Upon motion by Regent James and seconded by Regent Axtell, Resolutions 8277-8278 were adopted unanimously by the Board.

UW-System Long-Range Plan for Facility Maintenance and Renewal

Resolution 8277: That, to preserve the significant investment made by the University of Wisconsin System and the State of Wisconsin in University facilities, and to affirm its stewardship role in the management of those assets, the Board of Regents adopts a Long-Range Plan for Facility Maintenance and Renewal, with the following elements:

1. The new Long-Range Plan will be based on the computerized asset management program called FacMan, which provides a dynamic method of assessing the University of Wisconsin System's facility maintenance, renewal and restoration needs and an on-going inventory of those needs.

2. To implement the Plan, beginning in the 2001-03 biennium, requests for funding through the Capital Budget should be sufficient to eliminate the current \$800 million backlog of deferred maintenance over a ten-year period and to undertake needed cyclical maintenance and renovation as it becomes due so that a backlog does not recur.
3. All University of Wisconsin System degree-granting institutions will complete condition assessments on all remaining GPR buildings, utilities and site work, as well as all Program Revenue funded facilities, for inclusion in the Long-Range Plan beginning in the 2003-05 biennium.
4. Project implementation will be focused on data generated by the FacMan program.
5. The facility database should be kept current.

Amend the 2001-03 Capital Budget Request to Include Funding Provided by Statewide All Agency Appropriation, UW System

Resolution 8278: That, upon the recommendation of the President of the University of Wisconsin System, the 2001-03 Capital Budget request be amended to include \$250.0 million (\$200 million GFSB and \$50.0 million PRSB), to be submitted to the Department of Administration and the State Building Commission. The amended 2001-03 Capital Budget request will provide funding in the following All Agency appropriations:

2001-03 All Agency Funding Recommendation Summary

<u>General Fund Supported Borrowing (GFSB)</u>	
Wisbuild Initiative	\$125.0 M
Utilities Repair & Renovation	42.9 M
Health, Safety & Environment	16.2 M
Land Acquisition	5.0 M

Equipment Allocation 10.9 M
 Total GFSB Recommended: \$200.0 M

Program Revenue Supported Borrowing (PRSB)
 Systemwide Auxiliaries Maintenance, Renewal, etc.
\$50.0 M

TOTAL FUNDS RECOMMENDED: \$250.0 M

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Discussion: UW-Madison Utility Capacity Problems and Solutions

The joint meeting included a discussion of utility capacity problems and solutions at UW-Madison. Bruce Braun, Assistant Vice Chancellor, explained that the campus is approaching maximum capacity of existing heating and cooling equipment. If handled as a typical state GPR funded project, it would require a significant portion of available state funding - perhaps \$100 million for heating and cooling. There is a statutory requirement for any major changes in heating/cooling plants to also include a consideration for co-generation of electricity, which would add about \$70 million to the costs. The concept currently under consideration would be a cooperative project with local utility companies that would meet university heating/cooling needs and provide co-generation of electricity to meet university and local needs. The committees felt that the cooperative project should be examined and that staff should also provide information on various alternatives for university ownership. The Regents will discuss the matter again before a decision is made.

Regent James presented Resolution 8279-8282, which were approved unanimously by the Physical Planning and Funding Committee and moved their adopted as consent agenda items by the Board of Regents. The motion was seconded by Regent Schneiders and carried unanimously.

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UW-Madison: Authority to Construct a Remodeling for ROTC Relocation

Resolution 8279: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Remodeling for ROTC Relocation project, at an estimated total project cost of \$710,000, using Institutional Funds (non-GPR).

UW-River Falls: Authority to Construct a Parker/Crabtree Residence Halls Window Replacement

Resolution 8280: That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Parker/Crabtree Residence Halls Window Replacement project, estimated at a total project cost of \$465,000, using Program Revenue-Cash.

UW-Stevens Point: Authority to Construct a Thirteen Residence Halls Telecommunications Cabling Project

Resolution 8281: That, upon the recommendation of the UW-Stevens Point Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Thirteen Residence Halls Telecommunications Cabling Project at an estimated total project cost of \$949,000 of Program Revenue Supported Borrowing.

UW-Whitewater: Authority to Construct an Esker Hall The Kettle/Convenience Store Renovation Project

Resolution 8282: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, authority be granted to construct an Esker Hall The Kettle/Convenience Store Renovation project at an estimated total project cost of \$700,000 (\$600,000 Program Revenue Supported Borrowing and \$100,000 Program Revenue Cash).

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Report of the Assistant Vice President

Building Commission Actions

Assistant Vice President Nancy Ives reported that, at its November meeting, the Building Commission approved construction of a UW-Madison Babcock Hall Dairy Store renovation project, to be financed with \$450,000 in gift funds.

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Dark Sky Program

Assistant Vice President Ives explained UW-Madison's voluntary consideration of Dark Sky principles in selecting exterior lighting. The Dark Sky Program supports minimizing the amount of astronomical light pollution caused by reflection and certain

types of exterior light fixtures. A new type of lighting, incorporating these principles will be used next spring in a \$180,000 project to replace lighting along a portion of Observatory Drive and in all future projects.

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UW Colleges Annual Report

Presenting the UW Colleges Annual Report, Assistant Chancellor Chris Forrest indicated that municipalities spent about \$1.5 million last year on maintenance and minor renovation of buildings and grounds at the 13 UW College campuses. Municipalities are aggressively pursuing modernization of facilities and spent about \$4.3 million last year in debt service for major expansions and renovations. Regent James observed that the UW's partnership with local governments in supporting the UW Colleges continues to be highly beneficial for the students and people of Wisconsin.

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Research Park Report

Research Park Director Mark Bugher reported on the continuing success of the park, which now has 88 tenants with 2500 employees. The park is nearing capacity, with 31 buildings on the site and only 14 acres left for development. Mr. Bugher gave several examples of how the park serves as a catalyst for economic development and enables faculty to start businesses based on their research at UW-Madison.

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BUSINESS AND FINANCE COMMITTEE

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

At a portion of the meeting to which all Regents were invited, the Regents considered the 2001-03 unclassified pay plan recommendation; the 2001-03 general compensation distribution plan and guidelines, and the topic of management flexibility, including a report on continuing appropriation authority, past and possible delegation from the Board and System to institutions, position flexibility and the state's fiscal condition.

As a result of that discussion, the following three resolutions were approved in committee. Upon motion by Regent Marcovich, seconded by Regent DeSimone, Resolutions 8283, 8284, and 8285 were adopted unanimously by the Board.

2001-03 Unclassified Pay Plan Recommendation

Resolution 8283: That upon the recommendation of the UW System President, and pursuant to s. 230.12(3)(e) Wis. Stats., the Board of Regents directs the UW System President to notify the Governor and the Legislature that the UW System requests a 4.2% salary increase each year of the 2001-03 biennium for faculty, academic staff, and university senior executives in order to obtain competitive market salaries by the end of the biennium. The Board further directs the UW System President to transmit to the Department of Employment Relations Secretary, currently available information on unclassified salaries for UW System peer institutions and related economic indices on which this request is based.

Further, pursuant to s. 20.865(1) (cj) Wis. Stats., the state be asked to fund the cost of any difference between the pay plan provided by the federal government under the Smith Lever Act and the pay plan for UW-Extension employees, up to a maximum of 3%.

Further, that the Department of Employment Relations Secretary be asked to recommend to the Joint Committee on Employment Relations, that academic staff salary ranges be increased by up to the full amount of the pay plan each year of the biennium.

Further, that the Department of Employment Relations Secretary be asked to recommend to the Joint Committee on Employment Relations, that university senior executive salary ranges be adjusted to reflect the Board of Regents executive salary structure which establishes a midpoint of the salary range at 95% of the peer median and sets the salary range at 90% and 110% of that midpoint.

Finally, that the President forward to the DER Secretary staff benefit improvements recommended by the UW System Fringe Benefits Advisory Committee.

2001-03 General Compensation Distribution Plan and Guidelines

Resolution 8284: That upon the recommendation of the President of the University of Wisconsin System, the 2001-03 General Compensation Distribution Plan and Guidelines (Exhibit A) be approved. If changes are required as a result of actions by either the Joint Committee on Employment Relations or legislation, the Executive Committee, in consultation with the System President is authorized to act on these changes.

1999-2000 UW System Report On Continuing Appropriation Authority

Resolution 8285: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the 1999-2000 Continuing Appropriation Report for submission to the Legislature.

Regent Boyle commented that the term "flexibility" might not accurately reflect what is being sought. What the UW really is asking for, he remarked, is the responsibility to manage its resources and be accountable for them. Regent Marcovich concurred that the term should be modified to reflect the focus on responsibility.

Regent Olivieri pointed out one objection to loosening of position controls is that UW positions are not entirely paid by tuition and fees. He felt this aspect should be fully discussed and understood, with an eye toward whether there are compromises or suggestions that could be made to deal with objections that have been raised. He also thought it would be useful to show how additional management authority could help the state's economy in terms of graduating more students in areas where there are worker shortages and enhancing service to non-traditional students.

President Lyall indicated that there are two solutions that are being pursued at this time. One is the possibility of not counting some categories of people, such as graduate students, who are not permanent employees of the state. This would free up some positions that could be used to pursue economic development agendas. In addition, Regent budget proposals would make the UW more accountable for use of dollars and positions by asking for a fixed fringe benefit pool, at the beginning of the budget year, within which to manage hiring. If the UW goes beyond that amount, the money must be paid from the base budget. If all of it is not used, it reverts to the state general fund. This, she commented, would be a more accountable system than the current one in which the amount of fringe benefit money used is not known until the end of the budget year.

Regent Mohs added that chancellors also need flexibility in handling of faculty and other campus matters. For example, he noted the oversupply of teachers in elementary education and the shortage of teachers in areas of special education. The

university needs to demonstrate to the Legislature and public, he commented, that it has the ability to adjust to changing needs and circumstances.

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E-Business in Higher Education

University of Minnesota Associate Vice President Robert Kvavik noted the importance for the Board, Chancellors, and the President to be advocates of e-business. It also is helpful to encourage faculty to rethink how they do business and how they teach courses, so that powerful e-business tools may be used to full advantage.

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WARF View on Venture Capital

Mr. Mark Baer, Director of Investment at the Wisconsin Alumni Research Foundation (WARF), discussed venture capital (new economy pre-financing) and private equity (old economy financing through management and leveraged buyouts). He indicated that fund to fund investing may be an answer because of three benefits: more access to high demand funds; diversification; and administrative efficiency.

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Audit Subcommittee

Internal Audit Director Ron Yates gave a brief overview of the major projects being conducted by that office. He also reported on several projects in the UW System being done by the Legislative Audit Bureau.

Programs and Policies on Student Alcohol Use

A program review of student alcohol programs and policies was reported by Internal Audit Director Yates. The objectives were to determine the status of the UW System's efforts to address problems related to student alcohol use and to identify activities or programs that might serve as models for future efforts.

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EXECUTIVE SESSION

The meeting was recessed at 10:50 a.m., and reconvened at 11:05 a.m., at which time the following resolutions, moved by Regent Randall and seconded by Regent Boyle, was adopted on a unanimous roll-call vote, with Regents Alexander, Barry, Boyle, DeSimone, Gottschalk, Gracz, Marcovich, Olivieri, Randall, Schneiders, and Smith (11) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 8286: That, the Board of Regents recess into Executive session, to consider Honorary Degree Nominations at UW-Stout and UW-Milwaukee, as permitted by s.19.85(1)(f), *Wis. Stats.*, to discuss real estate negotiations, UW-Madison, as permitted by s.19.85(1)(e), *Wis. Stats.*, to consider the possible dismissal of a public employee, to deliberate concerning the case, and to take final action, as permitted by s.19.85(1)(a), 19.85 (1)(b) and 19.85 (1)(f), *Wis. Stats.*, to consider compensation adjustments at UW-Madison, as permitted by s.19.85(1)(c), *Wis. Stats.*, and to confer with Legal Counsel, as permitted by s.19.85(1)(g), *Wis. Stats.*

The Board arose from executive session at 12:05 p.m. having adopted the following resolutions:

Approval of Salary: Interim Provost and Vice Chancellor, UW-Madison

Resolution 8287: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the salary for Gary D. Sandefur as Interim Provost and Vice Chancellor for Academic Affairs, be set at an annual salary of \$163,628, effective January 1, 2001.

UW-Madison: Temporary Base Salary Adjustment resulting in a salary above the 2000-01 Regent Salary Range

Resolution 8288: That, upon 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 for Thomas Sutula, Professor and Chair of Neurology, effective December 1, 2000 and resulting in a salary of A\$168,511.

UW-Madison: Decision and Order of Dismissal

Resolution 8289: That the Board of Regents adapts the decision and order of dismissal in the matter of Dr. Xuebiao Yao, UW-Madison.

The meeting was adjourned at 12:05 p.m.

Judith A. Temby, Secretary