

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, February 11, 2000

9:00 a.m.

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- President Orr presiding -

PRESENT: Regents Alexander, Axtell, Barry, Boyle, DeSimone, Gottschalk, Gracz, MacNeil, Marcovich, Mohs, Olivieri, Orr, Randall, and Smith

ABSENT: Regents Benson, Brandes and James

**APPROVAL OF MINUTES**

There being no additions or correction, the minutes of the December 9 and 10 meetings of the Board were declared approved as distributed.

**REPORT OF THE PRESIDENT OF THE BOARD**

**Report on the February 9<sup>th</sup> meeting of the Hospital Authority Board**

The Board of Regents received a written report on the February 9 meeting of the Hospital Authority Board.

**Report on the January 24<sup>th</sup> meeting of the Wisconsin Technical College System Board**

A written report of the January 24 meeting of the Wisconsin Technical College System Board was provided to the Board of Regents.

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### **Report on Legislative matters**

The Board of Regents received a written report on legislative matters.

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### **Automated Library System**

Characterizing the new automated library system as a "signal achievement" and "something of extreme importance to the State of Wisconsin," Regent President Orr recognized this success as the culmination of strong support from the Governor and Legislature. A university, he observed, is only as good as its library, and UW System libraries had suffered because of insufficient resources and no new funding for acquisitions in 10 years. This situation was remedied by the positive response of the Governor and Legislature in the Biennial Budget. Four years ago, President Orr recalled, the UW envisioned a single system, one library catalog, an electronic gateway to more than 20 million books, journals, maps and other documents housed in UW libraries system-wide. That vision now has been fulfilled.

Regent President Orr then introduced and expressed special appreciation to four legislators who had helped to make this vision a reality and who had joined the Board for this celebration:

- Senator Mary Panzer, of West Bend, the new Senate Republican leader and member of the Joint Committee on Finance, who was an advocate for the UW Colleges, emphasizing the need to ensure both catalog access and prompt and regular delivery of library materials to college campuses across the state. She also was a strong supporter of other UW budget needs.
- Representative John Gard, of Peshtigo, Co-Chair of the Joint Committee on Finance, who was a strong advocate for Regent budget initiatives. Representative Gard toured libraries across the state, and championed the \$7.3 million in new state funding for UW library resources. With his leadership, UW libraries could continue to serve as a valuable statewide resource for the growing knowledge economy.
- Senator Alice Clausing, of Menomonie, who made continuing appropriation flexibility a priority in the Senate Majority Caucus. The Board is grateful for her recognition of UW needs and for her strong show of support.
- Representative Julie Lassa, of Plover, who is a new member of the Assembly Colleges and Universities Committee and whose support for the UW system is greatly appreciated.

President Orr also introduced Katharine Hildebrand, who was attending the meeting on behalf of Governor Thompson. An alumna of Smith College, she is familiar

with the on-line "five college library system" that integrates the catalogs of Smith, Amherst, Hampshire, Mount Holyoke, and the University of Massachusetts-Amherst.

Ed Meachen, Associate Vice President for Learning and Information Technology, introduced a presentation about the project, characterizing it as a "phenomenal success story - the selection and implementation of an automated library system that is so effective and user friendly it makes information gathering accessible, available and affordable." The key to success, he said, is the partnership between decision makers and people who have to make the system work. Good planning and hard work by librarians coupled with financial and political support from the Governor, Legislature, the Board and System and campus leaders. The library automation project is connected to the Regents' 21<sup>st</sup> Century Study and derives its vision from the UW Strategic Plan for Library Services in the 21<sup>st</sup> Century.

Kathy Pletcher, Associate Provost for Information Services, UW-Green Bay and Co-Chair of the Library Automation Task Force spoke about the process for selecting the library system. The project was begun, she explained, when Senior Vice President David Ward established the Library Automation Task Force in 1996, with the vision of making the resources of UW libraries available to all students and faculty regardless of location and of ensuring that technology is not an end in itself, but rather a means to assist faculty and students in the teaching and learning process.

The task force established three goals: Accessibility, availability, and affordability. Accessibility meant that the system should bring together many information resources in an easy to use format. The system must have an open architecture to accommodate connectivity among campuses and emerging technologies. Availability meant that students and faculty should be able to access the system from anywhere at anytime through a Web interface. The intent was to support distance learners in addition to those on campus. Affordability meant living within a pre-established budget.

The library automation project was completed in three phases: 1) Developing requirements, 2) evaluating products, and 3) implementing the system. Developing requirements included a market analysis and writing specifications for an RFP. Evaluation of vendor proposals was guided by five principles: 1) The system architecture must be multi-tier client server based on IT standards; 2) librarians and constituent groups must be involved in assessing its functionality; 3) if the vendor could not demonstrate functionality, it was not assumed to be present; 4) purchase cost and ongoing maintenance must be reasonable and sustainable, and 5) the system must support the UW Vision.

The Endeavor Company's "Voyager" was selected because of its good architectural design, easy to use web interface, fully functional modules, high ratings by all teams, good reference checks indicating satisfied customers, strong financial and market position, and best resource sharing solution. The purchase price was within budget and ongoing hardware and software maintenance are less costly than the current automated system, for an annual savings of \$700,000 system-wide. In addition, there was the benefit of being able to create two hub sites to manage multiple campuses.

Implementation took 13 months, with good project management being a key factor in its success. Ed Van Gemert, of the Madison General Library System, was hired in 1998 to coordinate implementation and has done an outstanding job of guiding this complex project to completion. Each campus has a library automation manager to guide campus efforts and build local systems. These local systems come together electronically to form a collective resource of more than 20 million books, journals, government documents, maps, sound recordings, films and other resources. Included are Web resources and E-reserve for curriculum materials. New online services include the ability to place a hold on books, request an interlibrary loan, ask for reference help, or check a patron account. Through this new system, the UW has the opportunity to become a national leader in universal borrowing, which will allow students and faculty to remotely check out books from other campuses and have them delivered to their home campus, and in developing a system to store and retrieve image collections, including photographs, archival records, or maps.

In conclusion, Ms. Pletcher noted that the 1999-01 Biennial Budget included \$7.3 million for UW libraries, the first increase in 10 years. Faculty and students already are benefiting from the funding through buying books that have been purchased, new digital resources that have been acquired, and 5-day a week delivery for resource sharing. On behalf of the UW library directors, she thanked the Board of Regents for its leadership and commitment to improving libraries for the benefit of students and faculty. She expressed special appreciation to the Governor and Legislature for their leadership and willingness to make this important investment in the state's knowledge base.

Following Ms. Pletcher's presentation, Regent President Orr and President Lyall joined Senator Panzer, Senator Clausing, Representative Gard and Representative Lassa for a "virtual ribbon cutting".

Senator Panzer commended the UW for implementing the system so rapidly. As someone who grew up in rural Wisconsin, she found it especially exciting to have a virtual library that offers this kind of resource to the citizens of the state. She thanked the UW and President Lyall for their foresight in providing this service.

Senator Clausing thanked the Board for the opportunity to share in this celebration, noting that she is the only senator with two four-year UW institutions in her district - UW-Stout and UW-River Falls. Their libraries, she pointed out, are the center, not only of the university, but of the surrounding community as well.

Representative Lassa expressed her appreciation for the new library system, noting that she is a graduate of UW-Stevens Point and is very pleased that her alma mater will be able to benefit from this technology.

Representative Gard noted that the recently adopted Biennial Budget is the best budget for the UW in a long time. He was pleased to be part of that accomplishment, he commented, adding that Regent President Orr, other Regents, President Lyall, Acting Vice President Margaret Lewis and David Miller had been very persistent and helpful in advocating on behalf of the university. In studying library needs, he had visited UW-La

Crosse, his alma mater, UW-Green Bay, UW-Madison, and UW-Marquette. In closing, he stated that he is pleased that Regent Alexander has been appointed as the student member of the Board and that he looks forward to working with him and others in the future.

Mr. Van Gemert then conducted a demonstration of the new system, showing how to search for a known title and how to browse through different titles written by a selected author. People also can check their own patron information in a secured manner to determine what items they have checked out and when they are due. They also can renew and recall material, see what items they have on hold, and review any bill and fine obligations. The system also allows convenient, quick access to full-text resources. Patrons can read the article, save it to disk, e-mail it to their own accounts, or print the article to read later.

Noting the resource-sharing strengths of the system, Mr. Van Gemert demonstrated the ability to search across catalogs. In a couple of seconds, he was able to connect to five campuses simultaneously, using BadgerNet, to do a search on "sustainable agriculture". The search itself took only four seconds. One then could place an interlibrary loan request with the item being delivered the next day.

In discussion following the demonstration, Regent Axtell asked how a person off-campus could access the system. Mr. Van Gemert replied that there is a directory and that any of the library catalogs provide links to all the others. Vice President Weimer added that it also will be possible to make the link from a redesigned UW System web site.

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## **REPORT OF THE PRESIDENT OF THE SYSTEM**

### **Learning Innovations wins Beacon Award**

President Lyall recalled that two and a half years ago, the Board established UW Learning Innovations to serve as a utility, supporting UW institutions as they offered programs on line. Learning Innovations also was challenged to be entrepreneurial in finding new ways to apply UW knowledge and resources to assist business and organizations with learning needs.

Less than three years later, Learning Innovations has been recognized globally for excellence in education and training, through an award-winning collaboration between Learning Innovations and Famous Footwear. The Beacon Award is one of eleven awarded nationally by Lotus/IBM for national and international distinction in the use of learning resources.

President Lyall recognized and congratulated Susan Miller, Director of Training and Development for Famous Footwear, Julie Hustad, Training Specialist for Famous Footwear, and Mike Offerman, Executive Director of Learning Innovations, for the honor

they had earned. The award-winning program is an online training program for launching new sales employees into the culture of the company and teaching appropriate sales techniques in a professional and uniform way to all employees. The results for Famous Footwear include higher employee retention, which translates to the bottom line in cost savings.

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### **UW System is Well Positioned for the Future**

This being the first Regent meeting of the new millennium, President Lyall observed that the UW System is very well positioned to meet the challenges of the future.

- 1) UW universities continue to serve one-third of Wisconsin high school graduates, which is one of the highest access rates in the country.
- 2) UW administrative costs are among the lowest in the nation, less than 6 cents on the dollar.
- 3) UW graduates are overwhelmingly pleased with the way their education has prepared them for their lives and careers. They express this through a continually growing alumni support for their alma mater.
- 4) The products of faculty research labs are sparking a revolution in biotechnology, genetics, and medicine and generating spin-off enterprises that create high-income jobs to drive the state's economy forward.
- 5) The "New Wisconsin Idea" carries these developments statewide, nationally and internationally through efforts like Learning Innovations, the Pyle Center and many other channels.
- 6) The Joint Committee on Employment Relations recently approved the Board's request for a 5.2 percent pay plan for faculty and academic staff. This will bring the UW closer to market levels than at any time in the past 10 years and help to recruit the high quality replacements for retiring faculty that will be needed to maintain excellence.

Stating that the challenge is to maintain this momentum, President Lyall identified the following goals for the UW in the years ahead: 1) To continue to educate skilled and knowledgeable citizens, as well as workers; 2) to continue to foster a quality professorate; 3) to use instructional technology appropriately, especially to reach more working adults; 4) to continue research breakthroughs that will transform lives and life expectancies in the coming years; and 5) to streamline the way business is done in order to accomplish these outcomes.



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### **Report of the UW System Task Force on the Status of Women**

Introducing the presentation, President Lyall noted that, in fall 1998, she had appointed a 26-person committee, with representatives from each UW institution, and had given the committee the charge to review how far the UW had come and how future efforts could be focused to make sure the UW System uses the talent of women effectively and serves all students well. To that end, the committee was asked to identify best practices from around the country and to focus its final recommendations on 3-5 areas which it considers most important and most susceptible to significant progress in the coming decade. The last system-wide review of issues affecting women had been in 1981 when the Board of Regents adopted a document titled "A Blueprint for Achievement of Educational Equity". In 1981 the university had strong budgets; nationally, women were moving rapidly into the workplace; and the professions were beginning to open up to women. The 1981 report reflected this environment. Its recommendations included: 1) Ensure access to child care at every UW institution; 2) establish faculty and academic staff professional development funds and ensure that women get their fair share of them; 3) amend university layoff policies to reflect affirmative action considerations; 4) monitor hiring, promotion and tenure rates to ensure that women are fairly treated; 5) report the number of sexual harassment complaints and their disposition; and 7) ensure that gynecological services are included in student health insurance.

Noting that each of these recommendations was implemented, the President reported that the 1999 report contains a set of "second order" recommendations which reflect the fact that, although policies and practices now are in place, there are issues of campus climate and other considerations that make for a supportive workplace.

To present the report and recommendations, President Lyall introduced the co-chairs of the committee, UW-Madison Associate Vice Chancellor Betsy Draine and UW-Oshkosh Provost Vicki Lord Larson.

To review progress to date, Provost Larson explained that the Task Force reviewed the report and 33 recommendations made by the 1981 committee, which was chaired by Regent Joyce Erdman. The Task Force then used four methods to gather necessary information: First, the UW System Office of Policy Analysis and Research (OPAR) was asked to collect and analyze data for the years since the 1981 report and other issues the committee expected to emerge as salient in 1999. Second, a system-wide survey was conducted to determine current perceptions on issues such as classroom, workplace, and campus climate; access to services such as child care, and equity in evaluations and promotions. Third, members of the Task Force conducted focus groups at all UW universities, including UW Extension and System Administration. Fourth, a polling of chancellors of the UW institutions was conducted, asking them to identify best practices.

Using all these sources of information, the Task Force concluded that substantial progress has been made since the 1981 report. However, needs and concerns persist, and the Task Force identified five areas in which action should be taken.

Educational opportunities for women students: Substantial progress has been made in the proportion of women pursuing undergraduate, graduate and professional degrees, to the point that women now constitute the majority of total students (54.45% in 1997-98 as compared to 49.5% in 1982-83).

Increases in women's attainment of degrees have been dramatic in medicine (from 27.2% to 50.3%), business (Master's 26.6% to 41.4%, Ph.D's 8.3% to 20%) and the biological sciences (29.7% to 59.9%).

In the physical sciences, mathematics, and engineering there has been minimal progress (13.8% to 21.7%) and in law and computer/informational sciences, there has been a decline (Masters 25.8% to 13.6%; Ph.D's 23.7% to 20.8%).

Since 1981, there have been huge strides toward including women's voices in the curriculum. Women's Studies, which the 1981 report characterized as under-funded and under-supported, now is stronger at most UW institutions.

About 25% of women students and 50% of women students of color who were surveyed reported that the climate for women of color is not similar to white women. In focus groups, it was reported that women of color feel isolated.

Hiring, promotion and retention of women faculty, academic staff, and classified staff: In the survey, 71% of classified staff and non-instructional academic staff, and 78% of faculty, instructional academic staff, and students who were surveyed rated themselves as very satisfied or satisfied with their UW work experiences.

The increase in women faculty from 19.4% of total faculty in 1982-83 to 28.5% in 1997-98 represents a substantial gain, but is not sufficient to move the percentage of women in the faculty toward a figure reflecting national availability. Women of color still make up a very small proportion (2.7%) of faculty.

For academic staff women, the issue is not proportional representation, since women have comprised more than 50% of non-instructional academic staff for some time. Instead, the issue is upward mobility and recognition. Academic staff women in focus groups reported that changes in the quality and quantity of their workload have not been reflected in title or salary changes.

Classified staff women currently are 57.1% of the classified workforce. In focus groups many expressed dismay over work conditions in which the stereotype of the secretary persists, when in fact they function as departmental administrators, workflow managers, and information system consultants. Salary grades and work titles have not kept up with the increasingly sophisticated skills required and tasks performed by classified staff.

The learning and working environment: Although the survey revealed that most women are very satisfied or satisfied with their work environment, 24% of faculty and instructional academic staff and 28% of non-instructional academic staff and classified staff believe that the climate on their campus is less supportive of women than of men. Among students, concern is greatest about lack of support for students of color.

Surveys also indicated that, although the majority of students, faculty and staff are aware of an office to go to with a complaint of discrimination, more than a quarter of all three groups would not feel comfortable going to that office. Focus groups suggested that the reporting process is unclear or intimidating, and that tenured faculty are not held accountable for sexual harassment.

While safety on campus merited a separate recommendation by the 1981 report, 1999 surveys indicated that safety is a relatively minor concern.

Balancing work and personal life: in 1981, child care services were a major concern. The 1999 survey indicates that such services are available on most campuses. However, focus groups noted that at most institutions, infant care is minimal or missing, child care slots are not always available when they are most needed, costs are too high for some students, and hours of operation are not comprehensive enough.

Great strides have been made in the provision of parental leave since 1981. All UW System institutions now fall under federal and state mandates to provide parental leave to employees.

Organizational structure: A final concern was lack of an organizational structure for addressing women's issues in a timely fashion.

In her portion of the presentation, Professor Betsy Draine outlined recommendations to address each of the areas of concern and the vision for the status of women in the UW System for the next decade.

The Task Force's recommendations were organized around five goals. The first goal is to expand educational opportunities for women students, especially for women in physical sciences, mathematics, engineering, and technology and for women of color. In the areas of science and technology the Task Force recommends increasing pre-college science and technology outreach for girls in order to send them a positive message before they have locked themselves out of science. A lower cost strategy is developing mentoring programs for science/technical courses and majors. These have been shown to be effective increasing retention.

For women of color, there is a need to increase pre-college outreach to girls of color in order to get prepared students to choose UW institutions. There also is a need to work with the state to create access for women now excluded because of economic disadvantage, welfare status, or family responsibilities.

The second goal is to increase the hiring, promotion and retention of women faculty, academic staff and classified staff. To this end, the Task Force recommends increasing the percentage of women in the faculty, especially in science, math, engineering and technology, by improving search strategies and by making more competitive offers. Increasing the number of women in the faculty will in turn encourage the ambitions of women students.

The Task Force also recommends increasing the percentage of women in administration, especially in the positions of directors, deans, provosts and chancellors. President Lyall was commended for creating the summer UW System Leadership Institute to expose women and other under-represented groups to issues and opportunities in educational administration. The Task Force encourages continuation of this institute and development of campus strategies for developing the pool of women administrators.

Academic and classified staff are concerned with the inability to develop to their full potential in their jobs and inability to gain fair recognition for the work they do. Academic staff women want help with career development - better orientation to the university, identification of clearer career paths, and training for their supervisors on how to do performance reviews that will give them feedback needed to help them grow in their work. For women in the classified staff, the most important initiative would be to work with the state to change civil service structures so that the university can provide competitive compensation, timely promotion or reclassification and recognition of meritorious performance.

The third goal is to make the learning and working environment more welcoming, especially to those who feel excluded, like women in the sciences, women of color, and women who identify as lesbian. Leaders from the top down are urged to build a sense of shared community for all students and employees with specific statements or actions that include groups that have felt unwelcome in the past. It is recommended that campuses develop workshops designed to improve the working and learning environment. It also is recommended that campuses review systems for reporting discrimination and harassment to ensure that they are respectful, responsive, fair and effective. Finally, it is recommended that each campus review and, if necessary, improve, its system of supports for women, including systems for addressing women's concerns and systems for ensuring safety for all.

The fourth goal is to provide conditions that allow for balancing work and personal life. As a first priority, the Task Force recommends improving child care services on campus. This includes reviewing the financial base for campus child care and better utilizing a mix of user fees, federal and state grants, private giving, income-generating activities and campus support; increasing child care slots to meet demand, including services that have been missing at most universities, such as infant care, sick-child care

and drop-in care; providing more flexible hours; and offering scholarships to cover child care costs.

Another recommendation is ensuring that family leave policies are implemented equitably, which will have the added benefit of building loyalty of employees who are parents. Employees also will better bond with the university if they are allowed flex-time, job sharing, and part-time work paid at the full-time rate. The Task Force also recommends that universities provide domestic partner benefits wherever possible and work with the UW System to advocate for changes necessary to extend domestic benefits in areas such as health insurance.

The fifth goal is to create an effective organizational structure for improving the status of women in the UW System. Recommendations are to establish a UW System office to guide and support UW institutions in addressing the recommendations of the Task Force report; and asking each institution to report on its plans for improving the status of women and on how it will ensure that plans are fulfilled.

In closing, Professor Draine presented the Task Force's vision, which is for the UW System, by the year 2010, to be the national model of an equitable academic environment for women students, staff, and faculty.

President Lyall stated that she would move forward with the Task Force recommendations by:

- 1) Increasing the staff commitment at UW System Administration to provide a liaison to the women's studies programs throughout the system, to collect system-wide and national data on the status of women in higher education and to continue to identify best practices in higher education and the private sector that will help to maximize the contributions of faculty, staff and students to the educational mission.
- 2) Continuing the Academic Leadership Institute that was begun the preceding summer and is designed to help women and men develop skills needed to move more successfully into administrative positions.
- 3) Participating in the National Conference for Women in Higher Education to be held in March in Minneapolis, with the expectation of learning best practices that can be considered for adoption in the UW System.
- 4) Continuing fund raising efforts to support Plan 2008 pre-college opportunities/financial aid and to insure that these programs provide needed opportunities for K-12 girls applying to the UW System.
- 5) Asking each UW institution to address the recommendations in the report that deal with campus-specific matters and report by January 2001 their plans to meet these challenges.

President Lyall thanked the Task Force and co-chairs for the time and effort devoted to this important work. The report showed that great strides have been made, but that much remains to be done to maximize the ability of women faculty, staff and students to reach their full potential.

Noting that one of the issues in the report concerned campus systems for reporting discrimination, Regent Olivieri urged that this matter be dealt with immediately so that the President and Board could be assured as promptly as possible that the systems in place are satisfactory.

Professor Draine responded that each institution had processes in place that appear to be satisfactory. However, focus groups told the Task Force that they do not feel assured that those who complain would not be subject to reprisal and that there would be a process of addressing their issues that would both shield them from unintended consequences and also be effective in bringing sanctions against a person who acted improperly. Rather than what is on the books, it is the perceptions and actual working of processes that are being questioned. The institutions must create credibility that their processes will work well.

Regent Mohs pointed out that women of color have done better than men of color in numbers and success as students. He asked if the Task Force was concerned that channeling resources to help women of color will widen the gap between them and men of color, and if there are any commensurate efforts on behalf of men of color.

Professor Draine replied that there should be efforts for men, as well as women, of color and that Plan 2008 laid out plans for that to occur. Although women of color are attending college and graduating at a higher rate than men of color, the Task Force would not want that to be a reason not to address the lack of women of color in the sciences or the fact that the most qualified women, as well as men, of color are not often enough choosing UW institutions. The Task Force, therefore, urges that a concerted effort be made to demonstrate to girls and women of color that the UW System wants them to come to its institutions and to succeed, but that effort should not necessitate leaving out boys and men of color.

### **Presentation by UW-Stout: 2001-07 Campus Enrollment Plan**

Beginning the presentation, Chancellor Sorensen noted that UW-Stout calls itself the School of Choice for the 21<sup>st</sup> Century because Stout's brand of pragmatic, hands-on and minds-on education, combining theory and practice, is the direction education will be heading in the century ahead.

Noting that UW-Stout is a special mission institution with 24 undergraduate and 14 graduate programs, Chancellor Sorensen pointed out that these programs are distinctive and that some are not duplicated in Wisconsin, Minnesota or even nationally. The programs have a professional focus and are modified as needs of society change.

The driving force of UW-Stout's mission is its contribution to the state's economic success and the development of new technologies for the state. In carrying out its mission, UW-Stout cooperates with other UW institutions, the WTCS System, and the K-12 system and other state and national agencies. In that regard, Chancellor Sorensen recognized Chancellor Mash for the excellent level of cooperation between UW-Stout and UW-Eau Claire.

As examples of UW-Stout's distinctive array of programs, the Chancellor cited: The B.S. in Industrial Management, a statewide degree completion program with a focus on the Milwaukee area; the B.S. in Graphic Communications Management; the B.S. in Technical Communication that will be designed for the Internet; the M.S. in Hospitality and Tourism - Global Hospitality Management - a collaborative effort with UW-Whitewater; and a proposed M.S. in Manufacturing Engineering.

Stating UW-Stout's pride in its focus on technology, Chancellor Sorensen noted that the campus has an excellent infrastructure in place, including a high-speed redundant network that offers a large pipe to the Internet, a good data base, and wiring of all dorms, offices and other campus buildings.

Another source of pride is UW-Stout's Web camps that are provided through an endowed technology center to give all faculty and teaching academic staff basic Web competencies. The university also employs two designers to assist in putting classes on the Web. UW-Stout is working toward a laptop environment by 2005. Several programs already are Web based, classrooms are being modified and laptops are being purchased for faculty.

Stating that UW-Stout believes strongly in partnership, Chancellor Sorensen pointed to the Stout Technology Park as an amazing success story of the transformation of a parcel of agricultural land, over the course of nine years, into a thriving technology center with 14 buildings and 20 companies employing almost 800 people in well-paying high-tech jobs. UW-Stout and UW-Eau Claire are looking at the Chippewa Valley as a high tech corridor for Wisconsin.

Another exciting partnership involves UW-Stout, UW-Whitewater, two schools in England and one in Germany in a Global Hospitality Management Concentration program. In addition, there is a Ph.D. in Technology Management, which is a consortial effort involving UW-Stout and several other universities, with the degree awarded by Indiana State University. About 20 Wisconsin students currently are enrolled in this program, and five UW-Stout faculty participate. The program is delivered through distance education technologies and is self-supporting through tuition. The Chancellor predicted that this type of collaboration to provide unique programs will be the wave of the future.

Stating that UW-Stout offers "hands on, minds on" education, Chancellor Sorensen explained that this phrase refers to UW-Stout's belief that students must be engaged in laboratory work and have off-campus experiences. At UW-Stout, there are

309 labs that allow for intensive laboratory experiences, 41% of junior and senior course work is laboratory based. Seventy percent of Stout students participate in off-campus supervised work experiences. In addition, the university arranges many small group activities, team projects, one-on-one mentoring, and community-based service projects.

The result of UW-Stout's distinctive style of education is that, in two-thirds of the university's programs, 100% of the graduates are employed within three to six months after graduating. University-wide, 98.1% are placed in the same time frame. This is because UW-Stout has programs that are recognized as national leaders; its students are competent in technology; they are knowledge workers; and they are prepared for the economy of the future.

According to a survey conducted by the university, 95% of employers give UW-Stout graduates high marks in problem solving, written communication, oral communication, teamwork, leadership and creativity. These results match nationwide trends set forth in a new book titled What Business wants from Higher Education, which concludes that today's employees need to be flexible, adaptable, and in possession of interpersonal skills and skills in communication, problem solving, decision making and teamwork.

Chancellor Sorensen introduced and recognized recent graduate and former student government president Henry Tyler who supported and obtained student approval for a five percent per credit access fee. This additional money has allowed the university to improve the learning environment by providing funding for classroom projects, laboratory experiences, service activities, and the early childhood program laboratory. The added cost to students is about \$125 per year.

In the future, UW-Stout plans to expand initiatives to provide seamless education coupled with non-traditional delivery systems. This includes degree completions and 2+2+2 programs delivered through interactive video, Web-based technology and other off-site programming.

UW-Stout also is focusing on customized instruction and research services driven by market demand and delivered to professionals in the field. The purpose is to provide timely training and professional development opportunities to refresh, upgrade or teach new skills and knowledge. Creative pricing strategies will be applied.

Turning to enrollment assumptions for 2001-07, Chancellor Sorensen cited the following:

- 1) Stable resident undergraduate enrollment with minor growth in some areas;
- 2) Provision of seamless education and customized instruction to a growing number of non-traditional students and working adults; and
- 3) Continued development of partnerships with business and industry.

UW-Stout's advantages in carrying out this plan include programs that are ready to grow, innovative delivery methods, finely trained faculty, a comprehensive digital infrastructure, and receptive off-campus marketing niches.



There also is a new organizational framework called "Stout Solutions", a one-stop-shop where one telephone call will provide a person with an answer on how a service can be rendered. It has the agility and speed to meet changing needs; the ability to deliver solutions for individuals, business, industry, education, community and government; and access to information and knowledge to support growth and profitability. This unit, the Chancellor commented, is what is needed for the university to respond quickly to off-site market demands.

What is needed from the Board and the State, Chancellor Sorensen said in conclusion, is flexibility in position control, refinement in UW-Stout's institutional mission, and support for its forthcoming capital plan.

In discussion following the presentation, Regent Olivieri asked if UW-Stout has a goal in terms of numbers of non-traditional students. Indicating that there is no numerical goal at this time, Chancellor Sorensen said the university will be aggressive in pursuing markets and will do as much as it can through Stout Solutions.

Regent Boyle asked if research has been done concerning niche markets for off-campus programming. In response, Chancellor Sorensen indicated that the need for a master's in manufacturing engineering has been shown through a survey of businesses in the area. It also is known that the graphics communication program could be duplicated in the Fox River Valley and Wausau - areas with technical colleges that have those programs in place. A third niche market is for telecommunications programming because of the huge shortage of people in that area, and a fourth is in technical writing.

Regent Alexander commended UW-Stout for its Web camp training, and asked if there is follow up to see if the training is being fully employed in the classroom. Chancellor Sorensen responded in the affirmative, adding that there is a great deal of ongoing follow up and encouragement at the grass-roots level. He noted that having two full-time Web designers has been extremely helpful in that regard.

Given UW-Stout's unique mission, Regent Smith asked if the Chancellor was comfortable in creating partnerships around the state, rather than only in the region. He felt it is important that UW-Stout's partnerships not be confined to any one area. Chancellor Sorensen concurred, adding that UW-Stout has been creating partnerships in Minnesota, as well as throughout Wisconsin.

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### **Death of Donald K. Smith**

President Lyall noted with sadness the death of Donald K. Smith, who was a Professor of Communication Arts at UW-Madison and former Vice President for Academic Affairs of the UW System. As one of the architects of the UW System when it

was formed in 1971, Dr. Smith was instrumental in ensuring that high academic standards would prevail, that shared governance would be a strong centerpiece of system policies, and that each institution would maintain its own distinctive character and purpose. Those who follow are beneficiaries in many ways of what he built.

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

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

Resolutions 8059 and 8060 were unanimously approved by the Business and Finance Committee. Regent Marcovich moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent De Simone and carried unanimously.

### **2000-01 Annual Budget Decision Rules**

Resolution 8059: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the 2000-01 annual budget allocation decision rules.

### **Principal Expenditure UW System Trust Funds: Elizabeth Metz Bequest**

Resolution 8060: That, upon recommendation of the President of the University of Wisconsin System, and the Chancellor of the University of Wisconsin-Madison, the principal and income balance of the Elizabeth Metz bequest become available for spending.

### **UW-Madison Budget Discussion**

The second half of UW-Madison's four-year plan was presented by Provost Wiley. Success in closing the funding gap from \$57 million to \$28 million in the first half of the plan was reported.

The first half of the plan focused on: Strategic hiring and retention of faculty and staff; academic improvements; student financial assistance; and facilities renovation.

And the next two years will focus on: Continued strategic hiring, broadening student learning programs, maintaining affordability; and enhancing Wisconsin's economic development.

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### **UW-Madison Annual Research Report**

Graduate School Dean Hinshaw reported that UW-Madison received \$417 million in total research awards in 1998-99; federal awards increased by \$51 million, the largest annual increase on record for UW-Madison. In 1997-98, UW-Madison ranked fourth nationally for total research and development expenditures.

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### **Annual Financial Report**

There has been a dramatic shift in funding sources in the past ten years, Acting Associate Vice President Hendrix reported. Ten years ago state support made up 40.2% of current operating funds; now it is at 34.6%. Over the ten-year period, state appropriations have increased less than 1%, when adjusted for inflation.

78% of Current Funds Expenditures and Mandatory Transfers was spent on instruction, research and public service and related academic support, student services and financial aid. Only 5.3% was spent on administration or institutional support.

Over the ten-year period the total endowment has more than tripled.

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### **1999-00 Pay Plan Update**

Associate Vice President Brooks updated the Committee on the pay plan that was approved on January 25.

The recommended 5.2% pay plan was approved. The salary increases paid on April 1 will be retroactive to July 1, 1999. Salaries above the Executive Salary Group 6 maximum will have to be approved at the March meeting.

### **Technology Infrastructure Update**

The contract for a new Appointment, Payroll and Benefits System will be awarded in April, reported Acting Vice President Durcan.

Phase I of the Shared Financial System began July 1, 1999, with UW-Whitewater, Platteville, Milwaukee and Colleges going live with various components. UW-Extension went live with Accounts Receivable and Billing on February 1. On July 1, Phase II will begin with UW-Whitewater, Platteville, Extension and Colleges adding more modules, and UW-Green Bay, La Crosse and Parkside going live with various modules.

UW-Madison, Oshkosh, Platteville, Milwaukee, Whitewater, Green Bay, River Falls, La Crosse and Colleges have just begun the process or are presently using various modules of the Student Administration System. FASTAR (Facility for Shared Technology and Resources) offers a hardware and software platform to support all PeopleSoft institutions in upgrades.

The pilot for admission data is complete at UW-Oshkosh and a pilot is underway there for student services data, with full implementation expected by June 1, 2000.

With the collaborative effort of many teams, there is a significant amount of learning and sharing of knowledge and expertise.

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### **Quarterly Gifts, Grants and Contracts**

Associate Vice President Durcan reported that total gifts, grants and contracts for the six-month period ending December 31, 1999 increased by \$36.5 million from the comparable period of the previous fiscal year. Federal awards increased \$18.1 million, while non-Federal awards increased \$18.4 million.

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## **REPORT OF THE EDUCATION COMMITTEE**

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

Resolutions 8061 - 8068 were unanimously approved by the Education Committee. Regent Randall moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Boyle and carried unanimously.

### **UW-Oshkosh: Authorization to Recruit: Chancellor**

Resolution 8061: That the President of the University of Wisconsin System be authorized to search for a Chancellor of the University of Wisconsin-Oshkosh, at a salary that exceeds the Executive Salary Group Six maximum.

### **UW-Madison: Authorization to Recruit: Professor**

Resolution 8062: 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 a Professor of Political Science, College of Letters & Science, and to make an appointment at a salary that may exceed the Executive Salary Group Six maximum (C\$95,000-\$125,000).

**UW-Madison: Authorization to Recruit: Associate Professor/Professor**

Resolution 8063: 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 an Associate Professor or Professor of Business Ethics, School of Business, and to make an appointment at a salary that may exceed the Executive Salary Group Six maximum (C\$70,000-\$125,000).

**UW-Madison: Authorization to Recruit: Director**

Resolution 8064: 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 a Director, University Health Services, and to make an appointment at a salary that exceeds the Executive Salary Group Six maximum (A\$110,000-\$175,900).

**UW System: Revisions to Academic Planning Statement No. 4 *University of Wisconsin System Policy on Academic Year Definition and Assorted Derivatives* University of Wisconsin System Administration**

Resolution 8065: That, upon recommendation of the President of the University of Wisconsin System, revisions to Academic Planning Statement No. 4, the *University of Wisconsin System Policy on Academic Year Definition and Assorted Derivatives*, be approved.

**UW-Stevens Point: Renaming Division of Interior Architecture and Retail Studies**

Resolution 8066: That, upon recommendation of the Chancellor of the University of Wisconsin-Stevens Point and President of the University of Wisconsin System, the Division of Interior Architecture and Retail Studies be renamed the Division of Interior Architecture.

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

Resolution 8067: 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:

Stephanie Jutt  
School of Music                      Emily Mead Baldwin Bell-Bascom  
Professor in the Arts  
(effective July 1, 2000);

John L. Markley                      Steenbock Professor of Biomolecular  
Dept. of Biochemistry              Structure (reappointment effective  
January 1, 2000);

George Wilding                      Donald and Margaret Anderson  
Dept. of Medicine                      Professor in Human Oncology  
(effective January 1, 2000).

**UW-Stout: Appointment of Named Professor**

Resolution 8068: That, upon recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, Donna Albrecht, College of Engineering and Management, be designated a Lenore Landry professor, effective March 1, 2000.

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

Senior Vice President Ward reported the following items:

1. Ten of the 14 UW institutions offered winter inter-sessions this year, with 11 expected to do so next year. Approximately 5,100 students participated in 1998-99, and Senior V.P. Ward estimates that some 8,000 took part in 99-00 inter-sessions.

2. As stipulated in the 99-01 budget bill, a working group has been formed to explore ways to improve transfer plans between the UW and WTCS systems.

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### **Graying of the Faculty: Future Staffing Principles**

Senior Vice President Ward presented a set of principles to guide future hiring of new faculty. This was the third and final presentation in the committee's series on the *Graying of the Faculty*.

Senior V.P. Ward proposed the following seven principles:

1. Institutions will have flexibility in allocating and filling open positions to accommodate changing levels of enrollment and changing budget conditions.
2. Institutions will have the flexibility to establish an appropriate mix of faculty and academic staff to meet their respective needs in the areas of teaching, research and/or service.
3. Institutions will have the flexibility to hire practitioners (e.g., clinical supervisors, businesspersons, etc.) who may not hold traditional academic credentials.
4. Institutions will have the flexibility to offer competitive start-up packages when hiring new faculty.
5. Staffing will take into account the need for a diverse faculty and academic staff.
6. Staffing will be consistent with institutional tenure management policy.
7. Faculty positions will normally be filled through national searches.

These principles will receive final consideration at the board's March meeting.

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### **NCA Accreditation, UW-Madison**

The committee heard a report on UW-Madison's North Central Association accreditation report. The university was renewed for the maximum ten years and will next be reviewed in 2008-09.

### **New Program Authorizations**

The committee heard initial presentations of the following new programs:

- B.S./B.A., Environmental Science, UW-River Falls;
- B.A./B.S., Mass Communication, UW-River Falls;
- B.S., Ornamental Horticulture, UW-Platteville;

- Master of Engineering, UW-Platteville; and
- M.A., Liberal Studies, UW-Milwaukee.

These programs will be considered for final approval in March.

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### **UW System Sabbatical Guidelines**

Senior Vice President Ward proposed four sabbatical guidelines for academic years 2001-03:

- Interdisciplinary activities;
- Collaborative program activities;
- International education;
- Application of technology to instruction and distance education.

Committee members agreed that these four guidelines are adequate.

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

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

The Physical Planning and Funding Committee approved unanimously Resolutions 8069 - 8074. Regent Barry moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Mohs.

### **UW-Platteville: Authority to sell the historic J.H. Rountree Mansion**

Resolution 8069: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to sell the historic J.H. Rountree Mansion located at 150 Rountree Avenue, City of Platteville, Wisconsin, for \$231,501.51 per sealed bid.



**UW-River Falls: Authority to Construct 1 1999-01 Hathorn Hall Bathroom Renovation**

Resolution 8070: 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 1999-01 Hathorn Hall Bathroom Renovation project, estimated at a total project cost of \$780,000, using Program Revenue-Cash.

**UW-River Falls: Authority to Construct a Parking Lot O Resurfacing and Expansion Project**

Resolution 8071: 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 Parking Lot O Resurfacing and Expansion project, at a total estimated cost of \$276,000, using Program Revenue-Cash.

**UW-Stout: Authority to Increase Scope and Budget of Recreation Complex**

Resolution 8072: That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, authority be granted to increase the scope and budget of the Recreation Complex budget to include parking improvements at an additional cost of \$1,054,100 (\$154,100 Program Revenue Cash and \$900,000 Program Revenue Supported Borrowing-Parking) for a revised total cost of \$8,054,100 (\$4,000,000 Gifts; \$3,000,000 Program Revenue-Segregated Fees; \$1,054,100 Program Revenue-Parking).

**UW-Milwaukee: EMS, Sandburg Hall/Student Union Parking Facility Maintenance Project**

Resolution 8073: That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to construct an EMS, Sandburg Hall and Student Union Parking

Facility Maintenance project at an estimated total project cost of \$554,800 Program Revenue - Cash.

**Revision to Board of Regents Policy 93-1, Authorization to Sign Document**

Resolution 8074: That, on the recommendation of the President of the University of Wisconsin System, Regent Resolution #7844 approved by the Board on February 5, 1999, be rescinded; and that the following revised resolution be approved effective immediately:

That any of the following corporate or administrative officers of the University of Wisconsin System- Secretary, Assistant Secretary of the Board, the President, any Vice President and any administrative officer or administrative assistant designated by the President of the University of Wisconsin System is authorized to sign:

1. Proposals, agreements, contracts and contract supplements for research work or any other purposes upon approval of the project by the President or any Vice President of the University of Wisconsin System or the appropriate chancellor or designee with the following extramural entities:

United States Government, any of its agencies or departments, any state or municipality or any agency or department thereof, or any nonprofit organization.

2. Certifications, releases, inventory reports and other documents as required by the government in connection with the termination of the contracts with the federal government for research and educational services furnished by the University of Wisconsin System.
3. Applications, notices, bonds and other instruments required by the federal government in connection with matters relating to federal laws and regulations for the purchase and use of tax-free alcohol in the laboratories of the University of Wisconsin System.

4. Purchase orders and other instruments required by the federal government for the procurement of narcotics for use in laboratories of the University of Wisconsin and in University Hospitals.
5. Grants, contracts, ~~leases~~ and agreements with private-profit making organizations, with the understanding that those in excess of \$500,000 require formal acceptance by the Regents prior to execution.
6. Royalty agreements with the University of Wisconsin Press.
7. Transactions of the University of Wisconsin System's employe savings bond accounts.
8. ***Leases require formal acceptance by the Board of Regents prior to execution if: (1) a proposed leased space is not available in an existing building and would require the construction of a new building to satisfy the space need; or (2) negotiations for a new lease would involve leased space in excess of 10,000 assignable square feet; or (3) the proposed initial term of a lease would exceed 5 years (excluding renewal options).***

A summary of grants, contracts, leases and agreements, including royalty agreements with the University of Wisconsin Press, will be reported quarterly to the Vice President for Finance.

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### **Y2K Report**

Ron Yates, Director of Internal Audit, reported no problems in any of our facilities and no interruptions with operating/data processing systems.

**Report of the Assistant Vice President**

***Report of Building Commission Actions and Report on 2001-03 Capital Budget Guidelines***

Assistant Vice President Ives reported on the Building Commission actions and the capital budget guidelines for 2001-03. The capital budget guidelines are consistent with our first biennial budget and there will again be an emphasis on maintaining and improving existing buildings.

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***Discussion of Fire Safety in Residence Halls***

Good polices and practices are in place for fire safety. Smoke detectors and alarms are installed in all buildings and all alarms are being updated to tie into central reporting systems. Sprinklers are being installed in all new high-rise buildings and retrofitted into existing high-rise buildings at the UW-Madison campus. Legislation is pending that will require installation of sprinklers in all existing high-rise residence halls.

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Regent Barry, Chair, presented Resolution 8075, which had been approved unanimously by the Physical Planning and Funding Committee for approval by the Board of Regents. The motion was seconded by Regent Mohs and adopted unanimously.

**UW-Oshkosh: Authority to Increase the Budget, Award Contracts and Construct the Halsey Center Renovation Project**

Resolution 8075:           That, upon the recommendation of the UW-Oshkosh Chancellor and the President of the University of Wisconsin System, authority be granted to increase the project budget by \$1,222,000, award contracts and construct the Halsey Science Center Renovation project, at a revised estimated total project cost of \$15,107,000 General Fund Supported Borrowing.

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## **ADDITIONAL BUSINESS**

### **Economic Development**

Regent Olivieri made the suggestion that the Board should speak formally on the matter of economic development. Noting that Governor Thompson had announced important biotechnology initiatives in his State of the State Address, Regent Olivieri felt the Board should make strategy decisions about what steps the UW should take in terms of relationships with business or other institutions that would maximize the UW's impact on the state's economy.

President Lyall concurred, suggesting that the Board might wish to make a statement after hearing all the campus enrollment plans and putting together a system-wide plan. While the university could not create an economic development strategy on its own, it is recognized that the UW will be an important part of the state's efforts.

Regent President Orr added that such a statement would grow out of both enrollment and budget planning.

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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 the following resolution, moved by Regent Orr, was adopted unanimously on a roll-call vote, with Regents Alexander, Axtell, Barry, Boyle, Gottschalk, Gracz, MacNeil, Marcovich, Mohs, Olivieri, Orr, Randall and Smith (13) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 8076	That, the Board of Regents recess into closed session, to consider honorary degree nominations at UW-Stout, UW-Milwaukee and UW-Parkside as permitted by s.19.85(1)(f), <i>Wis. Stats.</i> , to consider, a title assignment at UW-Stout, and authorization to appoint at a salary above Group 6 at UW-Madison as permitted by s.19.85(1)(c), <i>Wis. Stats.</i> , and to confer with legal counsel, as permitted by s.19.85(1)(g), <i>Wis. Stats.</i>
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The Board arose from closed session at 12:15 p.m., having adopted the following resolutions:

**UW-Stout: Honorary Degree**

Resolution 8077            That, upon the recommendation of the University of Wisconsin-Stout Chancellor and the President of the University of Wisconsin System, the following honorary degree be awarded by UW-Stout, subject to acceptance by the nominee:

Ms. Susan Quinn        Doctor of Humane Letters

**UW-Stout: Authorization to Appoint: Vice Chancellor, Administrative & Student Life Services**

Resolution 8078            That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Stout, as part of an administrative restructuring initiative, the Chancellor is authorized to create a position of Vice Chancellor of Administrative and Student Life Services in Executive Salary Group 6, and that the Chancellor is authorized to appoint to that position Diane Moen, effective February 1, 2000, with no change in her annual salary of \$95,000.

**UW-Madison: Authorization to Appoint**

Resolution 8079            That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor is authorized to appoint Derek J. Hei as Senior Scientist in the Waisman Translational Research Facility, at a salary that exceeds the Executive Salary Group Six maximum (A\$120,000).

The meeting was adjourned at 12:15 p.m.

The following resolutions were approved in executive session on March 5, 1999, (UW-Superior) and November 5, 1999 (UW-Oshkosh), but were not reported at that time pending acceptance by the nominees, who will receive honorary degrees at the May 2000 commencements.

**UW-Superior: Honorary Degree**

Resolution 8080            That, upon the recommendation of the University of Wisconsin-Superior Chancellor and the President of the University of Wisconsin System, the following honorary degree be awarded by UW-Superior, subject to acceptance by the nominee:

David Di Francesco    Doctor of Humane Letters

**UW-Oshkosh: Honorary Degree**

Resolution 8081            That, upon the recommendation of the University of Wisconsin-Oshkosh Chancellor and the President of the University of Wisconsin System, the Board of Regents approves awarding of the following honorary degree by the University of Wisconsin-Oshkosh, subject to acceptance by the nominee.

Roy Vander Putten    Doctor of Science

Submitted by

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Judith A. Temby, Secretary