



Board of Regents of the University of Wisconsin System
Office of the Secretary
1860 Van Hise Hall
Madison, Wisconsin 53706
(608)262-2324

September 1, 2004

TO: Each Regent

FROM: Judith A. Temby

A handwritten signature in dark ink, appearing to read "J. A. Temby", written over a light gray rectangular background.

PUBLIC MEETING NOTICE

RE: Agendas and supporting documents for meetings of the Board and Committees to be held at UW-Madison on September 9 and 10, 2004.

Thursday, September 9, 2004

11:00 a.m. - President Kevin Reilly

1820 Van Hise Hall

All Regents Invited

12:00 noon - Box Lunch

12:30 p.m. - Business and Finance Committee

1820 Van Hise Hall

All Regents Invited

1:00 p.m. Education Committee meeting

1820 Van Hise Hall

Business and Finance Committee reconvened

1920 Van Hise Hall

Physical Planning and Funding Committee reconvened

1511 Van Hise Hall

Friday, September 10, 2004

9:00 a.m. – Board of Regents

1820 Van Hise Hall

Persons wishing to comment on specific agenda items may request permission to speak at Regent Committee meetings. Requests to speak at the full Board meeting are granted only on a selective basis. Requests to speak should be made in advance of the meeting and should be communicated to the Secretary of the Board at the above address.

Persons with disabilities requesting an accommodation to attend are asked to contact Judith Temby in advance of the meeting at (608) 262-2324.

Information regarding agenda items can be found on the web at <http://www.uwsa.edu/bor/meetings.htm> or may be obtained from the Office of the Secretary, 1860 Van Hise Hall, Madison, Wisconsin 53706 (608)262-2324.

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BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I. Items for consideration in Regent Committees

1. Education Committee - Thursday, September 9, 2004
1820 Van Hise Hall
1220 Linden Drive, Madison, WI
1:00 p.m.

11:00 All Regents

- President Kevin Reilly.

12:00 Box Lunch

12:30 Business and Finance Committee – All Regents Invited

- 2005-07 Projected Increases for Gifts, Grants, Contracts, and Self-Supporting Operations.
[Resolution I.2.a.]

1:00 Education Committee

- a. Approval of the minutes of the June 10, 2004, meeting of the Education Committee.
- b. Report of the Senior Vice President for Academic Affairs:
 1. Overview of the Education Committee, 2004-05: The Continuum of Student Success;
 2. Research and Public Service Report.
[Resolution I.1.b.]
- c. Report on 2003 Undergraduate Drop Rates.
[Resolution I.1.c.]
- d. Program Authorizations - First Reading:
 1. B.A./B.S. in Multimedia Digital Arts, University of Wisconsin-Whitewater;
 2. M.S. in Occupational Therapy, University of Wisconsin-La Crosse.
- e. Program Authorizations – Second Reading:
 1. Ph.D. in Medical Informatics, University of Wisconsin-Milwaukee and the Medical College of Wisconsin.
[Resolution I.1.e.]
- f. Mission Revisions:
 1. First Reading: University of Wisconsin-Whitewater;

2. Second Reading: University of Wisconsin-Extension.
[Resolution I.1.f.(2)]

g. Rename the University of Wisconsin-Green Bay Professional Studies and Outreach Division.
[Resolution I.1.g.]

h. Reorganization of University of Wisconsin- Eau Claire College of Education and College of Nursing.
[Resolution I.1.h.]

i. Revised Faculty Personnel Rules:

1. University of Wisconsin-Green Bay;
[Resolution I.1.i.(1)]

2. University of Wisconsin-Madison;
[Resolution I.1.i.(2)]

3. University of Wisconsin-Stevens Point.
[Resolution I.1.i.(3)]

j. Authorization to Recruit: Chancellor, UW-Extension.
[Resolution I.1.j.]

Additional items:

k. Additional items that may be presented to the Education Committee with its approval.

EDUCATION COMMITTEE

Resolution I.1.b.:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts the 2004 Research and Public Service Report for submission to the Joint Committee on Finance.

UNIVERSITY OF WISCONSIN SYSTEM 2004 RESEARCH AND PUBLIC SERVICE REPORT

EXECUTIVE SUMMARY

BACKGROUND

Section 36.45 (3) of the Wisconsin Statutes requires the University of Wisconsin System to report to the Governor and the Joint Committee on Finance the purpose, duration, cost, and anticipated completion date of all research and public service projects for which it is expending general purpose revenues. The seventh of these biennial reports was submitted September 1, 2004, pending approval from the Board of Regents.

The Board of Regents approved the initial research and public service report during its July 10, 1992 meeting. The report was sent to the Governor and to the Joint Committee on Finance for their review. Based on their comments, a revised report was submitted in March 1993. The Governor and the Joint Committee on Finance accepted the revised report and all subsequent reports.

The 2004 report follows the same format as the revised 1992 report. Financial and program information has been updated to reflect the 2003-04 fiscal year.

REQUESTED ACTION

Acceptance of the 2004 Research and Public Service Report for submission to the Joint Committee on Finance.

RELATED REGENT POLICIES

Regent Resolution 6032. There are no other Board Policies relating directly to this subject.

UNIVERSITY OF WISCONSIN SYSTEM

2004 RESEARCH REPORT

UNIVERSITY OF WISCONSIN SYSTEM 2004 RESEARCH REPORT**I. OVERVIEW**

As shown in Table 1, the University of Wisconsin System's 2003-04 GPR research budget was \$72 million. The majority of the research funding (76.6 percent) was in the UW-Madison budget.

TABLE 1
RESEARCH FUNDING BY INSTITUTION
2003-04 FISCAL YEAR

<u>INSTITUTION</u>	<u>FUNDING</u>	<u>PERCENT</u>
Madison	\$ 55,345,602	76.6%
Milwaukee	12,656,917	17.5%
Comprehensives and Colleges	1,502,672	2.1%
Systemwide	2,786,413	3.9%
Extension	-	0.0%
Totals	\$ 72,291,604	100.0%

II. UW-MADISON RESEARCH**A. Background**

UW-Madison's 2003-04 GPR research budget was \$55.3 million. Some of the key facts about the research budget include:

- \$38.7 million was allocated to salaries and wages, and \$15.8 million was allocated to fringe benefits.
- The salary and wage budget provided funding for 382.91 unclassified and 281.35 classified FTE research positions.
- The budget was divided among three funds: general program operations, industrial and economic development, and distinguished professorships.
- The general program operations fund accounted for 98 percent of the total GPR research budget.
- Five schools and colleges accounted for approximately 85 percent of the general program operations GPR research budget: the Colleges of Agricultural and Life Sciences, Engineering, and Letters and Science, and the Graduate and Medical Schools. The budget for the College of Agricultural and Life Sciences alone was almost 50 percent of the general program operations research budget.

B. Use of Funds

The GPR research funding functions as an investment in UW-Madison's research enterprise. ***It provides the core support and basic infrastructure that are required for the continued operation of sponsored research programs.*** In a typical department, GPR research funds support the salaries of classified clerical and fiscal staff responsible for payroll processing and purchasing related to external grants, typing grant applications, and correspondence related to grant activities, etc. Typical biological and physical science departments and campus-wide research support centers also budget GPR research funds for classified and unclassified technical support personnel, such as laboratory technicians, lab animal care staff, and instrumentation technicians. These positions form a human resource infrastructure that provides general support to sponsored research programs. Responsibilities of the positions are not limited to, or associated with, particular research grants or projects. Instead, they provide broad support to the total sponsored research program. Continuity of funding for these positions is a fundamental requirement. A department cannot, for example, hire and terminate a payroll benefits specialist whenever it begins and concludes a sponsored research project. The GPR research budget ensures continuity of funding.

The budget is also invested in partial salary support for faculty members. GPR research funds are budgeted for faculty salaries for a variety of purposes, including:

- match money for federal grants that require institutional contributions;
- supplements to existing sponsored research activities;
- support for a faculty member to compete for extramural funds; or
- “bridge” funds which support a faculty member's research efforts for an interim period when extramural funding has expired.

In 2003-04, the return on this investment in support staff and faculty salaries was \$704.8 million in extramural grants and contract awards.

C. Relationship of Research Funding and Research Projects

With the exception of legislated research projects and projects funded through the Faculty Research Committee, the GPR research budget is not allocated on a project basis or for narrowly defined research purposes. The support staff discussed above are rarely associated with specific research efforts or projects. Therefore, they are not budgeted in that manner. At any time, the research components of a particular faculty member's salary might be associated with multiple research projects (some federally and some privately funded) with different time frames and purposes. In these multiple projects, the salary serves different functions (e.g. as a required match in some, as a supplement in others, etc.). Alternatively, the research component of a faculty member's salary might not be associated with any specific research projects; the faculty member might be writing one or multiple grant proposals. Given these complexities, GPR research funds for faculty salaries, like support staff salaries, are not budgeted for specific projects or narrowly defined research purposes.

D. Reductions and Reallocations

UW-Madison has absorbed significant reductions and made significant reallocations of its GPR research budget over the past 31 years. Since 1972-73, \$18.5 million of GPR funds has been cut by the state or reallocated to other programs (e.g. instruction, academic support). The reallocation has resulted from three categories of funding shifts:

- institutional reallocations to meet institutional priorities;
- internal school and college reallocations to meet school and college priorities; and
- program and activity reclassifications.

In addition, there have been significant reallocations that did not affect the total GPR research budget. Existing GPR research funds have been shifted between schools and colleges, and departments. Although there have been large individual reallocations, most reallocations are relatively small, take the form of vacant position transfers or redefinitions, and are conducted at the school or college level. ***The position approval process is the primary tool available to school and college administrators for reallocating the GPR research budget.***

Appendix 1 provides historical analysis of the UW-Madison research budget. Appendix 2 describes the research budget review process of the largest UW-Madison schools and colleges. Appendix 4 describes legislated UW-Madison research projects.

III. UW-MILWAUKEE RESEARCH

UW-Milwaukee's total 2003-04 GPR-funded research budget was \$12.7 million. The specific use of more than 75 percent of this funding is reviewed on an annual basis. These funds are prioritized and assigned in several different ways:

- The Graduate School Research Committee awards modest amounts of funding, primarily earmarked for junior faculty, to develop new research programs.
- The Graduate School Office of Research Services and Administration provides matching funds on research grants to satisfy funding agency expectations, primarily in the form of required cost sharing on major equipment grants.
- The Graduate School research centers, laboratories, institutes, and offices fund continuing research projects and review the research of faculty and staff scientists.
- The College of Engineering and Applied Science awards matching funding on grants to senior faculty as well as seed money and release time from teaching to junior faculty to initiate research programs and projects.
- The College of Letters and Science assigns research funding based upon the research activity and extramural funding generated by faculty; this often serves as a match on grants.
- The Milwaukee Idea has several initiatives involved in research in health-related fields (Healthy Choices Initiative and Institute of Environmental Health) and

economic development (Consortium for Economic Opportunity and Milwaukee Industrial Innovation Center).

- The Helen Bader School of Social Welfare operates a Center for Addiction and Behavioral Health Research.
- Funds in excess of \$400,000 are budgeted in Unit Wide to address one-time start-up needs for new faculty involved in research.

The remaining 25 percent of the GPR research funding is committed on a permanent basis. These commitments are primarily used to support the research infrastructure. This total amount includes funding assigned to the Graduate School Office of Research Services and Administration and funding assigned to the various research support offices of the schools/colleges.

Table 3 in Appendix 1 provides a breakdown by school/college of GPR-funded research budgets for 1983-84, 1993-94, and 2003-04.

IV. UW COMPREHENSIVE INSTITUTIONS AND UW COLLEGES RESEARCH

Although approximately 94 percent of the UW System's GPR research funding is budgeted at UW-Madison and UW-Milwaukee, faculty at the comprehensive institutions also need to engage in research in order to remain current in their fields. The comprehensive institutions have established internally funded programs designed to encourage and support faculty and academic staff members to engage in research and other scholarly and creative activities. Funds are available for researchers, writers, artists, and performers who need project support for gathering data, accessing primary materials, equipment, services, supplies, student research collaboration, and clerical assistance. Funding awards are relatively small (\$100 to \$5,000).

The UW Colleges have established department-based funding for supporting professional development activities for all faculty and instructional academic staff. Funds are available for individual research, department-wide research, and attending professional conferences. Funding awards range from \$100 to \$800.

V. SYSTEMWIDE RESEARCH

Funding for three UW System research programs is held in systemwide accounts. These programs are:

- **APPLIED RESEARCH**, which provides funding for UW System institutions for research addressing specific problems faced by Wisconsin industries. Details regarding this program are provided in a separate biennial report to the State.

- DISTINGUISHED PROFESSORS, which provides partial support for up to twenty Distinguished Professor positions in the University of Wisconsin System for research in areas of vital or emerging economic significance to the State of Wisconsin. The GPR funding is matched by an equal or greater amount from businesses and/or non-GPR sources. At the end of the 2003-04 fiscal year, this funding supported nine professors at UW-Madison, six at UW-Milwaukee, one at UW-Stevens Point, and one at UW-La Crosse.
- SOLID WASTE RESEARCH PROGRAM, which provides funding to UW System principal investigators and undergraduate students for research into alternative methods of solid waste disposal. Funding for the program is provided through the state's Recycling Fund. The program's website, www.uwsa.edu/oslp/ehs/swrp, has information about funded projects.

APPENDIX 1

HISTORICAL ANALYSIS OF RESEARCH BUDGETS AT UW-MADISON AND UW-MILWAUKEE

I. UW-MADISON

A. Background

UW-Madison's GPR research budget, excluding fringe benefits, increased by \$27.7 million between 1972-73 and 2003-04. The 1972-73 GPR budget reflects the State's "general purpose" base investment in UW-Madison's research enterprise at the time of merger. This base served the same purposes as the GPR research base does today: it provided a stable human resource infrastructure, opportunities for faculty to compete for extramural funds, and matching funds for gifts, grants, and contracts. The \$27.7 million increase is a function of changes in the following four general categories of funding. (All amounts exclude fringe benefits.)

1. Compensation Increases.

This category includes all salary and wage related allocations, such as faculty, academic, and classified pay plans; catch-up; student wage increases; length-of-service pay; performance awards; quality reinvestment; pay equity, etc. Cumulative compensation increases over the period were approximately \$39.2 million.

2. Specific Research Allocations.

This category includes all legislated appropriations for specific research purposes, such as the Sea Grant Institute and the Biotechnology Center. A list of these allocations is shown in Appendix 3. Total UW-Madison specific research allocations were approximately \$6.9 million. This amount reflects the sum of the initial allocations for these projects; subsequent pay plan increases related to the projects are included in the category above.

3. General Reductions and Allocations.

This category includes all general allocations that were not restricted to the research program, excluding compensation increases, such as productivity and base budget reductions, inflation offsets, and turnover savings. General reductions and allocations reduced the research budget by \$9.9 million over the period. The negative impact of this category is due primarily to mandated base budget reductions in 1980-81, 1981-82, 1985-86, 1995-96, 1996-97, 2001-02, 2002-03, and 2003-04.

4. Institutional Reallocations.

This category includes all GPR reallocations made by UW-Madison that resulted in a shift of funds to or from the research program. Net reallocations over the period reduced the GPR research budget by \$8.6 million.

Thus, since 1972-73, UW-Madison's "general purpose" GPR research budget has changed as a result of standard pay plan increases, specific research allocations, required budget cuts, and funds reallocated to other activities. The total GPR research budget increased by \$6.9 million due to legislated appropriations for specific research purposes. Assuming standard pay plans represent the cost-to-continue for the 1972-73 base budget, UW-Madison's current "general purpose" GPR research budget is approximately \$18.5 million lower than the budget that would have developed from the 1972-73 base. This is a minimum estimate because the impact of the reductions and reallocations on subsequent compensation increases has not been taken into consideration.

The extent of UW-Madison's internal reallocations is confirmed by two facts. First, as a percentage of total GPR, GPR budgeted for research was approximately 19.8 percent in 2003-04, compared with 18.7 percent at merger in 1972-73. (Figures represent research GPR taken as a percent of total GPR excluding special purpose appropriations, such as debt service, utilities, etc.) However, approximately \$10.0 million of the current budget consists of those legislated, specific research projects that did not exist in 1972-73. If the \$10.0 million is excluded from current budget amounts, the current research portion becomes 16.1 percent, or a 2.6 percentage point decline.

Second, the change in research FTE positions funded by GPR also reflects substantial reallocation. In 1973-74 (1972-73 FTE data are not available), 738.01 FTE GPR-funded positions were budgeted on research. In 2003-04, 664.26 FTE GPR-funded positions are budgeted on research. In addition, over that period UW-Madison received an additional 146.63 FTE positions for legislated, specific research projects. If these positions are removed from the current budget, there has been a net reduction of 131.83 FTE. This reduction represents a minimum because it does not include reallocations of positions required for some legislated projects for which FTE's were not provided.

B. Reallocations

The net reduction of \$8.6 million of GPR-funded research represents the effects of several types of funding shifts: institutional level reallocations to meet new institutional priorities, internal school and college reallocations to meet new institutional priorities, internal school and college reallocations to meet new school and college priorities, and reclassification of existing activities. In the first two cases, funds are removed from an existing function, which is usually terminated, and applied to an alternate function. In the latter case, a particular function continues to be funded, but it is redefined as another activity such as instruction, academic support, etc. These reclassifications occur because program definitions evolve through time.

In aggregate, internal school and college reallocations account for most of the institution's total reallocations. School and college deans and faculty members have the greatest knowledge concerning their respective disciplinary areas and are in the best position to recognize and act upon changing needs and priorities in their various programs. Typically, such reallocations are relatively small in magnitude (i.e., less than \$100,000), so that the \$8.6 million total is the result of many individual decisions to reallocate funds over the past twenty-nine years. Some examples of UW-Madison's GPR research reallocations are listed below.

1. Institutional Reallocations.

- In 1995-96, UW-Madison reallocated \$118,000 to support and enhance the research program in the School of Pharmacy.
- From 1992-93 and 1994-95, UW-Madison reallocated over \$1.6 million of GPR research funds as part of the institution's Quality Reinvestment Plan. The plan involved examination of all of the institution's programs and a redirection of funds to meet unfunded priority needs.
- In 1988-89, \$113,000 was reallocated from research to support development and implementation of automated registration.
- In an effort to strengthen UW-Madison's public service mission, the institution established the Division of University Outreach in 1984-85. The new division was partially funded through a \$100,000 reallocation from the research budget.

2. Internal School and College Reallocations.

- In 1996-97, the School of Veterinary Medicine reduced its research budget by \$90,000 to support greater faculty effort in the area of public service.
- In 1994-95, the College of Engineering reallocated approximately \$176,000 from research to instruction to support graduate education programs.
- In 1976-77, the School of Family Resources and Consumer Sciences shifted \$11,000 in faculty salaries from research to instruction after a faculty member retired.
- To meet instructional program requirements, \$78,000 for a vacant position in the Medical School was reallocated from research to instruction in 1980-81.
- To encourage retention of a faculty member in 1984-85, the College of Engineering provided a research opportunity at the Engineering Experiment Station. This effort required the college to reallocate \$10,000 to the research budget.
- In 1987-88, the College of Letters and Science conducted a \$567,000 reallocation from research to instruction to meet the expenses of operating a quality instructional

program. At that time, competitive starting salaries for faculty in such areas as Computer Science had increased significantly beyond the growth rate in the college's instructional budget. The college also faced a high priority need for microcomputers and other technical equipment to adequately meet the needs of students.

3. Reclassification

- In 2000-01, the Law School reclassified approximately \$142,000 of research activity to student services to meet appropriate program definitions.
- In 1999-00, the College of Engineering reclassified staff and computing resources, which support research from academic support to research, resulting in a \$100,000 increase in the research budget.
- In 1995-96, approximately \$227,000 was reclassified from research to academic support as the UW Press budget was realigned to reflect appropriate activity code definitions.
- In 1993-94, approximately \$144,000 was reclassified from research to physical plant as the Biological Safety Office was transferred from the Graduate School to the Division of Facilities Planning and Management.
- In 1985-86, Earthwatch and Public Information Programs in the Institute for Environmental Studies were reclassified from research to public service, causing a \$20,000 decrease in the research budget.
- The Guidance Institute for Talented Students in the School of Education was reclassified as a public service activity in 1978-79; \$61,000 was shifted from research to public service.
- In 1982-83, \$405,000 was reclassified from research to experimental farms to appropriately reflect the magnitude of farm operations in the College of Agricultural and Life Sciences.
- In 1989-90, administration of the extramural support program in the Medical School was reclassified from academic support to research in accordance with appropriate activity definitions. The reclassification produced an \$84,000 increase in the research budget.
- In 1991-92, \$160,000 for undergraduate research fellowships was reclassified from instruction to research.

These examples illustrate the types of reallocations and funding shifts that affect the aggregate GPR research budget at the UW-Madison. There are, however, other reallocations that do not necessarily impact UW-Madison's aggregate GPR research

budget. These reallocations take the form of GPR research funding shifts within and among schools and colleges.

Table 2 shows the portion of the total GPR budget accounted for by each school, college, and administrative unit in 1983-84, 1993-94, and 2003-04. To isolate the effects of budget shifts between colleges, all legislated specific GPR research allocations have been excluded. The table indicates, for example, that in 1983-84, the Graduate School, the Medical School, and the College of Agricultural and Life Sciences accounted for approximately 20 percent, 8 percent and 55 percent of the GPR research budget respectively. By 2003-04, these units accounted for approximately 11 percent, 10 percent, and 60 percent of the GPR research budget respectively. Each percentage point increase or decrease was equivalent to approximately \$300,000 in base GPR funding. Part of these shifts is attributable to formal reallocations between divisions, and part is attributable to greater incremental funding being directed to, for example, the Medical School. Other units also show significant change.

TABLE 2
UNIVERSITY OF WISCONSIN-MADISON
COMPARISON OF GPR RESEARCH BUDGETS
1983-84, 1993-94, and 2003-04

DIVISION	1983-84		1993-94		2003-04	
	<u>Funding</u>	<u>Percent</u>	<u>Funding</u>	<u>Percent</u>	<u>Funding</u>	<u>Percent</u>
Business Services	\$283,311	1.5	\$563,382	2.2	\$0	0.0
Division of Information Technology	\$0	0.0	\$0	0.0	\$153,000	0.5
College of Agricultural and Life Sciences	\$10,752,606	55.1	\$13,612,531	53.3	\$18,246,743	60.4
International Studies	\$0	0.0	\$0	0.0	\$173,293	0.6
School of Education	\$188,171	1.0	\$171,408	0.7	\$122,776	0.4
College of Engineering	\$721,448	3.7	\$961,284	3.8	\$883,095	2.9
School of Human Ecology	\$50,995	0.3	\$27,274	0.1	\$0	0.0
Graduate School	\$3,802,339	19.5	\$4,206,825	16.5	\$3,321,735	11.0
Institute for Environmental Studies	\$137,650	0.7	\$47,231	0.2	\$129,071	0.4
Law School	\$153,859	0.8	\$320,985	1.3	\$222,699	0.7
College of Letters and Science	\$1,468,347	7.5	\$2,215,219	8.7	\$2,019,701	6.7
Medical School	\$1,642,842	8.4	\$2,730,007	10.7	\$3,026,211	10.0
School of Nursing	\$0	0.0	\$30,971	0.1	\$117,062	0.4
Psychiatric Institute	\$187,039	1.0	\$250,940	1.0	\$337,881	1.1
School of Pharmacy	\$123,975	0.6	\$221,849	0.9	\$360,281	1.2
School of Veterinary Medicine	\$0	0.0	\$0	0.0	\$876,999	2.9
Campus-wide (Undergrad Res. Fellowships)	<u>\$0</u>	<u>0.0</u>	<u>\$200,000</u>	<u>0.8</u>	<u>\$200,000</u>	0.7
Total	\$19,512,582	100.0	\$25,559,906	100.0	\$30,190,547	100.0

Note: Excludes Fringe Benefits and Legislated Research Projects.

UW-MILWAUKEE

Table 3 shows the portion of the total GPR budget accounted for by each UW-Milwaukee school, college, and administrative unit in 1983-84, 1993-94, and 2003-04. The largest research budgets are found in the Graduate School, the College of Letters and Science, the College of Engineering and Applied Science, and the Milwaukee Idea.

TABLE 3
UNIVERSITY OF WISCONSIN-MILWAUKEE
COMPARISON OF GPR RESEARCH BUDGETS
1983-84, 1993-94, and 2003-04

DIVISION	1983-84		1993-94		2003-04	
	<u>Funding</u>	<u>Percent</u>	<u>Funding</u>	<u>Percent</u>	<u>Funding</u>	<u>Percent</u>
General Education Administration	\$0	0.0	\$0	0.0	\$2,965	0.0
Administrative Affairs	\$8,893	0.3	\$46,940	0.7	\$20,242	0.1
Academic Affairs	\$115,700	2.7	\$0	0.0	\$2,539	0.0
Milwaukee Idea	\$0	0.0	\$0	0.0	\$621,551	4.9
Health Sciences	\$0	0.0	\$14,134	0.4	\$93,329	0.7
Architecture and Urban Planning	\$4,171	0.1	\$57,201	0.7	\$27,713	0.2
Business Administration	\$73,873	1.7	\$419,505	6.0	\$184,970	1.5
Education	\$15,432	0.4	\$190,812	2.1	\$297,948	2.4
Engineering and Applied Science	\$270,829	6.4	\$556,193	7.7	\$1,062,289	8.4
Arts	\$4,707	0.1	\$0	0.0	\$375	0.0
Graduate School	\$2,286,467	53.9	\$2,839,799	40.4	\$4,247,956	33.6
Information and Media Technology	\$49,059	1.2	\$327,707	3.9	\$345,206	2.7
Letters and Science	\$581,907	13.7	\$1,197,818	16.0	\$2,032,792	16.1
Information Studies	\$0	0.0	\$0	0.0	\$178	0.0
Nursing	\$43,717	1.0	\$133,622	2.0	\$288,501	2.3
Social Welfare	\$26,616	0.6	\$62,160	0.8	\$342,980	2.7
Academic Support	\$150,000	3.5	\$0	0.0	\$0	0.0
Unit Wide	<u>\$608,640</u>	<u>14.4</u>	<u>\$1,085,215</u>	<u>19.3</u>	<u>\$3,085,383</u>	<u>24.4</u>
Total	\$4,240,011	100.0	\$6,931,106	100.0	\$12,656,917	100.0

APPENDIX 2

UW-MADISON RESEARCH BUDGET REVIEW PROCESS

I. BACKGROUND

Five UW-Madison schools and colleges accounted for approximately 85 percent of the 2003-04 general program operations GPR research budget: the Colleges of Agricultural and Life Sciences, Engineering, Letters and Science, and the Graduate and Medical Schools. Historically, these units have effectively accounted for UW-Madison's total GPR research budget, excluding any legislated specific research allocations. Table 2, which excludes such allocations, shows that these units accounted for over 90 percent of the research budget in 2003-04.

II. COLLEGE OF AGRICULTURAL AND LIFE SCIENCES

A. Background

The College of Agricultural and Life Sciences (CALS) has the single largest school or college GPR research budget at the UW-Madison. Its 2003-04 budget was \$19.7 million, which was approximately 50 percent of the UW-Madison general program operations GPR research budget, and over twice as large as the next largest school or college GPR research budget. CALS accounted for 312 of the 664 FTE total research positions funded by GPR.

The relative size of the CALS GPR research budget illustrates its status as a "special case" among UW-Madison schools and colleges. To a great extent, the anomalous size of the research budget is the result of certain federal and state policies dating back to the 1800s. Briefly, in the nineteenth century, the Hatch-Adams Act created the federal land grant system, which established land grant educational institutions and agricultural experiment stations in each state. In Wisconsin, UW-Madison was established as the land grant institution, and the state agricultural experiment stations were administered by the institution's agricultural college. Until the 1940s, the federal government sponsored research at experiment stations through fixed allocations of funds under the Hatch program. The State of Wisconsin also funded agricultural research at the experiment stations through the agricultural college. When, in the 1940s, the modern era of accelerated research and development spending began, the Hatch program was modified to promote greater agricultural research activity. The federal government modified the program to distribute funds on a formula basis, which required and gave weight to state contributions to agricultural research. To qualify for these formula funds, states budgeted greater amounts of research funds through their land grant agricultural colleges and experiment stations. Hatch funds are still distributed on this formula basis.

As a consequence of this infusion of state research funds, state funded research budgets at most land grant agricultural colleges are relatively large when compared with other state-

funded research programs. Some land grant agricultural colleges separately budget their state contribution to agricultural research, as does UW-Madison. Others separately budget a portion and fund the remainder through a fixed allocation of instructional funds to departmental research. In any case, the relative size of the CALS research budget when compared with other UW-Madison schools and colleges is similar to relative budget levels at other land grant institutions.

B. Use of Funds

The CALS GPR research budget is divided among approximately 30 academic departments and research centers. It is well distributed across these departments. The budget provides funding for 225.63 unclassified and 85.94 classified FTE positions. CALS conducts several legislated research projects, including the Family Farm and Cheese Research Institutes, Nonpoint Source Pollution Control, and Sustainable Agriculture. The intent and budget of the legislation authorizing these projects are appropriately observed by the college. The budget for these projects is approximately \$1.4 million, excluding fringe benefits.

The primary purpose of the CALS GPR research budget is to provide core support and basic infrastructure for the extramurally funded research program. The budget, which is almost exclusively allocated for salaries, is essentially divided between faculty and support staff. Support staff positions, both classified and unclassified, include titles such as laboratory managers, laboratory technicians, and fiscal and clerical support staff. Most of these positions provide general research support to a department and are allocated based on program need (e.g. animal science departments require animal caretakers). Continuity of funding for such general support positions is a fundamental requirement of departmental research programs; GPR research funds guarantee this continuity. In contrast, support positions directly involved in discrete research projects are funded by gifts, grants, or contracts.

C. Allocation/Reallocation of Funds

The allocation of the GPR budget across departments and disciplinary areas is designed to shape and conform to the long-range research agenda established by CALS administrators and faculty. Their ability to direct research programs in the short term is, however, limited to discretionary funding authority in certain non-GPR funding categories, such as Hatch formula funding. For example, if CALS determines that agricultural systems research is of high priority, it can designate a certain portion of Hatch funds for that use and specifically invite proposals in that area. Although all research proposals made to Hatch and other federal formula funds are peer-reviewed, there are normally many more projects recommended for funding by the peer-review process than there are resources to fund. Thus, there is some flexibility to select peer-review approved projects that are of highest priority and consistent with CALS research objectives.

In the longer term, CALS is able to shape the research direction of the college by adjusting the GPR research budget. By approving or not approving open faculty and academic staff positions, CALS administrators are able to exercise their greatest control over CALS long-range research direction. When a position opens in the college, administrators evaluate with departmental faculty and academic staff the type of position that should be defined to replace the departing staff member. Eventually, the department chair and executive committee define a position that is then forwarded to the CALS administration and considered for funding along with other open positions in the college. Through these critical decisions to fill or not fill certain defined positions, the long-range direction of CALS research is focused.

Thus, the CALS GPR research budget process is primarily determined by its long-range research agenda. The agenda is implemented on an incremental basis, as unclassified positions are vacated and made available for reallocation or redefinition. Position approval is the primary tool available to CALS administration for controlling the future direction of CALS research. Because faculty positions are tenure-track positions, these decisions have implications far into the future, particularly when young faculty members are being hired.

D. Determining the Research Agenda

There are many determinants of the CALS long-range research agenda. The most important determinant is the judgment of knowledgeable scientists about areas that constitute promising and feasible research. The evolution of scientific knowledge is the principal determinant of the research agenda. Examples of other determinants of the CALS research agenda include the following.

- The U.S. Department of Agriculture's (USDA) User Advisory Board consists of agricultural, agribusiness, and state government representatives. The board helps define emphasis areas and future funding directions for USDA research programs, which in turn influences CALS research programs.
- Agricultural experiment station directors, operating through such organizations as the Experiment Station Committee on Organization and Policy and the National Association of State Universities and Land Grant Colleges, meet frequently to assess national agricultural and natural resource research needs. The research agenda developed through their deliberations influences the CALS research agenda.
- One of the considerable strengths of a land grant institution is that it fosters close relationships between research and extension/outreach faculty. Such close relationships exist in CALS programs. County extension staff members, because of their frequent contact with farmers, agribusiness, and other research users, have a well-informed sense of the research needs that exist across the state in agricultural, natural resources, and community development.

- County staff is also influenced by elected county officials who serve on agricultural and extension committees of county boards. Structures and programs exist within extension to ensure that local concerns are communicated to campus researchers.
- The Wisconsin Agricultural Experiment Station cooperates with the USDA Cooperative State Research Service in reviewing each CALS department every five years. Review committees, composed largely of professionals from other land grant institutions; offer advice on the research direction of departments.
- Approximately half of the CALS departments have one or more advisory committees, which provide advice and guidance on research efforts. Advisory board members are drawn from all of a department's user groups, including employers, former students, county extension staff, state agency representatives, farmers, and business leaders.
- Many interdisciplinary, applied research programs have advisory panels of citizens and users who influence the CALS research agenda. Research programs funded through state-authorized marketing orders are required to have marketing board oversight of funds used for research programs. These boards work closely with the research staff in defining important research needs and advising on research project funding. Dairy product and market development, potato, cranberry, and fertilizer and lime marketing research efforts are examples of these types of research programs and advisory committees.

III. GRADUATE SCHOOL

A. Use of Funds

The 2003-04 GPR research budget for the Graduate School was \$5.9 million, which constitutes the second largest school or college research budget at the UW-Madison. The entire budget was used for salaries and wages and provided funding for 50.45 unclassified and 54.78 classified FTE research positions. All of the GPR-funded unclassified research positions in the Graduate School are non-faculty positions. The school administers several technical and specialized research centers, which provide support to departments campus-wide and employ a significant number of unclassified scientific and technical support personnel, such as instrumentation technicians and specialists.

B. Allocation/Reallocation of Funds

The Graduate School's GPR research budget is divided among four general categories or functions: legislated research programs and projects; flexible interdepartmental funds; compliance units and units that provide broad support to departments campus-wide; and interdisciplinary research centers.

1. Legislated Research Programs

Legislated research programs and projects account for approximately \$2.5 million of the Graduate School's general program operations GPR research budget. The school observes the intent and budget of the legislation authorizing these programs. These programs include the Biotechnology Center and Transfer Office, Sea Grant Institute, and the Groundwater Research program. (The Graduate School also administers the separate Industrial and Economic Development fund, which is not included in the budget total above.) Approximately 39 FTE research positions were budgeted for these programs.

2. Interdepartmental Research Support

Approximately \$1.0 million of the Graduate School's GPR research budget is allocated for general, interdepartmental research support. The funds are allocated on a competitive basis by the Faculty Research Committee to support specific research projects or activities. The committee, which is composed of 40 faculty members and includes members from all four divisional affiliations (i.e. Biological Sciences, Humanities, Physical Sciences, and Social Sciences), annually issues a request for proposals, and proposals are evaluated in a peer review process (e.g. humanities faculty members review humanities proposals). Although flexible in principle, the funds are essentially intended to function as an investment, which enables faculty members to remain current in their fields, or which provides start-up research opportunities for young faculty members. In the context of that intent, awards are made for a variety of specific purposes: as exclusive funding for a particular research project; as a supplement to a successful extramural award; or as leverage funds which finance a portion of a faculty member's time while the faculty member completes a research grant proposal. This fund was created in the 1950's and has not been subject to substantial reallocation over time. It has increased or decreased from year to year primarily as a result of standard pay plan increases, mandated budget cuts, etc.

3. Research Compliance and General Research Support

A substantial portion of the Graduate School's GPR research budget is allocated to research compliance units and general research support units. The mission of the Graduate School entails management and budget responsibilities for compliance issues associated with federally supported research programs and campus-wide research support facilities and programs. Examples of such units include the Research Animals Resources Center, the Physical Sciences Laboratory, and Biotron. The total GPR research budget for these units is \$1.5 million. GPR budgets for compliance units are based on total research effort at the UW-Madison and work complexities imposed by federal regulations. In general, research support units are expected to charge users for actual costs. Moderate subsidies have been allocated to these units in the past and are rotated among units as business levels fluctuate. The subsidies ensure continuity of operation during periods of reduced revenues.

4. Interdisciplinary Research Support

Approximately \$1.0 million of the GPR research budget is allocated primarily to classified salary support for Graduate School Interdisciplinary research units. These units include the Waisman Center, Synchrotron Radiation Center, Aquatic Sciences, Space Science and Engineering Center, Molecular Biology, Institute for Molecular Virology, and the Institute on Aging and Adult Life. The Graduate School engages in an ongoing evaluation of the units to determine whether reallocations of GPR funds are required. The school bases unit budgets on their success in competing for extramural grants and contracts, using rolling, three-to-five year averages of gift and contract expenditures, and earned overhead to determine and reallocate GPR budgets.

IV. MEDICAL SCHOOL

A. Use of Funds

The 2003-04 GPR research budget in the Medical School was \$3.3 million and was used entirely for salaries and wages. The Medical School's budget provided funding for 23.16 unclassified and 42.73 classified FTE research positions. The GPR research budget is allocated among 20 Medical School departments.

The primary purpose of the Medical School's GPR research budget is to provide the basic infrastructure needed to conduct extramurally sponsored research. This infrastructure investment resulted in \$236.2 million of extramural research grants and contracts in 2003-04. The Medical School generates more extramural research funding than any other school or college at the UW-Madison.

B. Allocation/Reallocation of Funds

1. Extramural Support Office

In allocating the GPR research budget, the Medical School's highest priority is to provide funds to its Extramural Support Office. In 2003-04, approximately \$100,000 of GPR research funds was budgeted for partial support of two academic and two classified staff members in this office. The office reviews extramural support applications before formal submission to funding agencies. Applications are reviewed for consistency with institutional and Medical School policies. Budget calculations, rate selection, personnel identification, and contract terms are also reviewed.

2. Human Subjects Review Committee

The second priority for the Medical School's GPR research budget is the Human Subjects Review Committee. Federal guidelines require the establishment of such a committee to ensure that the rights and well-being of human subjects in medical research are protected. The committee is primarily funded by UW-Madison's Center for Health Sciences—

Administration unit. However, to help reduce the review backlog of the committee, the Medical School annually reallocates GPR research funds to provided supplemental support.

3. Legislated Research Projects

The Medical School conducts three legislated research projects: the Cancer Care Program, the Arthritis Consultation Center, and Mechanical Heart Research (excludes general research support provided by the Legislature in the 1973-74 “Advanced Programs in the Medical School” DIN). The school appropriately follows the intent and budget of the legislation authorizing these projects. The combined budget for the projects in 2003-04 was approximately \$0.3 million.

The vast majority of the Medical School’s GPR research budget is allocated for the infrastructure support of research programs in academic departments. In a typical Medical School department, GPR research funds are allocated for the following: a small portion of the department chair’s salary for administrative time dedicated to research programs; a maximum of 50 percent of the department administrator’s salary for time dedicated to research programs; salary for one FTE fiscal clerk for processing payroll and purchasing related to research and reviewing budget status reports for principal investigators; salary for one FTE secretarial or clerical position for typing grant proposals, manuscripts, research results, and correspondence related to grant activities; and a maximum of 25 percent of the salaries for as many as six faculty members, either to supplement (and/or provide match) existing extramural funding or to provide “bridge” funds while a faculty member competes for sponsored research.

C. Reallocation Flexibility

Given the volume of sponsored research generated by the Medical School, the school’s \$3.3 million GPR research budget can support only a minimal level of departmental research infrastructure requirements. Consequently, the school does not have available a significant amount of flexible funds for potential reallocation.

As is generally the case throughout the institution, the school’s principal source of GPR research funds for reallocation consists of vacated positions. The school requires that position FTEs and funding revert to the Dean upon vacancy for retirement, resignation, or termination. Vacant positions and associated funding are reallocated after reviewing position and funding requests from all departments. This process has produced net reallocations among programs (research, instruction, etc.) and departments. However, scarcity of resources across departments, and within programs, has resulted in a reallocation pattern that heavily favors departments that initially produced a vacant position and program definitions for new positions that resemble those that have been vacated.

V. COLLEGE OF LETTERS AND SCIENCE

A. Use of Funds

The 2003-04 GPR research budget for the College of Letters and Science was \$2.3 million. This amount included \$0.2 million budgeted for the LaFollette Institute for Public Affairs, which was authorized by specific legislation. The budget provided funding for 60.92 classified FTE research positions in Letters and Science departments. Departmental GPR budgets for classified research salaries ranged from over \$294,000 in the Chemistry Department to \$25,000 in Social Work. Six departments accounted for over \$1.2 million of the classified salary total: Chemistry, Physics, Center for Limnology, Zoology, Psychology, and Botany.

B. Allocation/Reallocation of Funds

The budget provides core program and administrative support for departmental research activities through partial funding of such positions as financial specialists, pay and benefits specialists, fiscal clerks, and program assistants. These positions are funded in recognition of the added administrative requirements generated by extramural gift and contract programs. GPR research budgets for departments in the biological and physical sciences tend to be larger than budgets for other departments for two reasons: (1) biological and physical science departments generate a significantly larger volume of extramural research grants and contracts and, therefore, have greater administrative support needs; and (2) these departments require specialized technical support from classified staff, whereas other departments do not. For example, research programs in the departments of Chemistry and Physics require the technical support of such positions as instrument makers, electronics technicians, and mechanics.

In general, the college maintains the core support from year to year on a relatively constant basis to ensure efficiency and continuity. However, whenever a position vacancy occurs, any research component of the position (as well as other program components) is carefully reviewed by departmental and college administrators. Reallocation of GPR research funds in the College of Letters and Science is conducted primarily through the position approval process.

VI. COLLEGE OF ENGINEERING

A. Use of Funds

The 2003-04 GPR research budget for the College of Engineering was \$1.1 million and was allocated entirely for salaries and wages. The budget provided funding for 8.95 unclassified and 10.81 classified FTE research positions. This budget is divided among four general categories of research activity: research proposal development and administration; interdisciplinary and multiple user research facilities support; departmental support staff; and legislated research projects.

1. Engineering Experiment Station

The first two categories are budgeted with the College's Engineering Experiment Station, which accounts for approximately one-half of the Engineering GPR research budget. The GPR budget for the Engineering Experiment Station provides funding for the operations of the Office of the Associate Dean for Research and Graduate Programs. This office is responsible for the liaison function between college research faculty and external funding sources, proposal development, and clerical support staff. In addition, the GPR budget for the Engineering Experiment Station supports interdisciplinary and multiple user research facilities. Approximately seven FTE scientific and technical research staff – instrument innovators, instrumentation technicians, and assistant scientists – in five facilities are supported by GPR funds. Funding for a base level of supplies, equipment maintenance, and other facilities needs is also provided. These facilities include the Materials Science Center, Center for Applied Microelectronics, Graphics and Visualization Laboratory, Water Science and Engineering Laboratory, and the Laboratory for Parallel Computation in Engineering. These centers and laboratories provide basic infrastructure support for the research activities of faculty members from many departments within Engineering and across campus.

2. Support Staff

The third general use of the Engineering GPR research budget is to provide partial support of clerical, and administrative and technical support staff in the departments and research program offices throughout the college. All staff members in this capacity are classified. Ten departments, excluding the Engineering Experiment Station, receive classified salary support for their research program offices and personnel. Academic departmental GPR budgets for this purpose range from \$11,000 to \$41,000. GPR funds are allocated for this purpose in recognition of the additional demands that research activities place on departmental support staff.

3. Legislated Research Projects

The College of Engineering conducts two GPR-funded, legislated research projects: Materials Engineering (Ceramics) and Engineering Quality (Manufacturing System Engineering Program and Center for Quick Response Manufacturing). The intent and budget of the legislation authorizing these projects are appropriately followed.

B. Allocation/Reallocation of Funds

With the exception of the two legislated research projects, the College of Engineering GPR research budget is limited to providing basic infrastructure support to Engineering research programs. Administrative, program, and clerical support staff responsible for managing and meeting the various demands of the research program, either with departments or across the entire college, are partially funded with GPR. Technical support staff and basic facilities support expenses in several multiple-user facilities are

also funded. These functions represent basic, fixed requirements of the Engineering research program and are not subject to significant variance in the short term. As a result, the college does not exhibit substantial reallocation of GPR research funds over short time periods: funds are effectively committed to on-going needs.

However, the College of Engineering does conduct limited reallocation exercises on a continuing basis with any flexible funds that can be identified. As research opportunities become available in emerging technologies, the college makes an effort to commit start-up, matching, or leveraged GPR funds to the new research program areas. Occasionally, some flexible GPR funding becomes available as existing research programs mature to levels of self-sufficiency.

**APPENDIX 3
UNIVERSITY OF WISCONSIN SYSTEM
LEGISLATED RESEARCH PROJECTS
1973-74 THROUGH 2003-042**

RESEARCH PROJECTS	2003-04 BUDGET
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<u>UW-MADISON</u>	<u>\$10,021,770</u>
A. Advanced Programs in the Medical School	\$50,800
B. Agriculture Research Consortium/Cooperative Research	\$271,354
C. Arthritis Consultation Center	\$80,569
D. Biology Faculty Initiative	\$430,000
E. Biotechnology Center/Biotechnology Transfer	\$1,082,145
F. Cancer Care Program	\$62,100
G. Center for Integrated Ag. Systems/Sustainable Ag.	\$352,062
H. Cheese Research Institute	\$277,713
I. Family Farm Institute	\$144,672
J. Geographic Information Systems	\$104,416
K. Groundwater Research	\$250,000
L. LaFollette Institute for Public Affairs	\$230,310
M. Materials Engineering	\$172,200
N. Mechanical Heart Research	\$100,000
O. Nonpoint Source Pollution Control	\$148,141
P. School of Veterinary Medicine	\$3,567,846
Q. Sea Grant Institute	\$1,198,534
R. Small Scale Waste Systems	\$143,976
S. Wisconsin Idea – Engineering Quality	\$92,400
T. Industrial and Economic Development Research Fund	\$871,108
U. Distinguished Professorships	\$391,424

Note: Item T. includes fringe benefit funding

<u>UW-Milwaukee</u>	<u>\$1,321,400</u>
A. Grant Matching and Research Committee Awards	\$750,000
B. Great Lakes Water Institute	\$102,800
C. Research in Engineering and Technology	\$54,000
D. Technology Transfer	\$107,600
E. Milwaukee Research Plan	\$220,600
F. Research in Engineering	\$86,400

Note: Item A. represents the current 101-4 budget; items B. through F. are actual legislated allocations over period of 1973-74 through 2003-04.

<u>SYSTEMWIDE</u>	<u>\$1,431,979</u>
A. Applied Research	\$470,378
B. Distinguished Professors	\$806,701
C. Solid Waste Experiment Centers, Noncompostible Landfill and Sludge	\$154,900

UNIVERSITY OF WISCONSIN SYSTEM TOTAL	\$12,775,149
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APPENDIX 4 LEGISLATED RESEARCH PROJECTS

I. UW-MADISON

A. Advanced Programs in the Medical School

In 1973-74, the UW-Madison Medical School received funding for research to advance the understanding of medical applications in:

- advanced clinical care of cancer patients;
- rehabilitation of the aged;
- law enforcement pathology; and
- environmental and occupational medicine.

This funding was added to the Medical School's GPR research base to support research efforts in the prescribed areas. The funds remain in the Medical School's GPR research budget and provide base support for the Medical School's research program.

B. Agriculture Research Consortium Cooperative Research

The UW System's Agriculture and Natural Resources Consortium was established approximately 20 years ago. Its primary purpose is to foster coordination and cooperation in research and extension planning among the agriculture and natural resource programs at UW-Madison, UW-Platteville, UW-River Falls, UW-Stevens Point, and UW-Extension. The consortium promotes excellence in undergraduate and graduate training, and, through these funds, supports applied research for stronger information outreach related to agriculture and natural resources areas.

The funds are administered through the UW-Madison College of Agricultural and Life Sciences. Projects are normally established for a two-year period, subject to renewal.

To maximize the effectiveness of the research funding, consortium members target selected research areas each year. Areas that are currently emphasized include rural health and youth issues, forest landscape diversity, tourism development, and alternative agriculture products and uses of products. Each of these areas has a significant impact on the economic viability of Wisconsin's rural communities. The list of targeted research areas is reviewed periodically to respond to changing and emerging needs in Wisconsin agriculture, forestry, and tourism.

C. Arthritis Consultation Center

This project provides base support for the research program in the Arthritis Consultation Center, which is located within the Section for Rheumatic Disease at the UW-Madison Center for Health Sciences. Research efforts focus on improving diagnostic and

therapeutic services to patients suffering from connective tissue diseases. In addition to providing clinical care services and conducting related research, the Center has developed consultative, educational outreach services for physicians, hospitals, and other institutions throughout the State of Wisconsin.

D. Biology Faculty Initiative

This initiative provided continuing base salary and fringe benefit support (and one-time start up funding) for an additional eight FTE faculty members in the biological science. The new faculty members were placed in a variety of departments, including Genetics, Chemistry, Zoology, and Animal Health and Biomedical Sciences. Research focus of the new faculty members are interdisciplinary efforts in biotechnology and genomics.

E. Biotechnology Center/Biotechnology Transfer

The mission of the Biotechnology Center is to maximize the benefits of biotechnology to UW-Madison, the UW System, the State of Wisconsin, and the nation by supporting, coordinating, advancing, and disseminating biotechnology and related activities.

The Center operates five service facilities that provide state-of-the-art shared services, equipment, and trained personnel to support campus research and the research needs of Wisconsin biotechnology businesses. The service facilities include Protein/DNA Sequence/Synthesis, Protein Purification, Transgenic Mouse, Hybridoma, and Bioinformatics.

The Biotechnology Center also conducts its own research program. Current research efforts include projects on enzyme engineering, plant biotechnology, and methods development. In addition, the Center has formed multidisciplinary applied research consortia in the areas of biopulping and bioremediation. The Center is forming new consortia in the areas of biomaterials and bioscience.

The Biotechnology Center also disseminates knowledge, information, and technology to state government agencies, businesses, and educational institutions through active technology transfer and public education efforts.

The Biotechnology Transfer Office was established to improve interactions between Wisconsin's biotechnology business community and Wisconsin universities. The office, which is part of the Biotechnology Center, initiated a three-tiered approach to improve interactions with Wisconsin Industry. This approach includes:

- Wisconsin Busses Newsletter. The monthly newsletter reports on news and information that is important to Wisconsin's biotechnology community; provides a chronicle of the issues, events, and growth of the biotechnology industry in Wisconsin; and includes regular articles on legislative activities relevant to biotechnology, company profiles, investment and partnership opportunities, research highlights and technology briefs, etc. The newsletter is intended as an informational and marketing tool both inside and outside of Wisconsin. It is sent to biotechnology

companies, state biotechnology agencies, legislators, and researchers. At present, there are approximately 3,000 recipients of the newsletter.

- **Wisconsin Biotechnology Company Database.** The newsletter and direct interactions with companies enable the Biotechnology Transfer Office to compile current and comprehensive information about biotechnology firms in Wisconsin. A database has been created that enables the office to monitor the industry, its needs, and its growth.
- **Interaction with Business and Government Agencies.** The Biotechnology Transfer Office is an important university interface with the Wisconsin biotechnology business community. The Office provides businesses with information, referral to appropriate sources of expertise, and connections and introductions. The Office regularly visits companies to gather information and inform them of available assistance. It also actively supports the efforts of the following agencies/groups: the Governor's Task Force on Science and Technology, its Biotechnology Task Force and several task force subcommittees (marketing, education, databases); the Department of Development; Forward Wisconsin; and Dane County government.

F. Cancer Care Program

The community cancer care program, which is part of the UW-Madison Center for Health Sciences, provides multiple services to the public, physicians, and other health care professionals. Examples include the Cancer Prevention Clinic, Wisconsin Oncology Group, Cancer Nursing Newsletter, and Cancer Information Service. The program conducts cancer research studies on such topics as smoking cessation and epidemiology. Because over 80 percent of cancer patients are treated in their home communities, a primary goal of the program is to disseminate information statewide about cancer prevention and treatment.

G. Center for Integrated Agricultural Systems/Sustainable Agriculture

The Center for Integrated Agricultural Systems was established to provide research and extension programs that address issues involving agricultural profitability, environmental quality, and linkages to rural communities. These programs are conducted by the Center's faculty and staff in collaboration with Wisconsin farmers and other Wisconsin citizens, who participate on an advisory council to the Center.

In conducting research projects, the Center assembles interdisciplinary research teams from the faculty of the four UW-System agricultural colleges, and involves Wisconsin farmers. Recent projects include: comparisons of alternative dairy farming methods and cropping systems; alternatives to pesticide use in potato production; verification of using legumes and soil tests to reduce nitrogen use; and an examination of the value of groundwater to central Wisconsin residents. Current activities are focused on developing case studies for research, various research projects related to intensive rotational grazing, and dairy systems and socio-economic implications of biotechnology.

The Center published and distributed a teacher's guide to sustainable agriculture for use in high school agriculture curricula. The Center also coordinates graduate work and research in sustainable agriculture, and is developing related capstone graduate and undergraduate seminars.

H. Cheese Research Institute

The research program of the Cheese Research Institute provides the Wisconsin dairy industry with current information on the economics, processes, and techniques of cheese production and distribution. Because the market for cheese products has become increasingly segmented (both in terms of cheese types and consumers), it is important that Wisconsin producers have up-to-date information on production technologies and consumer preferences. Examples of recent research efforts include:

- the development of a “user-friendly” economic engineering model designed for use by cheese plant managers to maximize the profitability of large or small dairy plants;
- a study of the factors affecting physical characteristics of cheeses;
- a study of the correlation between milk quality parameters and the economics of cheese production;
- studies on controlling and enhancing flavor and body characteristics of low-fat and low-sodium cheeses;
- an analysis of consumer preferences regarding surface color of commercially smoked cheddar and swiss cheeses; and
- twelve interrelated projects that focus on flavor control, mechanisms of flavor development, and the measurement of flavor compounds. These projects analyze the effects of selected bacteria and enzymes on control and enhancement of cheese flavor, quality, and intensity.

I. Family Farm Institute

The Agricultural Technology and Family Farm Institute (ATFFI) was established to conduct research and extension/outreach on the relationships between technology and family farms. The purposes of the ATFFI are to:

- evaluate the effects of new technology, state and federal policies, and other factors on family farm agriculture;
- recommend policies to take advantage of new technologies and mitigate disadvantages;
- assist farmers in meeting the challenges of new technologies; and
- ensure that farmers have access to new technologies.

Examples of current research efforts include:

- a feasibility study of a “marketing agency in common” for milk (and the benefits, costs, and consequences for family dairy farmers);

- construction of a conceptual scheme for inventorying relationships between biotechnology and sustainable agriculture;
- a case study of the legal, policy, and commercialization options associated with innovative scientific approaches to directing biotechnology research to local agro-ecological conditions; and
- a case study of organizational problems and options in small horticultural production and marketing cooperatives.

J. Geographic Information Systems

The State Legislature and the UW-Madison have entered into a collaborative arrangement to produce an integrated system that incorporates geographical information software programs, U.S. Census data, and State Elections Board data. The project was designed to aid the Wisconsin Legislature in the decennial redistricting process and to give researchers and members of the public access to spatial and tabular data from the 1990 census. UW-Madison's Land Information and Computer Graphics Facility are coordinating the project.

The project's long-term goal is to provide access to data from the 1990 census to researchers who need information on geographic factors. This data will include all publicly available data for Wisconsin. Other states will be included, as the geographic data becomes available.

K. Groundwater Research

The Groundwater Research Program was established to conduct research on groundwater problems in the State of Wisconsin. The program provides funding for individual research projects. Input into the selection of individual research projects is provided by the Groundwater Research Advisory Council, which is appointed by the UW-Madison Chancellor to advise the program, and the Groundwater Coordinating Council of the State of Wisconsin, a legislatively mandated State council having broad responsibility for coordinating groundwater-related problems in Wisconsin. Projects recently selected for funding were divided into five general categories of groundwater research:

1. Mathematical modeling of groundwater contaminant transport;
2. Sorption reactions which retard contaminant movement to groundwater;
3. Movement of water and contaminants to and through groundwater;
4. Remediation of contaminated soils and waters; and
5. Economic effects of groundwater contamination.

L. LaFollette Institute

The budget amount shown above (App. 3) includes only the portion of the LaFollette Institute's GPR funds that are budgeted for research activities. The LaFollette Institute also has GPR funding for public service and instruction.

In 1991-92, the LaFollette Institute continued policy research and public service programs and also inaugurated new programs. These programs promote the examination of public policies and public institutions, thereby affecting policy-making in the state and the nation. Programs include basic and applied research by individual scholars and teams of scholars and/or practitioners; policy development based on research already completed; and specific and immediate information and seminars, publications, and colloquia designed both to disseminate research results and to stimulate analysis and evaluation.

State GPR funds are used for staff support (faculty release time, graduate research and project assistants, professional and support staff), production and dissemination of publications, and other operating costs.

M. Materials Engineering

The economic future of product-oriented companies in consumer and capital goods industries depend heavily on the understanding and use of newly engineered materials. Materials processing in Wisconsin has traditionally emphasized heavy industrial metals. However, in order to remain viable and economically competitive, many Wisconsin industrial concerns will focus on expanding into high technology non-metal applications involving ceramic, semiconductor, and superconductor materials. Ceramics form a versatile class of materials offering an extraordinarily wide range of physical properties, flexible processing, and substitution of inexpensive abundant materials for expensive or rare ones. Wisconsin industry has long been a leader in low-technology ceramic application, but advanced applications will provide opportunities for new industrial growth. Prior to receiving this funding, the College of Engineering did not have a faculty member with expertise and interest in this area. The College used the funds to hire two assistant professors that have ceramics and advanced materials expertise. This enabled the College to establish a communication and research link, related to advanced ceramics, with Wisconsin industry, and to obtain federal research funds that are available for ceramics research. This expansion of the materials programs in the College of Engineering will contribute to industrial competitiveness and productivity in Wisconsin.

N. Mechanical Heart Research

The Cardiology Department of UW-Madison's Medical School was allocated funds for the Milwaukee heart project, which involves the building and testing of working prototypes of fully implantable mechanical hearts. The expenditure of these funds requires matching funds from private contributions.

O. Nonpoint Source Pollution

The nonpoint source pollution project is a continuing program, which provides current best-management information and develops a database for establishing priorities in nonpoint source pollution control. The project also supports demonstration and educational activities. The objectives of the project are to evaluate:

- the effectiveness of agricultural practices in reducing the potential for water pollution from sediment, nutrients, and pesticides;
- the effects of selected soil and crop management practices on runoff and water quality in watersheds, where stream monitoring programs are administered by the U.S. Geological Survey and the Wisconsin Department of Natural Resources; and
- on a whole farm basis, the social and economic factors which govern the adoption of best management practices to reduce nonpoint source pollution.

Current research efforts include:

- the investigation of the effects of irrigation management and tillage on pesticide movement in alluvial sands and investigation of the movement of atrazine and alachlor with field-installed lysimeters in alluvial sands;
- the evaluation of the effect of tillage systems for soil erosion control and water quality during establishment of alfalfa;
- the measurement of changes in soil properties as influenced by corn production tillage practices;
- the evaluation of the use of recycled paper for urban and highway soil erosion control;
- the evaluation of soybean production practices which minimize soil erosion and maintain water quality in the non-glaciated region of Wisconsin;
- the measurement of runoff, nutrient and pesticide losses from constructed soils to develop practices for urban lawn construction; and
- the determination of the importance of having grass included in a forage production system to minimize soil erosion and nutrient losses to surface waters.

P. School of Veterinary Medicine

The School of Veterinary Medicine's GPR research funding is a portion of the School's total start-up and operating budget, which was provided by the State of Wisconsin in order to establish a veterinary medical school at UW-Madison. In the 1978 "Report of the University of Wisconsin System to State Government on Veterinary Medicine," the full costs of operating a veterinary school were identified by four major cost components, including academic programs, teaching hospitals, library, and facility operating costs. Biennial budget requests for the incremental funding of the School of Veterinary Medicine's operating budget further separated the academic program budget into instruction and research activities. The breakdown between instruction and research reflected the anticipated activity of the faculty in teaching and research, and related support costs of those activities. In 1991-92, GPR research funding at the School was apportioned as follows:

- 45 percent for faculty salaries (individual salaries range from 10 percent to 40 percent on research funds);
- 21 percent for graduate assistant/trainee stipends;
- 16 percent for research support personnel;

- 15 percent for shared support resources (animal care, histopathology, electronmicroscopy, etc.); and
- 3 percent for administration through the Office of Research and Graduate Training.

Q. Sea Grant Institute

The Sea Grant Institute is dedicated to the wise use and development of Great Lakes and ocean resources. Although the Sea Grant Institute is headquartered on the UW-Madison campus, the Wisconsin Sea Grant Program operates systemwide and is statewide in scope. Research projects conducted by the Institute focus on helping to:

- solve Great Lakes water quality problems;
- improve sport and commercial fisheries;
- promote aquaculture development;
- develop methods to assess potential effects of climate change on the Great Lakes;
- respond to the introduction of nuisance exotic species into the Great Lakes; and
- stimulate the economic development of coastal communities and Great Lakes related industries.

State GPR funding is used to provide the required one-third match for the federal funding the Sea Grant program receives, and to support research and public advisory activities on toxic substances in the Great Lakes and the aquatic environment.

R. Small Scale Waste Systems

The primary objective of the Small Scale Waste Systems project is to conduct research of low-cost sewage systems for problem soils. In particular, the research addresses small wastewater flows that are primarily domestic and non-hazardous. Current research emphasis focuses on two major areas, including the treatment of wastewater by soil and through pretreatment (prior to soil infiltration), and the disposal of wastewaters by infiltration systems of various design. In addition to research, project members provide training and advising to professionals and Wisconsin residents.

S. Wisconsin Idea – Engineering Quality

Research funds are used to strengthen the operation and utilization of College of Engineering facilities and programs in manufacturing systems engineering in service to Wisconsin and its large manufacturing industry. The UW-Madison Manufacturing Systems Engineering Program, and the related Center for Quick Response Manufacturing, continue their important role of leadership in manufacturing teaching and research. The MSE masters program provides hands-on manufacturing experience using state of the art robotics-controlled manufacturing cells and integrates other technical and managerial skills required by the competitive standing of modern manufacturing firms.

Quick Response Manufacturing is a strategy to cut lead times in all phases of manufacturing and office operations, bringing products to market more quickly and

helping businesses compete in a rapidly changing manufacturing arena. Industry leaders and university faculty formed this partnership to consolidate the discussion and investigation of Quick Response Manufacturing. From an initial core group of companies, membership has grown to include nearly 40 manufacturers of various sizes, products, and locations. Center members have the opportunity to not only remain on the cutting edge of manufacturing, but to create it.

G. Industrial and Economic Development Research Fund

The Industrial and Economic Development Research Fund (UW-Madison Fund 118) supports faculty research projects that show potential for stimulating economic development in Wisconsin and plan for implementation or transfer of technologies which result from such research projects. Since its creation, the Fund has provided support for the following research topics:

- the transfer of biotechnologically based pest control technologies to the fiber and bioenergy industries;
- the State of Wisconsin's cultural, historical, and environmental contribution towards the successful developing, manufacturing, and marketing of good product design;
- polysaccharide gums from whey permeate for food and industrial use;
- low noise electronics for sensors;
- development of a permeable wall-closed loop humidity control system;
- analysis and evaluation of advanced bicycle frame design and manufacturing – a joint research effort of UW-Madison and Trek Bicycle Company;
- improved lifetime of die-casting molds by plasma source ion implantation;
- off-resonance spin-locking technique for high field magnetic resonance imaging; and
- development with Tracor/Northern of a real-time, confocal laser-scanning microscope for three-dimensional and four-dimensional (three-dimensional-versus-time) imaging.

U. Distinguished Professorships

The Wisconsin Distinguished Professorship program is designed to recognize and support professorships in areas of vital or emerging economic significance to the State of Wisconsin. A Wisconsin distinguished professor is an individual whose scholarship and service can demonstrate potential impact on Wisconsin's economy and who would be judged as outstanding by peers and the public alike. The state's funding contribution to each professorship must be matched with private money during the individual's five-year program appointment. The private match is used for research support and may be combined with institutional funds to support the remainder of salary and benefits costs, and associated costs of research.

II. UW-MILWAUKEE

A. Grant Matching and Research Committee Awards

The Graduate School provides grant-matching funds, in the form of research assistantship salary support and equipment support, to foster the extramural funding of faculty research and creative activity. A portion of the present budget of \$750,000 was historically allocated as legislated funding. Using resources on a revolving basis, the Graduate School Research Committee provides limited funding to selected (and primarily junior) faculty to initiate new research.

B. Great Lakes WATER Institute

Historically legislated funding of \$102,800 for the Great Lakes Research Facility comprises a portion of the current funding for the UW-Milwaukee Graduate School WATER Institute to maintain the research facilities and enhance capabilities related to environmental and aquatic research. The WATER Institute provides the infrastructure necessary for the research tenants. The Institute provides faculty and research staff members with research opportunities directly related to the UW-Milwaukee Strategic Plan. Tenants include the Center for Great Lakes Studies, the Aquaculture Institute, the NIEHS Marine and Freshwater Biomedical Sciences Center, a Wisconsin Sea Grant office, and two Wisconsin Department of Natural Resources units.

C. Research in Engineering and Technology

The historical allocation in 1985-86 of \$54,000 for research in engineering and technology continues to be used to increase the ability of the College of Engineering and Applied Science to encourage collaborative research between UW-Milwaukee faculty and research employees in Milwaukee business and industry. The allocation is used to foster collaborative research on a wide variety of applied research projects.

D. Technology Transfer

Since receiving an allocation of \$107,600 in 1983, the Graduate School continues to be dedicated to fostering collaborative research between UW-Milwaukee faculty and the Milwaukee area industrial community, transferring technology from the university into commercial processes and products, and developing the intellectual property of the faculty through licenses and patents. Funding is provided to support these activities through the Graduate School Office of Research Services and Administration.

E. Milwaukee Research Plan

UW-Milwaukee received \$220,600 in the 1980s to support the Milwaukee Research Plan. The School of Business Administration received \$65,800 in 1985-86 and \$90,600 in 1987-88 for its applied research services to the Milwaukee business community. The initial use of the funding was to develop centers to enable faculty and staff to increase the

competitive capabilities of business, primarily in southeastern Wisconsin, through teaching and research. The emphasis is on creating effective linkages between UW-Milwaukee and the business community. These activities continue through the SBA Bostrom Center for Business Competitiveness, Innovation and Entrepreneurship. The Center serves as an interdisciplinary applied research center to identify, evaluate, and disseminate techniques, strategies, philosophies, and policies that enhance the business competitiveness of firms, and the vitality of innovation and entrepreneurship.

In addition to the activities of the School of Business Administration, funding is being utilized by the Graduate School and the College of Engineering and Applied Science. The Graduate School funding is used to increase collaboration between UW-Milwaukee faculty and the Milwaukee business community. The initial allocation of \$17,500 in 1987-88 was used for a collaborative research project sponsored by the UW-Milwaukee Center for Great Lakes Studies and Milwaukee County. Since that time, the Graduate School Office of Research Services and Administration has utilized funds for a series of productive collaborative research projects between UW-Milwaukee and Milwaukee area companies.

The Graduate School created the Advanced Analysis Facility in 1992 to serve the UW-Milwaukee scientific community as well as regional industry by providing UW-Milwaukee faculty expertise combined with a unique array of scientific instrumentation, which in combination can be effectively applied to solving applied research problems. Research funding is being utilized by the AAF to assess problems and develop solutions that make industrial partners more competitive. Recent company partners include: Johnson Controls, S.C., Johnson Wax, Benz Oil, Allen Bradley, and W.H. Bradley.

The 1987-88 Milwaukee Plan research allocation included \$46,700 that is used by the College of Engineering and Applied Science to support faculty research in the areas of quality assurance and automated manufacturing.

F. Research in Engineering

Historical funding of \$86,400 was originally provided to facilitate research in the College of Engineering and Applied Science in the areas of design, development, and manufacturing of metal matrix composites. This scope has been expanded and the allocation is presently used to foster applied engineering activities throughout the College.

II. SYSTEMWIDE

A. Applied Research

This program provides funding for UW System institutions for research addressing specific problems faced by Wisconsin industries. Details regarding this program are provided in a separate biennial report to the State.

B. Distinguished Professors

This funding provides partial support for 20 Distinguished Professor positions in the University of Wisconsin System. The GPR funding is matched by an equal or greater match from businesses and/or other non-GPR sources. At the end of the 1999-2000 fiscal year, this funding supported ten professors at UW-Madison, three at UW-Milwaukee, two at UW-Stevens Point, and one at UW-La Crosse. An annual fiscal report is provided for this program.

C. Solid Waste Experiment Centers, Noncompostible Landfill and Sludge.

This program provides funding to UW System institutions for research into the alternative methods for the disposal of solid waste. Details regarding these programs are provided in a separate annual report to the State.

UNIVERSITY OF WISCONSIN SYSTEM

2004 PUBLIC SERVICE REPORT

UNIVERSITY OF WISCONSIN SYSTEM PUBLIC SERVICE**I. OVERVIEW**

The University of Wisconsin System's 2003-2004 GPR public service budget was \$63.1 million (Table 1). UW-Extension's budget accounts for the majority of the public service funding (67.8 percent). The University's budget for extension and public service activities in FY 2003-2004 included \$1,699,070 for special legislated projects and \$61,373,090 for ongoing programs. This report covers direct public service activities and excludes other activities (e.g. institutional support, research, physical plant, etc.) that are in support of public service.

TABLE 1
PUBLIC SERVICE GPR FUNDING BY INSTITUTION
2003-04 FISCAL YEAR

Madison	\$ 14,552,261	23.1%
Milwaukee	2,145,570	3.4%
Comprehensives and Colleges	2,168,357	3.4%
Systemwide	1,416,361	2.3%
Extension	<u>42,789,611</u>	<u>67.8%</u>
Totals	\$ 63,072,160	100.0%

Extension faculty and staff, based in UW-Extension, develop and teach extension programs on every campus of the UW System and in county extension offices throughout the state. To fulfill its mission, UW-Extension develops statewide plans and priorities based on the emerging needs affecting individuals, families, labor, business, agriculture, youth, the environment, the economy, communities, the professions, and senior citizens. Planning involves faculty and staff, public representatives, cooperating agencies, and clientele groups. These plans are the basis for reallocating base funds from lower to emerging higher priorities. UW-Extension also meets the needs of public service through legislated projects. Appendix 1 illustrates the 2003-2004 legislated projects.

The four UW-Extension programming units develop operating budgets including base funding and legislated or other special projects. The programming units are:

- Cooperative Extension;
- Outreach and E-Learning Extension;
- Broadcasting and Media Innovations; and
- Business and Manufacturing Extension (including Small Business Development Center).

Appendix 2 details the planning processes of each UW-Extension division.

II. UW-EXTENSION MISSION

(The following is a proposed revision to UW-Extension's Select Mission, pending approval by the UW Board of Regents. The revised mission was approved by the UW-Extension Faculty Senate on September 9, 2003 and by the UW-Extension Academic Staff Council on September 17, 2003.)

Through the University of Wisconsin-Extension, all Wisconsin people can access university resources and engage in lifelong learning, wherever they live and work.

Fundamental to this mission are UW-Extension's partnerships with the 26 UW campuses, the county and tribal governments, and other public and private organizations. Fulfilling the promise of the Wisconsin Idea, UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish mutually beneficial connections with all its stakeholders.

For millions of Wisconsin individuals, families, businesses and communities, UW-Extension is the doorway to their public university, enabling them to:

- Achieve personal growth, professional success and organizational effectiveness through formal and informal learning;
- Address the changing needs of the state and society by applying relevant university research; and
- Gain greater access to educational, cultural and civic resources through the use of technologies.

In addition, UW-Extension supports the University of Wisconsin System mission by:

- Providing strong leadership for the university's statewide public service mission;
- Integrating a scholarly approach to outreach across many academic disciplines; and
- Addressing the specific educational needs of under-served, disadvantaged, and non-traditional students.

III. THE RELATIONSHIP BETWEEN BASE PROGRAM FUNDS AND SPECIAL LEGISLATED PROJECT FUNDS

Investments in base program funds are constantly re-examined within UW-Extension to meet emerging priority needs defined through regular planning and priority-setting processes, as well as through special projects. In addition, program changes are made as faculty annually evaluate and refocus their program emphases and directions as described in Appendix 2. Both these means are essential for extension programs to remain relevant and responsive.

Appendix 3 offers selected examples of how base funds were reallocated in fiscal year 2004 to meet changes in priority needs.

Sometimes, however, base reallocations are not sufficient to meet emerging priority needs associated with new legislation, societal change and critical new issues. In these cases, special project funds are requested to support emerging priorities that require funding beyond the institution's capacity to respond through base reallocation. Often, ongoing programs basic to core activities must be sustained, faculty talents in a high priority field may be fully committed and unavailable for reallocation, or new faculty expertise and skills may be required.

Usually, the issues and needs requiring legislated special project funding are of such magnitude that they require long-term programming. For example, innovative programs in Water Quality, Waste Management, Sustainable Agriculture and Manufacturing Technology Transfer, which emerged as critical priority issues in the 1980s, required long-term investments in sustained educational programs that made a significant impact over time. Just as base programs are not static, programs in legislated special project areas change to address emerging issues. For example, in Dairy Profitability, priority emphases at any given time may fluctuate from milk quality, to marketing orders, to input cost reductions.

Legislated special project funding is only part of a long-term commitment to sustain high-priority initiatives. UW-Extension reallocates base funds to augment legislated special project funding for new programs and integrates special projects with base programs to ensure they are part of ongoing statewide educational effort. Uniting legislated special projects with base programs assures better identity and acceptance, access, continuity and stewardship of financial and personnel resources. Legislated special project funds remain committed to the programs for which they were allocated and retain their budget and program identity, however special projects do not stand alone. They become part of a comprehensive educational program accessible to people throughout the state and adaptable to local needs.

Appendix 4 describes and links UW-Extension's legislated and other special projects to the institutions' base program areas.

**APPENDIX 1
UNIVERSITY OF WISCONSIN SYSTEM
PUBLIC SERVICE LEGISLATED PROJECTS
2003-2004 FISCAL YEAR**

<u>PROJECT TITLE</u>	<u>ALLOCATION</u>
COOPERATIVE EXTENSION:	\$1,029,114
Community Economic Analysis	84,335
Center for Economic Development	78,429
Rural Development Institute	32,000
Biotechnology Education (BioTrek)	73,956
Farm Financial Management	73,814
Dairy Profitability Center	241,620
Agricultural Technology & Family Farm Institute	111,758
Nutrient & Pest Management	269,289
Local Planning Grant	63,913
 OUTREACH AND E-LEARNING EXTENSION:	 \$669,956
Minority Entrepreneurship	87,732
School for Workers	116,536
Manufacturing Technology Transfer	217,465
Educational Technology	86,305
Solid and Hazardous Waste Education	161,918
<hr/>	
UNIVERSITY OF WISCONSIN SYSTEM TOTAL:	\$1,699,070

APPENDIX 2

UW-EXTENSION PLANNING & BUDGETING PRACTICES

To meet their mission responsibilities, UW-Extension leads the development of statewide plans that provide the policy framework for identifying program needs, assigning relative priorities, and making budget allocations and reallocations. The institution's program planning and budget guidelines link programs, budgets and changes. Each UW-Extension division follows an internal budget and program planning process within this institutional model.

A. Cooperative Extension

Cooperative Extension plans on a four-year cycle, with 2000-2004 being the current cycle. Planning involves faculty and staff, public officials, business, labor, cooperating governmental agencies, agriculture and agri-business, and other citizen representatives. The four-year plan defines community-based priorities and special needs. These needs are correlated with personnel and fiscal resources, with reallocations made where appropriate. Some reallocations involve no budget modifications, as faculty and staff shift their programmatic direction. Other changes involve both budget and position reallocation to support the changing needs identified in the strategic plan.

B. Outreach and E-Learning Extension

Outreach and E-Learning Extension reallocates resources annually in a priority framework, defined by the strategic plan it develops every five years. In 1998, Outreach and E-Learning and the Continuing Education Extension Committee (CEEC), comprised of continuing education deans and directors from each UW institution, began working on the division's five-year strategic plan. The strategic plan, "Programs, Services, and Partnerships for the 21st Century," was completed and published in May 2000. The deans and directors at the institutions agreed on the shared vision and directions that will enable them to develop campus specific five-year plans that align with the statewide strategic plan. While allowing for planning to occur at the institutional level, the statewide plan serves as the overarching direction for programs, services, and partnerships. The division's commitment to lifelong learning is based on the belief that clients can best meet the challenges of success today if they have opportunities for learning throughout their lives. On an annual basis, Outreach and E-Learning uses an interactive process in the development of the inter-institutional budgets to initiate, define and discuss changes to ongoing programs, or to meet emerging needs.

C. Broadcasting and Media Innovations

Strategic planning in Broadcasting and Media Innovations differs in its approach, but not in its objectives, compared to other UW-Extension divisions. This division works closely with its partner in Wisconsin public broadcasting, the Wisconsin Educational Communications Board (ECB), to define strategic direction in educational areas and to

define regional programming needs throughout Wisconsin. The Division continuously evaluates the effect of programming through audience surveys and other methodology. It also responds to demands for programming support, delivery outlets and production facilities by faculty and staff of the UW System. Detailed programming is scheduled annually, as educational, instructional, and cultural programs are modified to meet public and professional priorities. Resources are moved annually from lower to higher priority programs.

D. Business and Manufacturing Extension

Business and Manufacturing Extension activities include those of the Wisconsin Small Business Development Center (SBDC) program and those that relate to Business and Industry or Management Institutes.

The Small Business Development Center allocates resources based on its current "Strategic Plan/Operating Plan" and the current U.S. Small Business Administration/SBDC Cooperative Agreement. The Strategic Plan outlines broad strategic direction paths the SBDC must travel to reach its vision to connect entrepreneurs and small business owners with knowledge, tools, and resources. The Plan is the result of a multi-phased organizational process involving volunteers, SBDC staff, and SBDC's varied stakeholders.

Assessments of service delivery are conducted throughout the year to identify improved ways to serve customers, and impact surveys are conducted annually.

The SBDC receives approximately \$1.5 million from the U.S. Small Business Administration (SBA). The SBA/SBDC Cooperative Agreement is negotiated with the SBA, and the SBDC Strategic Plan is at the heart of the Agreement. Individual campus goals are negotiated annually in support of the SBA/SBDC Cooperative Agreement.

Business and Industry/Management Institutes long-range planning and annual reviews are conducted as part of the annual inter-institutional agreement process. General directions for the overall programs are set and relevant goals are identified. Changes during the planning period also can occur.

APPENDIX 3
PROGRAM REALLOCATIONS IN FY 2004
(Selected List)

Reallocated From:	(Institution/Division/Program)
Priority Investment:	(Institution/Division/Program)
Amount:	(Funding and FTE)

1.	From: Shawno & Manitowoc County Ag Programs		
	To: Cooperative Extension		
	Amount:	\$73,179	1.20 FTE

To support Coop Extension's base budget reduction.

2.	From: Walworth County CNRED Program		
	To: Cooperative Extension		
	Amount:	\$30,550	.60 FTE

To support Coop Extension's base budget reduction.

3.	From: Cooperative Extension Urban Relations		
	To: Cooperative Extension		
	Amount:	\$96,326	1.00 FTE

To support Coop Extension's base budget reduction.

4.	From: Milwaukee County Urban Hort Program		
	To: Cooperative Extension		
	Amount:	\$21,635	.60 FTE

To support Coop Extension's base budget reduction.

5.	From: Dane County Youth Program		
	To: Dane County Hort Program		
	Amount:	\$21,000	.60 FTE

To support horticulture programs in Dane County.

6.	From: Cooperative Extension Publications		
	To: Cooperative Extension		
	Amount:	\$59,610	2.00 FTE

To support Coop Extension's base budget reduction.

7. From: Barron County CNRED Program
To: Chippewa County CNRED Program
Amount: \$12,000 .30 FTE

To share limited resources between two adjacent counties.

8. From: 4-H Youth Development salary savings
To: 4-H Arts Specialist and Volunteer Liaison
Amount \$69,955

To support staffing needs.

9. From: UW-Green Bay, UW-Madison (SoHE), FLE Program
To: Family Living Community Building Specialist
Amount: \$67,000 1.00 FTE

To support staffing needs in Family Living Programs.

10. From: Outreach and E-Learning Extension
To: UW-Milwaukee School of Education
Amount: \$94,068 1.79 FTE

To support collaboration between UW-Extension and UW-Milwaukee School of Education, Milwaukee Public Schools, and the teachers' union in the Metropolitan Milwaukee Teacher Education program.

11. From: Outreach and E-Learning Extension
To: UW Learning Innovations
Amount: \$936,602

UW Learning Innovations will support the UW institutions, faculty and staff as they develop technology-enabled learning products and services that directly benefit UW students and are marketed in Wisconsin and beyond to generate resources used in support of students.

12. From: WHA - Programming UW-Extension Broadcasting and Media
Innovations
To: WHA-Radio - Development
Amount: \$22,019 0.50 FTE

To support the planned giving effort of WHA-Radio.

- | | | |
|-----|-------------------------|--|
| 13. | From: WHA-TV Production | UW-Extension Broadcasting and Media
Innovations |
| | To: WHA-TV Development | |
| | Amount: | \$156,336 and 2.50 FTE |

To support volunteer management, grant writing, and overall fundraising.

14. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Eau Claire SBDC
Amount: \$7,500

To provide additional support for the delivery of SBDC services.

15. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Green Bay SBDC
Amount: \$5,500

To provide additional support for the delivery of SBDC services.

16. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-La Crosse SBDC
Amount: \$7,000 .12 FTE

To provide additional support for the delivery of SBDC services.

17. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Madison SBDC
Amount: \$6,500

To provide additional support for the delivery of SBDC services.

18. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Milwaukee SBDC
Amount: \$3,500

To provide additional support for the delivery of SBDC services.

19. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Oshkosh SBDC
Amount: \$4,300

To provide additional support for the delivery of SBDC services.

20. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Parkside SBDC
Amount: \$12,500

To provide additional support for the delivery of SBDC services.

21. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Platteville SBDC
Amount: \$6,000

To provide additional support for the delivery of SBDC services.

22. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-River Falls SBDC
Amount: \$6,000

To provide additional support for the delivery of SBDC services.

23. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Stevens Point SBDC
Amount: \$9,000 0.3 FTE

To provide additional support for the delivery of SBDC services.

24. From: UW-Extension Business and Manufacturing, Small Business Development Center (SBDC)
To: UW-Superior SBDC
Amount: \$5,000

To provide additional support for the delivery of SBDC services.

APPENDIX 4

PROGRAMS AND SPECIAL PROJECTS

UW-EXTENSION PROGRAMS AND LEGISLATED PROJECTS

I. OVERVIEW

Each of UW-Extension's divisions divides its activities among broadly defined program areas. Cooperative Extension and Outreach and E-Learning Extension have special legislated projects, which complement these divisions' program emphases. This appendix briefly describes the divisions' major program areas and identifies any special legislated projects associated with each.

II. COOPERATIVE EXTENSION

Cooperative Extension's faculty and staff develop programs that help people understand and use knowledge and research from the University. Its county staff, supported by designated faculty and staff of UW System institutions who have collaborative appointments with UW-Extension, bring university resources to meet local needs. Institution-based faculty and staff conduct applied research and interpret knowledge in their specialties through programs and activities coordinated by UW-Extension, and teach in collaboration with county faculty and staff. Cooperative Extension has four program areas.

A. Community, Natural Resources, and Economic Development (CNRED)

CNRED programs help people set goals, make decisions, and develop sound local public policies; build strong communities and neighborhoods; strengthen local economies; provide good jobs and essential services and balance economic growth and environmental quality issues. Special projects in this program are:

- **Community Economic Analysis:** A joint project of UW-Madison and UW-Extension (\$84,335 GPR), provides information and analysis concerning the economic characteristics and structure of Wisconsin communities to University faculty and staff, county-based community faculty, area agents, and community representatives working on economic development issues. Project funds support community development specialists who collect and analyze information, prepare graphs, overheads, and other educational materials, and work with Extension faculty in program delivery. The need for this support will continue because there is a great demand for up-to-date information from Wisconsin communities that are facing issues affected by the dynamics of the local, state, national, and international economies.
- **Regional Center for Economic Development:** This effort involves three projects at the UW-Superior Center for Economic Development (\$78,429 GPR), and the UW-

River Falls Rural Development Institute (UWEX \$32,000 Fund 104). Each project provides resources that support regional economic development activities. These carrier programs complement those funded with ongoing resources, providing a regional network of support for community development. This combination of ongoing and special project funding supports research and program delivery capabilities beyond those supported by special project funds, demonstrating the synergistic relationship between special projects and core programs.

- **Local Planning Grant:** In FY 2000, the legislature allocated funding to support the development of two model ordinances by UW-Extension, as required in the state's "Smart Growth" legislation. Today, \$63,913 is used to support two land use specialist positions (one at UW-River Falls and one at UW-Stevens Point).

B. Agriculture and Agribusiness

The Agriculture and Agribusiness Program Area provides research-based information, alternatives and decision aids to producers and agribusiness entrepreneurs to improve their profitability and competitive position in the global marketplace; to provide, produce, and distribute an adequate supply of high quality food and fiber; to enhance and protect the environment including soil and water resources, and to develop effective public policies for agriculture. Four special projects illustrate the dilemmas involved in prioritizing the use of limited resources to meet competing demands for internal funding, and have required reallocation from existing educational programs that support Wisconsin's agricultural economies.

- **Farm Financial Management:** The Farm Financial Management project (\$73,814 GPR) is a joint activity of UW-Extension and UW-Madison that analyzes the many factors affecting the financial performance of Wisconsin farm businesses. This information provides farmers, educators, public policy-makers, legislators, and other agricultural professionals with a better understanding of why some farm businesses compete successfully and survive, while others do not. The initial project focused on utilization of the records of the Farm Credit System of St. Paul. Data variation demonstrated a continuing need to understand how changing factors (such as farm business size; short, intermediate, and long term debt position; resource allocation efficiency; and owner's managerial skill) can affect the profitability, solvency and liquidity characteristics and performance of Wisconsin farm businesses. The project has expanded to a cooperative venture with the Center for Dairy Profitability in focusing on dairy farms in Wisconsin by including farm record association data. The project continues to gather, analyze, and distribute information for use by county agents, specialists, professional educators, and others, in their educational programs to clientele throughout the state. The dynamics of the international, national, and state economies and the resulting changing conditions in Wisconsin, place new challenges on farm managers and educators. As the information changes, so this special project continues to change and its goals and objectives redefined to meet contemporary needs for public policy information.

- **Center for Dairy Profitability:** The Center for Dairy Profitability (\$241,620 GPR) is a joint project of UW-Extension, UW-Madison, UW-Platteville, and UW-River Falls. The Center provides faculty and program resources to enhance and augment ongoing programs supporting Wisconsin's dairy industry. It has developed linkages with several states and several educational programs. The Center now delivers interdisciplinary programs that emphasize integrated production, financing, marketing, and management systems. These ongoing programs assist farmers and the dairy industry to maintain and enhance their national and international competitiveness. Continuing resources have supported farm electrification, milking systems, and engineering (UW-Madison), dairy farm financial management (UW-River Falls), and dairy beef and veal production and marketing (UW-Platteville).
- In cooperation with USDA's Cooperative State Research, Extension, and Education Service, the Center has designed and updated a comprehensive CD-ROM dairy information/publications database. Several spreadsheet-based management decision aids have been constructed, disseminated largely through the Center's heavily accessed web page. Expanded personnel resources in 1996 enabled the Center to develop the curricula for two new management training offerings: *Ag Ventures*, taught primarily by county UW-Extension faculty, and the Agribusiness Executive Management program, an advanced seminar series offered in cooperation with the UW-Madison School of Business. Emerging issues related to siting of concentrated animal feeding operations (CAFO's), food safety and quality, and managing price risk will require continued project activities to address related private and public concerns.
- **Program on Agricultural Technology Studies (PATs):** This program is a special project of UW-Madison and UW-Extension. Formerly the Agricultural Technology and Family Farm Institute, PATs was created in 1997 to refocus activities in light of the sharp reduction in state funding that occurred in fiscal year 1996. PATs (\$111,758 GPR) continues to identify and evaluate factors that affect the economic viability of family-sized farms in Wisconsin, and to design and deliver outreach programs that help Wisconsin citizens understand the relationship between farming and rural economic development. Through its biennial survey of Wisconsin farmer attitudes with respect to farm and rural public policy issues, PATs has become a highly respected source of objective information for policy analysts and legislators. Using its reduced state funding to leverage state and federal grants, PATs has recently expanded its activities to include research and outreach on animal waste management, property tax reform, and management-intensive rotational grazing. The unit maintains extensive databases on rural trends and conditions, and designs customized materials for county UW-Extension faculty and staff to use in local educational offerings. Increasing public concerns about land use will increase demand for PATs' research and outreach.
- **The Nutrient and Pesticide Management Program:** Special projects supported by the Nutrient and Pesticide Management Program (\$269,289 GPR) provide educational programs and foster the exchange of information within the University

and across agricultural businesses and communities. The NPM links research and extension programs, as well as research and Extension faculty, with farmers, agribusinesses and rural communities in developing site-specific solutions to problems involving soil fertility, nutrient management, manure management, sludge management, insect pest control, plant disease pest control, and water quality. While over 21 crops, grown in major acreage in Wisconsin, have benefited from the NPM program, most potato and cranberry crops rely on efforts associated with Integrated Pest Management (IPM) Programs. New IPM efforts undertaken with greenhouse production and facilities also focus on employee health. The need is ongoing as the array of nutrients, crops, and pesticides continue to evolve.

C. Family Living

Family Living Programs educate families so they are capable of making informed decisions and avoiding potential problems they may face. Education programs are designed based on current research and adapted to target the unique needs of families across the state and nation. The programs include areas such as health and nutrition, parenting education, family financial management, community housing, and preventing youth risk behaviors.

One special initiative is BioTrek. The Biotechnology Education Outreach Program (BioTrek) is a joint project of the UW-Madison Biotechnology Center and the Family Living Program of UW-Extension. This program provides information and insight on technical and social issues of biotechnology. BioTrek utilizes UW-Madison and UW-Extension special project resources of \$73,956 GPR and has accomplished the following results:

- The University of Wisconsin Biotechnology Center is housed in the Biotechnology Center/Genetics Building. The Teaching Lab and the Invention Space provide a setting for BioTrek workshops in biotechnology and life sciences. The BioTrek programs provide workshops and tours at the Biotechnology Center and across the state, directly serving over 3,500 citizens with experiences and insights into life sciences.
- Using the Invention Space, BioTrek Staffers have developed two. new hands-on science curricula for informal science explorations by youth and adults. These materials emphasize the development of skills of observation, skepticism. and creativity. Experimental "Fun Food Stuff" uses food to develop science savvy. "Doing DNA: DeCode of Life" uses 12 activities and experiments to introduce DNA as the genetic information molecule. Activities such as "DNA as Videotape" and "DNA Dance" tell the story of DNA structure and function. BioTrek is sharing these inexpensive biotechnology experiments with outreach programs at the Minnesota Science Museum, a leading hands-on science center recognized for innovation in informal science education.

D. 4-H Youth Development

4-H Youth Development Programs work with and through community volunteers, organizations, and schools, to offer educational programs that engage young people in educational projects, events, activities and clubs; identify and minimize the sources of risk facing young people; help young people make contributions to family and community life; and train volunteer leaders. There are no special legislated project funds in this area.

III. OUTREACH AND E-LEARNING EXTENSION

The University of Wisconsin-Extension's Outreach and E-Learning Extension division provides continuing education and e-learning programs, services, and support to the 26 UW campuses and a wide variety of corporate and non-profit partners. In conjunction with the thirteen two-year and thirteen four-year UW campuses, Outreach and E-Learning is a lifelong learning partner for more than 200,000 people each year, from the 72 counties across Wisconsin, all 50 states, and 104 countries around the world. Each institution/campus with its select mission, as well as array of program and degree entitlements, offers educational programs and services to meet constituent need. The division acts in concert to achieve mutually identified goals and objectives that reflect the synergy generated by the diverse spectrum of resources operating at institutional, collective, and statewide levels in meeting the needs of lifelong learners.

“Strategic Directions: Programs, Services, and Partnerships for the 21st Century,” the divisional statewide strategic plan, identifies five divisional priorities. Continuing educators will:

- advocate for lifelong learning;
- collaborate effectively and creatively;
- integrate technology and practice;
- practice entrepreneurial fiscal management; and
- assess the impact of programs, services, and partnerships.

A. Advocate for Lifelong Learning

- **Minority Entrepreneurship:** The Minority Entrepreneurship Program at UW-Milwaukee (\$87,732) provides real world, practical education for minority clients and others who are interested in operating or starting their own businesses. Its courses, which cover the basic components of successful business ventures, are delivered on-site in minority communities, using practitioners (such as bankers, marketing specialists, accountants, business attorneys, and human resource managers) who can relate their experiences and the problems they encountered to others considering business ventures.

- **School for Workers (SFW):** Outreach and E-Learning has continued financial support of the UW-Extension School for Workers, a labor education unit. SFW is the oldest university-based labor education program in North America, founded in 1925. One of the first operational components of the "Wisconsin Idea," the School, its faculty and staff, have long brought these three components--teaching, research, and outreach--to thousands of workers, unions, and employers throughout Wisconsin, the nation, and the world.

SFW runs approximately 150 programs each year, which involve more than 4,000 union representatives, officers, members, and employer representatives. SFW offers a wide range of programs ranging from one-hour presentations to evening community classes, two- or three-day conferences, week-long residential institutes at the J.F. Friedrich Center in Madison, to multi-day labor-management facilitations involving a wide range of subjects. SFW faculty also provide a wide range of applied research and technical assistance services.

As just one example of their work, School for Workers is working with the Wisconsin Department of Health and Family Services Bureau of Occupational Health to create educational materials, an awareness video, and a web site on bioterrorism and emergency preparedness.

- **American Council on Education (ACE):** Outreach and E-Learning Extension houses the Wisconsin state affiliate for the American Council on Education (ACE) College Credit Recommendation Program. The College Credit Recommendation Service is a national ACE program that evaluates workplace education and training programs and recommends appropriate college credit levels. The Wisconsin state affiliate serves as the link between the national program and Wisconsin business and industry, labor unions, professional and volunteer associations, government agencies, and trade, technical and business schools.

During 2003, the Wisconsin State Director and the National Director exhibited at the 19th Annual Distance Teaching and Learning Conference. The State Director also participated in a panel presentation at Defense Acquisition University, Ft. Belvoir, Virginia for Government Sector Training CEOs who are benchmarking best practices in corporate universities. The panel focused on what colleges and universities can offer in online education for health care professionals. The Wisconsin State Director also worked with the ACE National Office, the National Board of Professional Teaching Standards (NBPTS), and the Wisconsin Educational Association Council to assist those Wisconsin teachers who successfully complete the NBPTS certification (with gaining salary increases commensurate with six graduate credits.) The State Director is currently working with ACE to do a web-based survey of cooperating colleges and universities, asking whether they require distance education programs to conduct proctored exams. Information obtained from the survey will be used in updating the ACE Distance Education Program Standards. The Wisconsin State Director participated in a review of Campus Group, Inc., in Sydney, Australia in May 2004.

B. Collaborate Effectively and Creatively

Diversity Program Development Initiative (DPDI): The Diversity Program Development Initiative (DPDI) is aimed at helping the UW institutions develop and implement new diversity ventures that are consistent with the goals and initiatives of UW-Extension's Plan 2008. Program recipients are required to work with a community partner with credibility in the target community. Nine grants, listed below, were issued to seven campuses and the School for Workers in the 2003-04 and 2002-03 fiscal years:

2003-2004 recipients:

- **Assessing Options for Training Employees of Tribal Tourism Businesses – UW-Stout, Stout Solutions.** This project will determine the need for and most efficient methods of providing training in hospitality, tourism and restaurant management for Native American employees and potential employees of Wisconsin's tribal businesses. The goal is ultimately to strengthen individual and community economic opportunities. Tribal representatives on the Wisconsin Indian Education Association Board are partners in the assessment.
- **A Framework for Understanding Poverty and Learning Structures – UW-Fond du Lac Office of Continuing Education.** This project will train Fond du Lac School District employees how to improve teaching outcomes for low-income minority students. A long-term goal is to affect the community-at-large by reaching students and their families at an earlier age and closing the educational achievement gap of low-income minority students.
- **Leadership Development Among African American Trade Unionists – UW-Extension Continuing Education School for Workers.** This program will develop a series of conferences on leadership and models of leadership development for African American labor leaders to improve employment opportunities and living and working conditions in the Black community. Partners are the Milwaukee County Labor Council, Coalition of Black Trade Unionists in Milwaukee, and the A. Philip Randolph Institute, Milwaukee Chapter.
- **Native American Voices – UW-Baraboo/Sauk County Office of Continuing Education.** In collaboration with the Ho-Chunk Nation Education Department, Native American and award-winning filmmaker Chris Eyre will visit Baraboo to show his film, "Skins," and meet with Native American students at UW-Baraboo. A project goal is to build an awareness of and appreciation for the role Native Americans play in society among the community and Native American students.

2002-2003 recipients:

- **Technology Education for Hispanic Workers – UW-Washington County Office of Continuing Education.** UW-Washington County will partner with the West Bend Chamber of Commerce and Economic Development Corporation and the Hispanic Outreach Core Committee of St. Frances Cabrini Catholic Church in Jackson to develop and teach a series of eight-week, job-specific English, workplace, and computer skills courses for Hispanic residents.
- **American Indian Cultural Issues Symposium – UW-Superior Center for Continuing Education/Extension.** In partnership with the Lac Courte Oreilles Ojibwa Community College and the First Nations Center of UW-Superior, this program will develop a symposium on diversity issues, with emphasis on Native American culture.
- **Realizing the Dream: Involving Parents in Their Children's Career and Education Planning – UW-Madison, Continuing Studies, Adult Career and Educational Counseling Center.** This program will teach parents of Boys and Girls Club of Dane County participants, ways to become involved in their children's career development. During the three-week sessions, parents will also be able to do their own career planning and exploration.
- **Milwaukee Latino Workers Labor and Employment Law Study Circle – UW-Extension School for Workers.** Monthly study circle meetings and resource materials will educate Latina/o workers on labor and employment laws and regulations– all in Spanish. The Labor Council for Latin American Advancement, Milwaukee, will co-sponsor the project.
- **Diversity in Action Conference - UW-Parkside, Center for Community Partnerships.** The University of Wisconsin-Parkside's Diversity Circles program held its second one-day conference for 400 high school and college youth on March 18, 2004. The conference exposes students in five area high schools to various issues of diversity and invites them to become participants in actions that will positively affect their communities. The program is planned, organized, and implemented by students on the conference committee. Topics include being bi-racial, the Holocaust, white privilege, and hate crimes.

UW Continuing EDvantage - To reinforce the critical importance of building Wisconsin's economy, Outreach and E-Learning is currently funding an expanded statewide economic development initiative, through regional partnerships with education, business, and government. UW Continuing EDvantage projects meet changing education and training needs of adults through lifelong learning and/or support diverse and dynamic communities that attract and retain talented individuals. All projects reinforce regional partnerships with education, business, and government entities. Partnerships receiving start-up funding through this statewide initiative will address a range of workforce

development needs and emerging social capital considerations on a regional level. The 2003-04 grant recipients are:

- **Minority Contractor Capacity Initiative - UW-Milwaukee.** This project is a partnership between the UW-Milwaukee School of Continuing Education and the National Association of Minority Contractors Wisconsin Chapter. It will provide professional development for minority business owners and increase the capacity of small, minority- and women-owned construction firms to grow and compete effectively in the marketplace as prime contractors. This project builds upon the existing internal partnership between the School of Continuing Education's Center for Workforce Development and the Small Business Development Center, and complements the work of the newly launched Initiative for a Competitive Milwaukee (ICM).
- **Northwoods Nonprofits - UW-Superior.** Through this project, a comprehensive two-year training program will be created to stabilize the nonprofit sector by building organizational capacity through educational efforts, peer learning groups, and web-based resources. Primary partners include UW-Superior, College of St. Scholastica, Northland College, United Way of 1000 Lakes, Crow Wing County United Way, United Way of Greater Duluth, United Way of Superior/Douglas County, Bayfield and Ashland County Extension, Arrowhead Regional Development Commission, CESA 12, Red Cliff Land Recovery Project, and other nonprofit staff members as Advisory Council participants.
- **Engaging Young Professionals in Downtown Green Bay - UW-Green Bay.** UW-Green Bay's Office of Outreach and Extension, Downtown Green Bay, Inc. (DGBI) and Employers Workforce Development Network, Inc. (EWDN), through the Young Professionals Network (YPN), will partner in this project to enhance downtown Green Bay, provide opportunities for lifelong learning, and strengthen existing efforts to create and nurture a capable and dynamic cadre of young professionals in Green Bay.
- **Arts Build: Using the Arts to Foster Economic Development in Rural Southwest Wisconsin - UW-Platteville.** UW-Platteville's Office of Continuing Education, in conjunction with the Southwest Wisconsin Small Business Development Center, will develop a cooperative program that concentrates on building the economy of southwest Wisconsin through intensive assistance to art-related business people and entrepreneurs. The focus will be strengthening the professional and business capacity of arts workers in underserved rural communities. Primary partners include the Platteville Area Industrial Development Corporation, Platteville Chamber of Commerce, and art-related nonprofit groups such as the Spring Green Cultural Arts coalition, the Pecatonica Educational Charitable Foundation and the Wisconsin Assembly for Local Arts.
- **Central Wisconsin Training and Development Network: Coordinating Resources - UW-Stevens Point.** This project will create and maintain a

coordinated training base in the central Wisconsin area, combining efforts of UW-Stevens Point, the North Central Wisconsin Workforce Development Board, Northcentral Technical College, Mid-State Technical College, Nicolet Technical College, and numerous human resource groups to provide a database of employers' needs and present a training and development network linking resources and training solutions. The need for this collaborative effort has been endorsed by leaders from the various partners, as well as the Portage County Business Council.

- **Economic Development and Planning: Marketing of Services and a Pilot Project - UW-Whitewater.** This project has two primary objectives: (1) Develop and disseminate marketing information to inform regional and local stakeholders about the capabilities of UW-Whitewater's new Fiscal and Economic Research Center; and (2) Coordinate a pilot project to quantify the impact of a clean and healthy lake on the surrounding local economy. Input will be sought from stakeholders such as regional public entities, county and municipal agencies, associations of homeowners and lake users, state agency staff, and trade and professional association representatives. The case study will be undertaken in partnership with the Delavan Lake Improvement Association, among other community and agency partners.
- **West-Central Wisconsin Synergy Regional Initiative - UW-Eau Claire, UW-River Falls, UW-Stout.** This collaborative project builds upon the Synergy Regional Initiative toward regional economic development in a nine-county region through partnership building, town meetings, fact-finding, asset mapping, educational efforts, and community-level development initiatives. This project will advance and accelerate community-level development initiatives outlined by the Synergy Regional Advisory Group, in cooperation with the Continuing Education units of UW-Eau Claire, UW-River Falls, and UW-Stout. In addition to the established Synergy conference series, this project will support the development and delivery of Preserving Community Character workshops at the local level, and develop a train-the-trainer program to support these local efforts.

IDEAS Portal Website: Outreach and E-Learning has partnered with other statewide educational institutions on the IDEAS Portal web site (<http://www.ideas.Wisconsin.edu>) project. Our partners in the IDEAS Education Coalition include: UW System, the Educational Communications Board, Wisconsin Public Television, the Wisconsin Education Association Council, the Wisconsin Association for Environmental Education, WiscNet, the Wisconsin Arts Board, the Madison Metropolitan School District, Milwaukee Public Schools, the Center for Instructional Materials and Computing, and BioLearn. Through this project, the division has engaged faculty from UW institutions (from both Schools and Colleges of Education and Letters and Science) to work with teachers in PK-12 schools and CESA staff to identify, evaluate, and rate online education resources that are mapped to the Wisconsin Model Academic Standards.

The IDEAS Portal Website project has been in operation since February 2001 with the hiring of a Project Director; the web site, which went live in August 2001, allows teachers to search for resources by grade, subject, or academic standard. The newest feature includes searchable streaming video content from Wisconsin Public Television and the Educational Communications Board. Called *IDEAS In Motion*, the project offers streaming video content American Indian history and culture in Wisconsin from programs produced by the Wisconsin Educational Communication Board (ECB) and Wisconsin Public Television (WPT). *IDEAS In Motion* video clips are taken from instructional programs and series such as WPT's *Ojibwa History* and the ECB's *Cultural Horizons of Wisconsin*. And, each of the videos is aligned with Wisconsin's Model Academic Standards for Social Studies. This project has laid the groundwork for additional video content to be indexed, cataloged, standards-aligned, and made searchable through IDEAS.

- **Metropolitan Multicultural Teacher Education Program (MMTEP):** The Division of Outreach and E-Learning Extension continues to fund the Metropolitan Milwaukee Teacher Education Program (MMTEP), which remains a national model for bringing more people of color into teaching. The program is a collaborative effort of the University of Wisconsin-Milwaukee's School of Education, the Milwaukee Public Schools, and the Milwaukee teachers' union.
- **Cultural Coalition:** Outreach and E-Learning Extension is a member of the Cultural Coalition, an alliance of state and nonprofit arts, humanities and history agencies and organizations that promotes arts, and humanities in the state. Along with Outreach and E-Learning, the Cultural Coalition members are: Wisconsin Public Television; Wisconsin Public Radio; Wisconsin Academy of Sciences, Arts and Letters; Wisconsin Arts Board; Wisconsin Humanities Council; and the Wisconsin Historical Society. The Coalition formed in 1996 to support a common mission to provide and foster lifelong learning and greater appreciation for the arts, culture, humanities, and history.

The Cultural Coalition created Portalwisconsin.org, a web site to promote arts, culture, humanities, and history in Wisconsin. Using a variety of web-based media, Portal Wisconsin serves as an electronic gateway to rich content throughout the state. Content includes a statewide events calendar, news articles, chats, online galleries, and Web links. Users are able to search for content by keyword, geographic area, interest area, and other means.

The Cultural Coalition also developed *A More Perfect Union*, a series of activities aimed at helping Wisconsinites explore issues critical to our democracy and apply some of their observations to the 2004 presidential race. Events throughout 2003 and 2004 have included book discussions and lectures.

Cross Divisional Program Innovation Fund: Administered by the UW-Extension Vice Chancellor, the Cross Divisional Program Innovation Fund encourages innovative programming efforts with a common thread—collaboration across the various Extension

divisions and units. In fiscal years 2002-03 and 2003-04, Outreach and E-Learning collaborated in a number of projects that received grants from this fund. Two examples are listed below:

- The Gateway pilot project is developing a comprehensive online, searchable database of online courses across the UW System. The resulting prototype is expected to serve as the foundation for a comprehensive online catalog, to be developed in conjunction with the UW campuses during the 2004-05 academic year. This online resource will complement the existing Higher Education Location Program (HELP) majors database, to provide information on the course level.
- UW-Stout is leading a regional economic consortium to contribute to growth and prosperity, and expand collaborative efforts in the Chippewa Valley. This project complements the Work-Based University Consortium blending the resources of the greater Chippewa and St. Croix Valley region's educational services providers for PK-16 initiatives. Higher education partners in this consortium include UW-Stout, UW-River Falls, UW-Eau Claire, and UW-Barron County.

C. Integrate Technology and Practice

UW Learning Innovations (UWLI): Outreach and E-Learning Extension continues its financial support of UWLI, which serves UW System with the development and distribution of online credit and non-credit programs and degrees. UWLI provides convenient access to UW educational opportunities for people wherever they live and work. Enrollments in UW Online degree programs supported by UW Learning Innovations continue to grow at an impressive pace. As of Spring 2004, UWLI supports eighteen online programs of study offered by thirteen partnering UW institutions.

The full degree programs are:

- **Associate of Arts and Sciences Degrees** from UW Colleges;
- **Bachelor of Science in Nursing** undergraduate degree completion for Wisconsin RNs through a collaboration of UW-Eau Claire, UW-Green Bay, UW-Madison, UW-Oshkosh, and UW-Milwaukee;
- **Bachelor of Science in Nursing** undergraduate degree completion for national RNs through UW-Green Bay;
- **Bachelor of Science or Bachelor of Business Administration** from UW-Platteville;
- **Collaborative Masters Degree in Business Administration** from UW-Eau Claire, UW-La Crosse, UW-Oshkosh, and UW-Parkside;
- **Masters Degree in Project Management** from UW-Platteville;
- **Masters Degree in Engineering** from UW-Platteville; and
- **Masters Degree in Criminal Justice** from UW-Platteville.

The ten online certificate programs include:

- **Human Resource Management** from UW-Platteville;
- **Project Management** from UW-Platteville;

- **International Business** from UW-Platteville;
- **Leadership and Human Performance** from UW-Platteville;
- **Graduate Diploma in Criminal Justice** from UW-Platteville;
- **MBA Foundations of Business** from UW-Eau Claire, UW-La Crosse, UW-Oshkosh, and UW-Parkside;
- **Collaborative Gerontology** from UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Madison, UW-Milwaukee, UW-Parkside, UW-Stevens Point, UW-Stout, and UW-Superior;
- **Graduate Certificate in Community Education** from UW-River Falls;
- **Graduate Certificate in Service Learning** from UW-River Falls; and
- **Graduate Certificate in Wildlife Recreation and Nature Tourism** from UW-River Falls

Manufacturing Technology Transfer (MTT): Manufacturing Technology Transfer (MTT) (\$217,465) at UW-Stout provides the means to transfer state-of-the-art manufacturing practices to small and medium size manufacturers via interaction with UW-Stout faculty, technical advisors, and students. MTT provides direct, in-plant assistance in developing and applying a strategy for productivity improvement. MTT assesses a client company's manufacturing operations, technologies, and training needs, and then provides educational and technical services to assist companies with improvements. As a result, these companies are able to select and apply appropriate technology, maximize employee productivity and manufacturing capacity, reduce product cost, enhance product quality and customer satisfaction, and develop and implement long term planning for sustained economic growth. MTT's goal is to stimulate economic development and job creation by enhancing the state's productive capacity and competitiveness in regional and international markets.

Educational Technology Project: The Educational Technology Project (\$86,305) is located at UW-Eau Claire. This project has allowed UW-Eau Claire to develop and utilize its telecommunications infrastructure and has provided programmatic support and faculty training to serve the distance education needs of the campus. UW-Eau Claire offers freshman English composition to regional high school students, staff development for area gifted and talented teachers, and video teleconferences for staff development. Since the project began, it has developed Bachelor's and Master's in Business Administration courses that are offered over compressed video to UW-Barron County and offered nursing programs as part of the Collaborative Nursing Program.

D. Practice Entrepreneurial Fiscal Management

UW-Extension's continuing education programs, in partnership with the 26 UW campuses, offer learning opportunities to increase professional competencies, improve the workforce, and strengthen the economy. More than 200,000 people enroll in campus-based continuing education programs each year. Continuing Education units at each campus are uniquely positioned to connect university resources and expertise with a range of business and workforce sectors. Each campus unit addresses unique local challenges through programs, services, and partnerships designed and developed to

facilitate the transfer of knowledge to learners, helping them update their skills and remain competitive in today's marketplace. Outreach and E-Learning Extension programs are a tremendous value for the state of Wisconsin—for every one dollar of state support invested, the division returns \$2.62 in program revenue.

UW Learning Innovations Contracts: UW Learning Innovations acquires contracts with businesses, agencies, and academic institutions across the United States. In the last fiscal year, for example, UWLI and the Academic ADL Co-Lab have teamed up to create an online training program for the University of Wisconsin System Appointment, Payroll and Staff Benefits System (APBS) Lawson Project. UW System employees who will use the new APBS will have access to the online instruction for their initial training and then on an ongoing basis for refresher materials. The APBS system will replace current automated appointment, payroll and benefits systems.

E. Assess the Impact of Programs, Services, and Partnerships

As part of an institution-wide initiative, Outreach and E-Learning has developed guidelines and processes for evaluating and articulating the human, economic, environmental, and civic impact of continuing education programs throughout the state. Evaluation reports focus on the value that extension programs add to traditional UW courses and outreach efforts, and the community partnerships that enhance the credibility and appropriateness of continuing education programs. Impact assessment initiatives contribute to program improvement while demonstrating accountability to learners and stakeholders.

To date, the division has provided direct training to all 26 University of Wisconsin campuses, as well as the School for Workers and UW Learning Innovations. As a result, campuses have begun integrating impact assessment into their course and unit evaluations and have changed their course evaluation instruments.

The division also worked with UW Learning Innovations to develop program impacts training modules that are available online, free of charge, to all divisions. These online modules focus on basic evaluation skills and are written specifically for UW-Extension and partnering faculty and staff.

IV. BROADCASTING AND MEDIA INNOVATIONS

UW-Extension has organized its broadcasting and conferencing services in such a way as to capitalize on the convergence of broadcast and computer technologies. This complementary mix blends traditional broadcasting and conferencing with new services delivered through digital technology. New and existing audiences have access to broader and deeper content delivered through digital technologies. There are no specifically funded legislated projects in Extension Broadcasting and Media Innovations. The following are the unit's major public service program areas.

A. Broadcasting

In partnership with the Wisconsin Educational Communications Board (ECB), the Broadcasting and Media Innovations produces and delivers cultural, educational and instructional programs that meet the needs of individuals, communities, and the state, using the facilities and resources of Wisconsin Public Broadcasting. WHA-TV and WHA-Radio, licensed to the Board of Regents, serve the south central Wisconsin area, and provide educational production facilities and support for faculty in Extension and at institutions located throughout the state. There are 574,000 households that view Wisconsin Public Television each week. Wisconsin Public Radio reached 350,900 listeners each week. Every GPR dollar invested in Wisconsin Public Broadcasting leverages \$3.00 from other sources.

B. Media research and experimentation

- a. **Broadband Technology** UW-Extension Broadcasting and Media Innovations is using Internet 2 to experiment with and demonstrate the use of Internet 2 protocol to deliver video programming for preview and broadcast to University licensed television stations.
- b. **Media Asset Management** Wisconsin Public Television is experimenting with Virage and Mediasite software to create video indexing systems that allow the user to identify and search for video pieces by subject. This video indexing works much in the same way an internet search engine allows the user to search for information by key word. This indexing system will be used within our election programming to allow users to look up and stream video clips of candidates by topic.
- c. **Datacasting** UW-Extension and Wisconsin Public Television are using digital television technology to broadcast information to computers. Because digital television now uses the same language as computers (ones and zeros) we can now broadcast video, audio and text to be received and stored in computers as files. These files can be opened and used when needed by the student or teacher. The technology of datacasting requires a TV tuner card (\$200) and a standard PC. Schools in Madison, Wisconsin, are now experimenting with this delivery technology.

V. BUSINESS AND MANUFACTURING EXTENSION

Although there are no specially funded legislated projects in Business and Manufacturing Extension and its Small Business Development Center, the following are some of the unit's program areas.

A. Small Business Development Center (SBDC) Network Expansion

The Small Business Development Center continues to leverage its services to Wisconsin's business community by initiating creative partnerships with both campus and community economic development leaders.

- In partnership with the University of Wisconsin-Stout, the Center for Innovation and Development (CID) at UW-Stout officially became part of the statewide Small Business Development Center network. The CID provides a unique combination of technical, market and business development expertise to help entrepreneurs bring innovative products and technologies to market. The CID will serve as a “specialty center,” building upon the market research expertise of the SBDC’s other specialty center, the Wisconsin Innovation Service Center (WISC) at UW-Whitewater. SBDC counselors work with a wide variety of entrepreneurs, representing businesses at various stages of development. They help owners develop sound business plans, obtain financing, and acquire basic management skills. The UW-Whitewater WISC specializes in new product and invention assessments and market expansion feasibility studies for innovative manufacturers, technology businesses and independent inventors. The Center for Innovation and Development provides the next step – actual product engineering and design, prototype development, and product evaluation.
- A new Hispanic Entrepreneurial Center, El Centro Empresarial, was launched by the UW-Milwaukee Small Business Development Center to provide training, technical assistance, and networking activities for aspiring Hispanic entrepreneurs and business owners. The center provides help to emerging Hispanic entrepreneurs in a one-stop environment, with bilingual counselors to assist them.
- The UW-Madison SBDC and UW-Extension Dane County are collaborating on a project entitled Business Development in Dane County's Latino Community. The project includes a half-time business development specialist to provide business development services including one-on-one technical assistance and business counseling, retail trade analysis, educational classes and training, and access to business capital. The specialist is located at the Office of Community Partnerships Outreach Center in the Villager Mall, 2300 South Park Street, Madison. Other collaborators in the project are the UW-Madison Office of Community Partnerships, Madison Area Technical College, and the Wisconsin Women's Business Initiative Corporation. Additional funding support is being provided by the UW-Extension Cross Divisional Innovation Fund, Evjue Foundation, Park Bank, QTI Group, UW-Madison Office of Community Partnerships (in-kind office space), Midwest Family Broadcasting Group (in-kind radio advertising), and Gorman and Company.

B. Emerging SBDC Partnerships

In classic extension tradition, the SBDC has initiated partnerships with state and federal agencies, to enrich its suite of services to the state's entrepreneurs.

- **Wisconsin Department of Commerce - Entrepreneurial Training Grants** This program encourages business formation and expansion in Wisconsin by providing 75 percent reimbursement for tuition cost of an SBDC entrepreneurial training program. Components include classroom course work, individual counseling and coaching, completion of a comprehensive written business plan, and - where indicated - helping the client toward readiness for business financing. Participants in this program are selected on the basis of their potential to support a business or business expansion idea. The Commerce Department provides the grant funding for the program and the SBDC does the administration, training and counseling.
- **Edward Lowe Foundation and Wisconsin Department of Commerce – Wisconsin PeerSpectives™ Network** The Wisconsin PeerSpectives™ Network is the result of a new collaboration among UW-Extension, the Department of Commerce, and the Edward Lowe Foundation, a leading not-for-profit operating foundation whose mission is to champion the entrepreneurial spirit. This collaboration signifies an important new way to reach a critical, but often underserved audience of owners of growing second-stage companies.

Second-stage companies are established, growing businesses that are beyond start-up but not yet large corporations. Typically, these businesses face issues of growth rather than survival, and are already generating between \$750,000 and \$50 million in annual revenue, or have that range of working capital in place. These companies are key drivers of regional economies because they supply new, sustainable jobs. Second-stage business owners don't really have time to get information in traditional ways, such as classes and seminars. They need information in a just-in-time fashion, the same way business problems and opportunities occur. Peer-learning roundtables offer an excellent format to help these entrepreneurs make better decisions and build stronger companies.

The Bureau of Entrepreneurship of the Wisconsin Department of Commerce is providing scholarships to qualified participants during the first year of the program. A description of the Wisconsin PeerSpectives™ Network program is included in Section C. **Expansion of SBDC Services.**

- **Small Business Innovation Research Outreach (FAST Program)** The SBDC has developed a statewide Small Business Innovation Research (SBIR) outreach effort that links small businesses to federal research and development (R&D) funding sources. The SBDC has been successful in securing two consecutive Federal and State Technology Partnership (FAST) program awards provided from the U.S. Small Business Administration, to facilitate a partnership among the SBDC, the U. S. Small Business Administration, Wisconsin Department of Commerce, UW-Madison Office of Corporate Relations, and the Wisconsin Small Business Innovation Consortium. Through this initiative, partners developed a FAST Assistance Network supportive of SBIR and other federal agencies' programs that invite small business R&D proposal preparation.

The FAST Program's objectives are to stimulate technological innovation, use small businesses to meet federal R&D needs, encourage the participation by disadvantaged and minority persons in technological innovation, and increase private sector commercialization derived from federal R&D. The SBIR programs fund research and development efforts of a high-risk nature that have commercial potential.

C. Expansion of SBDC Services

- The Wisconsin PeerSpectives™ Network, the result of a new collaboration among UW-Extension, the Department of Commerce, and the Edward Lowe Foundation, is now offered through the statewide Small Business Development Center network on UW campuses. Wisconsin PeerSpectives™ Network brings together small groups of entrepreneurs to address important business issues. Through confidential roundtable discussions led by specially trained facilitators, CEOs, presidents, and business owners learn from each others' experiences and offer problem-solving ideas about a variety of business and leadership issues unique to growing companies.

Wisconsin PeerSpectives™ Network will be offered throughout Wisconsin beginning in the fall of 2004. Participants will meet regularly in small groups for ten sessions over a twelve-month period, at an annual cost of \$1,500 per participant. In the first year of the program, qualified participants can obtain partial scholarships from the Bureau of Entrepreneurship of the Wisconsin Department of Commerce.

The peer-to-peer training model complements a portfolio of educational services offered by the statewide UW Small Business Development Center network. Since 1977, the SBDC has provided assistance to more than 300,000 Wisconsin residents in starting or growing their business. The success of these entrepreneurial ventures is enhanced through one-to-one business counseling and a variety of professional development programs and business management classes.

Last year alone, SBDC client businesses created more than 650 new jobs and generated \$2.4 million in additional state tax revenue.

- **Tourism Initiative**
The SBDC created a specialized version of the Entrepreneurial Training Grant program to present up-to-date information on the tourism industry and show the potential for varied sources of income within the field. Participants learned to use financial planning software developed specifically for the tourism industry, and how to be better prepared to alleviate financial difficulties in the future. The Department of Commerce provided special scholarships to participants in the Snow Emergency Loan Program, and, as with other Entrepreneurial Training Grant programs, provides up to 75 percent reimbursement for tuition costs.
- **Veterans Initiative**
In collaboration with the Wisconsin Department of Veterans Affairs and the Veterans

Corporation, the Wisconsin Small Business Development Center is offering “NewVenture” entrepreneurial training workshops for veterans in the greater-Milwaukee area. Students analyze their business’ strengths and weaknesses; share ideas with other aspiring entrepreneurs; and lay the groundwork for future business relationships. Veterans who successfully complete “NewVenture” are eligible for a gift card from the Veterans Corporation valued at \$675 for computer hardware or services from Gateway Computers.

- As indicated previously, the UW-Stout Center for Innovation and Development was added as an SBDC “specialty center,” providing actual product engineering and design, prototype development, and product evaluation.
- A one-week, 40-hour entrepreneurial day camp sponsored by the UW-Extension Small Business Development Center (SBDC) and presented by the UW-Madison SBDC gives youth entering eighth and ninth grades the opportunity to learn how to start a business and manage and invest money wisely. Approximately 20 students participate each summer; scholarships are available.

D. Research

- **Wisconsin Technical Information Partnership**

The SBDC continues its partnership with the University of Wisconsin-Madison Libraries and several others to create the Wisconsin Technical Information Partnership (WisTIP). WisTIP provides information delivery services to Wisconsin businesses and is designed specifically for entrepreneurs and business owners of technology companies. WisTIP offers companies the world of science, engineering, business, medical, and law literature, drawing on one of the largest research library collections in North America. Components include delivery of documents, book loans, on-line literature and preliminary patent and trademark searches. Grants of up to \$500 are available for qualified businesses to access the program. A web site with a simple application form has been developed. Other WisTIP partners include: U.S. Small Business Administration, University of Wisconsin-Extension, Wisconsin Department of Commerce, and the TechSearch service of the UW-Madison College of Engineering.

VI. OTHER UW SYSTEM INSTITUTIONS

UW institutions other than UW-Extension manage \$20.3 million in extension and public service funds. Most funds are at UW-Madison, where they support the State Laboratory of Hygiene, the Wisconsin Veterinary Diagnostic Laboratory and other ongoing programs in the School of Veterinary Medicine, the State Cartographer’s Office, and the LaFollette Institute.

Other programs at UW System institutions support institution-based extension program activities, public service radio station operations and programming, community service forums and programs, and business awareness and development outreach efforts in communities.

The largest non UW-Extension program is the State Laboratory of Hygiene (\$6.0 million), which provides highly complex laboratory testing services.

Annual Report on 2003
Undergraduate Drop Rates

EDUCATION COMMITTEE

Resolution I.1.c.:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents accepts the Annual Report on 2003 Undergraduate Drop Rates for submission to the Joint Committee on Finance.

REPORT ON 2003 UNDERGRADUATE DROP RATES

BACKGROUND

In September 1988, the University of Wisconsin Board of Regents passed Resolution 5045 in response to 1987-88 Wisconsin Act 27. Resolution 5045 “directs the UW System Administration to:

1. Monitor course drop rates at all UW System institutions.
2. Require all UW System institutions to reduce or maintain course drop rates during any academic year at no more than five percent of the credit hours registered at the close of the tenth day of classes at the beginning of the fall and spring terms.
3. Directs all UW System institutions whose drop rates exceed five percent, effective in the fall of 1989, to develop and implement plans to reduce the drop rate to five percent. Such plans will be subject to the review and approval of System Administration.
4. Report to the Board of Regents whenever the combined rate of dropped credits across the UW System exceeds five percent in any academic year, beginning in the fall of 1990, and make recommendations for further action by the Board of Regents on UW System add/drop policies.”

The Legislature’s Joint Committee on Finance passed a motion at its September 1988 Hearing, S13.10, that directed the UW System to report to the committee annually, beginning in 1990, on:

1. Campuses where the undergraduate drop rate exceeded five percent in any semester during that year.
2. The steps being taken to achieve a maximum five percent drop rate at these campuses.

The reporting requirements to the UW Board of Regents and to the Legislature’s Joint Committee on Finance differ. UW System Administration is required to report to the Board of Regents whenever the *systemwide* rate of dropped credits exceeds five percent; however, the Legislature’s Joint Committee on Finance requires UW System Administration to report annually on *campuses* where undergraduate drop rates exceed five percent in any given semester. The objectives of both the Board of Regents and Legislative Joint Committee to reduce course drop rates below five percent have been consistently achieved over successive years in the 1990s. In September 1999, the Board of Regents requested that the Joint Committee on Finance eliminate the UW System Report on Undergraduate Drop Rates. However, the Joint Committee on Finance denied the request and the report remains a legislative requirement.

REQUESTED ACTION

Acceptance of the Report on 2003 Undergraduate Drop Rates for submission to the Joint Committee on Finance.

DISCUSSION

In this report, drop rate refers to completed credits as a proportion of enrolled credits. For the purposes of Resolution 5045, the UW System 2003 drop rate was below the five percent threshold. The UW System has achieved the intent of Resolution 5045 by reducing the number of systemwide dropped credits. In the late 1980s the systemwide drop rate was 5.5 percent. This had fallen to 3.5 percent in the spring of 2003 (the spring term of the 2002-03 academic year), and to 3.2 percent in the fall of 2003 (the fall term of the 2003-04 academic year). On an annual basis, the drop rate has fallen to 3.3 percent in calendar year 2003 (see Table 1). Over the years, the Drop Reports have demonstrated a reduction in annual course drop rates to a level that has remained well below the five percent mandated threshold. This trend indicates that course drop rates within the UW System have reached a stable level which is within the guidelines established by the Regents and the Legislature.

A report containing the following information will be sent to the Joint Committee on Finance.

Drop rates among UW institutions ranged from one percent to 5.5 percent in spring 2002-03, and from 0.7 percent to 7.6 percent in fall 2003-04. Only one institution, the UW Colleges, exceeded the five percent threshold. The UW Colleges' spring 2002-03 drop rate was 5.5 percent, and their fall 2003-04 drop rate was 7.6 percent. However, the annual drop rate for UW Colleges has decreased to 6.6 percent, from last year's 6.7 percent. The UW Colleges drop rate has steadily declined over the past five years. The reduced drop rate at the UW Colleges may be attributable to specific actions they have taken in the past few years. These actions include:

1. assessing student preparedness to succeed in college;
2. advising under-prepared students into more developmental math and English courses;
3. scheduling more freshmen orientation sessions dealing with adjusting to college courses and developing more study skills;
4. providing more linked courses and learning community formats to facilitate peer support and a more integrated learning experience; and
5. engaging in discussion and pilots to address the needs of non-traditional students.

The UW Colleges will continue to use these means to attempt to reduce the drop rate. However, given the mission of the UW Colleges and the students they serve, a five percent or lower drop rate may not be attainable.

RELATED REGENTS POLICIES

Resolution 5045 (October 1988); Resolution 6153 (July 1992).

Table 1

Percent of Dropped
Credits for
Undergraduates by
Institution
Calendar Year

	1989	1997	1998	1999	2000	2001	2002	2003
UW-Madison	Below	Below	Below	Below	Below	Below	Below	Below
UW-Milwaukee	6.8%	Below	Below	Below	Below	Below	Below	Below
UW-Eau Claire	Below	Below	Below	Below	Below	Below	Below	Below
UW-Green Bay	Below	Below	Below	Below	Below	Below	Below	Below
UW-La Crosse	5.3%	Below	Below	Below	Below	Below	Below	Below
UW-Oshkosh	Below	Below	Below	Below	Below	Below	Below	Below
UW-Parkside	8.8%	Below	Below	Below	Below	Below	Below	Below
UW-Platteville	7.3%	Below	Below	Below	Below	Below	Below	Below
UW-River Falls	Below	Below	Below	Below	Below	Below	Below	Below*
UW-Stevens Point	5.5%	Below	Below	Below	Below	Below	Below	Below
UW-Stout	Below	Below	Below	Below	Below	Below	Below	Below
UW-Superior	6.0%	Below	Below	Below	Below	Below	Below	Below
UW-Whitewater	7.2%	Below	Below	Below	Below	Below	Below	Below
UW Colleges**	6.2%	8.3%	7.7%	8.0%	7.9%	7.1%	6.7%	6.6%

* UW-River Falls was unable to submit dropped credits for spring Term 2003 due to PeopleSoft conversion problems.

** Beginning in 1996, the reported drop rates for UW Colleges reflect enhancements that were made to the methods and systems for reporting course completions. The 1989 drop rate for UW Colleges is probably under-reported.

System Total

	1989	1997	1998	1999	2000	2001	2002	2003
UW System	5.3%	3.7%	3.3%	3.6%	3.0%	3.0%	3.2%	3.3%

**NEW PROGRAM AUTHORIZATION
Bachelor of Arts and Bachelor of Science in Multimedia Digital Arts
University of Wisconsin-Whitewater
(INITIAL REVIEW)**

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedures outlined in Academic Planning and Program Review (ACIS-1.0 revised), the new program proposal for a Bachelor of Arts and Bachelor of Science in Multimedia Digital Arts is presented to the Board of Regents for initial review. As stipulated by ACIS-1.0 revised, this program proposal will be on the agenda for the October, 2004, meeting for a second review, at which time the Board of Regents will take final action on this request. If approved, the program will be subject to a regent-mandated review to begin five years after its implementation. The University of Wisconsin-Whitewater and the University of Wisconsin System Administration will conduct that review jointly, and the results will be reported to the Board of Regents.

The proposed interdisciplinary program builds upon existing multimedia digital arts minors in Art and Communication, as well as majors in Art/Graphic Design, Communication/Electronic Media, and Broadcast Journalism. The program will provide two Multimedia Digital Arts tracks: Art and Communication.

REQUESTED ACTION

No action requested at this time.

DISCUSSION

Program Description

The proposed Bachelor of Arts and Bachelor of Science in Multimedia Digital Arts focus upon the new media, information, web design and development, and interactive technology industries. This four-year, 42-credit program will be housed in the College of Arts and Communication. The proposed program brings the Art and Communication Departments together to produce an interdisciplinary major that draws from the expertise of these two popular disciplines. Courses in the program examine artistic and communication applications with special attention to ethical, legal, and commercial issues raised by new digital technologies. They will address artistic design, production processes, and the principles that form the nucleus of multimedia practice. Graduates of this program will be prepared to pursue a variety of careers as media writers/designers, visual interface designers, multimedia performers, art/creative directors, music/sound composers, motion graphics animators, graphic designers, 3/D graphics modelers, game interface designers, distributive education/information

producers, videographers, project managers or producers, and support personnel for such operations.

Program Goals and Objectives

This program is designed to provide students with the education and training needed:

- to communicate creatively and effectively through multimedia and through an interactive media environment;
- to demonstrate proficiency in the use of computer technology and software applications used in multimedia;
- to work effectively in a team, demonstrating an understanding of the roles of contributors to multimedia projects: graphic artist, digital media producers, project coordinators, etc.;
- to develop appropriate text, graphics, audio, video, animation, etc., for use in multimedia products;
- to critically review and analyze, the impact of multimedia on society and culture;
- to create and implement appropriate strategies for multimedia campaigns;
- to be aware of, and be able to critically assess and apply, aesthetic factors in multimedia.

Relation to Institutional Mission

The University of Wisconsin-Whitewater's select mission, in part, is to offer "an extensive range of undergraduate programs and degrees, including interdisciplinary programs, in letters, sciences, and the arts, as well as programs and degrees leading to professional specialization." The proposed program responds to all points in this, the first major section of the select mission statement. It is forward looking, interdisciplinary, and will offer students skills that are applicable to a number of professional specializations. Another aspect of UW-Whitewater's mission is to serve students with disabilities, and this program will support this mission through the facilities, including the computer lab, in the Center for Students with Disabilities. In addition to better serving students and reflecting current and future employment market trends, the proposed major will bring together faculty and students in the College of Arts and Communication in ways that will foster interdisciplinary studies.

Diversity

The Multimedia Digital Arts major should enhance UW-Whitewater's efforts to integrate diversity into the curricula and learning experiences offered to all its students. First, students will have the opportunity to complete such classes as Cross Cultural Communication, Mass Communication in Society, and Persuasion. These classes regularly address diversity issues. Second, students will have opportunities in their design classes to incorporate diversity themes. Finally, two of the core faculty members are people of color and one is a woman.

Need (Market Research)

The UW System Market Research office has developed an *Outlook for Jobs for Digital Arts Related Fields* (October, 2003). The data provided indicates that the job market is strong in Wisconsin and especially southeastern Wisconsin and northern Illinois, two areas served by UW-Whitewater.

In a survey of employers in southeast Wisconsin, 73 percent expressed interest in employee-retraining programs related to Multimedia Studies. More than one half of the respondents expressed interest in developing a field internship relationship with a proposed multimedia studies program and expressed willingness to work with the program in an advisory capacity by serving on an advisory board. The concepts, skills, and abilities seen as most important to the companies' success and decisions to hire applicants included high-tech/media production background, aesthetic training, team orientation, independent thought or original style, illustration skills, interactive media development, marketing, computer software troubleshooting, interpersonal skills, creative writing for media, written content development, field experiences, graphic design, inventive typography, visual content development, and advertising. Two multimedia minors (one in Art and the other in Communication), introduced just two years ago, already have a total of 120 students enrolled.

Comparable Programs

There are multimedia course offerings within many programs across the system, and UW-Stout offers a design concentration in multimedia within its art degree. UW-Parkside recently developed a digital arts major that focuses on animation. The proposed program would be the first interdisciplinary multimedia major in the UW System to integrate both the artistic applications and the communication aspects of digital arts into its curriculum. A review of state universities in Minnesota indicated that Metropolitan State University, the University of Minnesota-Twin Cities, and the University of Minnesota-Duluth have multimedia programs. However, none has an interdisciplinary program that involves both Art and Communication. Northern Illinois University also has a program entitled Time Arts but it does not involve the communication aspects of multimedia. The development of this program at UW-Whitewater will help to meet the growing need of Wisconsin students who seek preparation in the field.

Collaboration

The College of Arts and Communication is already in discussion with UW-Parkside about a collaborative program involving their new animation major. UW-Whitewater's multimedia faculty and the College of Arts and Communication staff will work with UW-Parkside staff to assure that the two institutions' programs complement each other. The College also plans to discuss collaboration opportunities with UW-Green Bay, the UW Colleges, and Madison Area Technical College.

Use of Technology/Distance Education

The BA/BS Multimedia Digital Arts major is a degree that is technology-centered. Students will spend significant time in advanced computer labs (both PC and MAC platforms) learning a variety of software applications. The faculty and staff will regularly use technology to assist with their instruction. Students will have access to five computer labs and eleven classrooms that are fully equipped with state-of-the-art computer, video, and sound technology. Hardware and software in the computer lab in the Center for Students with Disabilities has been upgraded with an allocation of \$15,900 in funding from the student Technology Fee Committee so that students who require reasonable accommodations will be able to complete their projects. In addition, students will also have access to advanced radio and television editing suites, as well as state-of-the-art multimedia visual and sound editing suites. There are no plans for the use of distance education at this time, due primarily to the high level of hardware and software capabilities needed for this major.

Academic and Career Advising

UW-Whitewater has an extensive career services program. This program offers a class to students majoring in the College of Arts and Communication to help them prepare for their initial job search. This program also assists students with the selection of majors and career paths. Multimedia faculty and staff, through their work as academic advisors and internship supervisors, will assist students with career choices. UW-Whitewater has an extensive and well-regarded academic advising process which includes University Master Advisors. All majors will be advised by a faculty or staff member who has expertise in this field.

Projected Enrollment (5 years)

	New	Continuing	Total	Degrees Granted
Implementation Year:	15	0	15	0
Year Two:	20	12	32	5
Year Three:	20	20	40	10
Year Four:	30	25	55	15
Year Five:	30	35	65	20

Assessment and Program Evaluation

The proposed major in Multimedia Digital Arts will employ a system of program evaluation similar to that used by faculty and staff to assess the performance, outcomes, and effectiveness of other majors in the College of Arts and Communication. Data resulting from needs assessment, process evaluation, and summative outcome monitoring will enable the College to assess and evaluate the effectiveness of the Multimedia Digital Arts major. Needs assessment enables the College to be responsive to the changing nature of this dynamic technical field. Process evaluation focuses on the effectiveness of the major and how to improve the major. Summative outcome monitoring enables the

College to determine whether the goals and objectives are being met. The results of these assessments will be reviewed by the program faculty and the college, and will provide a basis for curricular revision.

Evaluation from External Reviewers

Three external reviewers reviewed the curriculum for the proposed program. In response to concerns raised about the need to avoid hidden elective classes, the major tracks have been amended to include Art 2D Design and The Fundamentals of Video Production as required courses. The reviewers also provided helpful comments and clarifying questions that have been used to improve the program. For example, a reviewer reinforced the importance of animation coursework, inquiring about its inclusion in the curriculum. In the case of UW-Whitewater, animation is taught under a different course title (Kinetic Art/Multimedia Design) and is also featured in other Multimedia Design classes.

Resource Needs

The current faculty possesses the requisite expertise to provide leadership to this program. Resources for the laboratories necessary to support this program have come from several sources: (1) a system start-up grant from the Central Investment Fund led to the development of the initial lab; and (2) campus laboratory modernization funds have been used to expand the lab facilities. In addition, external private and corporate funding assisted in supporting the implementation of this program. The existing facilities are adequate to begin the major. They include four computer labs and eleven high-technology classrooms. Two of the computer labs are located in Communication and use the PC platform; the other two are located in Art and use the MAC platform. Multimedia classes that are included in the existing minors already use all four labs. One of the Art labs has high-end capabilities specifically for multimedia advanced courses. The eleven classrooms all have video data projection, PC or MAC or both platforms, data cameras, DVD, VHS, and cassette equipment. All labs and classrooms are connected to the internet. Two multimedia editing suites were added last year to the television studios and one multimedia sound editing suite will be completed by the start of the fall 2004 semester.

Two ongoing positions provided through the Economic Stimulus Program have been assigned to this program. In addition, one position in Communication has been reassigned to support coursework in this area. The College expects this program to grow over the next four years given the popularity of the two existing minors. If rapid growth is allowed to occur, then additional resources will be required to maintain the program. These resources include additional positions and additional lab space. The need for additional positions will be addressed through reallocation in the College and through requests for new positions from the University. The University has a process in place for the reallocation of positions. The additional lab space is already in the planning stage and awaits space availability and funding. Hardware needs will be addressed through

cooperative approaches involving college and university funds, including funds from Laboratory Modernization and technology fees.

RECOMMENDATION

No action requested at this time.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review
(November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised)

Budget
BA/BS Multimedia Digital Arts
Estimated Total Costs and Income

	2004-05**		2005-06		2006-07	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Fac/Acad Staff	3.5	\$200,251	3.5	\$206,259	3.5	\$212,447
Grad Assistants						
Classified Staff						
Non-personnel						
S&E		\$55,000		\$57,750		\$60,637
Capital Equip.						
Library						
Computing						
Other (Define)						
Subtotal	3.5	\$255,251	3.5	\$264,009	3.5	\$273,084
ADDITIONAL COSTS						
(specify)						
Personnel	2	\$110,000	2	\$113,300	2	\$116,699
Non-personnel		\$7,500		\$12,500		\$25,000
Multimedia Lab**				\$276,000		
Subtotal	2	\$117,500	2	\$401,800	2	\$141,699
TOTAL COSTS	5.5	\$372,751	5.5	\$665,809	5.5	\$414,783
CURRENT RESOURCES						
GPR	3.5	\$255,251	3.5	\$264,009	3.5	\$273,084
Gifts and Grants**		\$2,500		\$5,000		\$7,500
Fees						
Other (Define)						
Subtotal	3.5	\$257,751	3.5	\$269,009	3.5	\$280,584
ADDITIONAL RESOURCES						
GPR Reallocation (specify from where)	2*	\$110,000	2*	\$113,300	2*	\$116,699
Gifts and Grants		\$5,000		\$7,500		\$17,500
Fees						
Lab Funding				\$276,000		
Subtotal	2	\$115,000	2	\$396,800	2	\$134,199
TOTAL RESOURCES	5.5	\$372,751	5.5	\$665,809	5.5	\$414,783

*Reallocation of FTE and regular tuition revenue from retirements and other savings.

**Estimated hardware and software contributions to laboratories.

***Lab to be funded from college funds, gift funding, and Laboratory Modernization funds.

**NEW PROGRAM AUTHORIZATION
MASTER OF SCIENCE DEGREE IN OCCUPATIONAL THERAPY
UW-LA CROSSE
(INITIAL REVIEW)**

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedures outlined in Academic Planning and Program Review (ACIS-1.0 revised), the new program proposal for a Master of Science in Occupational Therapy (M.S.-O.T.) is presented to the Board of Regents for initial review. As stipulated by ACIS-1.0 revised, this program proposal will be on the agenda for the October, 2004, meeting for a second review, at which time the Board of Regents will take final action on this request. If approved, the program will be subject to a regent-mandated review to begin five years after its implementation. UW-La Crosse and System Administration will conduct that review jointly, and the results will be reported to the Board of Regents.

The proposed M.S.-O.T. program represents a transition from the existing Bachelor of Science in Occupational Therapy program (B.S.-O.T.). The undergraduate program was started in response to a 1993 UW System Lateral Audit. In 1995, UW-La Crosse was awarded a Title VII grant from the Health Resources and Services Administration Division of the Department of Health and Human Services to fund the start-up of a B.S.-O.T. program with the goals of increasing both the number of occupational therapists in Wisconsin and the number of therapists practicing in under-served rural areas of the state.

Changing national professional standards compel the move to the graduate level. No undergraduate occupational therapy programs will be accredited after Jan 1, 2007. The current UW-La Crosse undergraduate program will be eliminated when the current class graduates (December, 2006).

REQUESTED ACTION

No action requested at this time.

DISCUSSION

Program Description

The M.S. in O.T. curriculum is an 84-credit, 30-month program. It includes six semesters (72 credits) of academic coursework followed by two semesters (twelve credits) of full-time clinical fieldwork. A thesis option is available. The coursework is divided by the curricular themes, with foundational science courses in anatomy, physiology, pathophysiology, and neuroanatomy in the first year. Occupational Therapy practice content includes courses in occupational therapy history, philosophy, theory, and interventions with various populations

including the mentally ill, physically disabled, infants, children, and elderly. Courses in assessment, evidence-based practice, quantitative and qualitative research and publication develop the scholarly practice theme. The leadership theme includes courses in rural context, wellness, and health care systems.

A dual-degree program with the UW-La Crosse Psychology Department has been designed to allow students to apply 29 credits from occupational therapy coursework towards their undergraduate degrees in psychology. This can eliminate one year of undergraduate coursework.

Program Goals and Objectives

The mission of the Occupational Therapy Program at the UW-La Crosse is to develop entry-level clinical scholars who are skilled consumers of the literature and who use the best evidence available in their occupation-centered, client-centered occupational therapy practice. The program is designed to prepare entry-level occupational therapists with an enhanced awareness of rural health care issues and the leadership skills needed to practice with minimal supervision in varied settings. There are three foundational threads that flow from this mission statement and the overall program goals are tied to each of the curricular themes.

The program's goals are to:

- Provide instruction that enables students to acquire and use literature-based concepts and skills to function effectively as an occupational therapist;
- Teach students to acquire and apply scholarly rigor to everyday clinical practice;
- Prepare practitioners with leadership skills, cultural sensitivity, team collaboration, advocacy, and appreciation for rural health issues required for independent rural practice.

Relationship to Institutional Mission

This program is consistent with the UW-La Crosse Mission to offer graduate programs and degrees related to areas of emphasis and strength within the institution and to serve as an academic center, providing service and professional expertise, and meeting the broader educational needs of the region. The program implements selected aspects of both the UW-La Crosse and the College of Science and Allied Health strategic plans. The occupational therapy program is part of the array of health professional programs that have become a UW-La Crosse hallmark. The occupational therapy program originated through DIN-funding to meet the demand for occupational therapists in western Wisconsin. The increased emphases on rural health issues, program development, and client advocacy in the graduate program are expected to increase the contributions of UW-La Crosse graduates in meeting rural health care needs.

Diversity

The College of Science and Allied Health is placing an emphasis on minority recruitment this year. Collaborative relationships are being developed with UW-Parkside and the college-parallel programs at both Madison and Milwaukee Area Technical Colleges, with the goal of attracting a group of diverse pre-health students to the UW-La Crosse Health Profession

programs. The Health Professions programs have also recruited at student multicultural events both on campus and in Madison. There are university-wide graduate assistantships targeted for minority students. The College of Science and Allied Health is investing in long-term strategies to help strengthen the math and science preparation of middle and high school students of color, which will better prepare students for careers in all health professions.

The occupational therapy faculty highly values cultural sensitivity and has increased both content and experiences in cultural awareness in the proposed M.S.-O.T. curriculum. Cultural sensitivity is a core value of the occupational therapy profession and is extensively addressed in both academic coursework and fieldwork. Students are evaluated on their attentiveness and skill in dealing with cultural issues in their level II fieldwork placements.

Need

The job outlook for occupational therapists is very good, due to an aging population, a projected need for occupational therapists within the traditional health care system, and multiple opportunities for occupational therapists in new, emerging markets. The demand for occupational therapists across the United States is expected to increase at a rate of about 34 percent resulting in a projected 27,000 new occupational therapy positions by 2010. This projected demand for occupational therapists is due, in part, to the rapid growth in the number of middle-aged and elderly individuals who will need therapeutic services, as well as a growing number of children who need services in the school system.

In Wisconsin, the health service industry is the largest employer in the service sector and is listed among the top five industries expected to add new jobs. In the La Crosse and surrounding seven-county region of western Wisconsin, new positions for occupational therapists are projected to grow 30 percent from 1998 to 2008. When the northeastern region of Iowa and the southeastern region of Minnesota are combined with western Wisconsin, approximately 160 openings for occupational therapists are projected: 100 new positions and 60 replacements.

The market for occupational therapy services in the United States is moving away from medical settings that are dependent upon traditional forms of health care reimbursement, to emerging markets that have different funding sources. For example, in 2000, the school system was the largest employer of occupational therapists. Skilled nursing facilities, which were the most likely employment site in 1997, declined to a distant second place by 2000.

Comparable Programs in Wisconsin and Surrounding States

There are four other occupational therapy programs in Wisconsin, at UW-Madison, UW-Milwaukee, Mt. Mary College, and Concordia University. The proposed M.S. –O.T. program is not anticipated to have an impact on either the UW-Madison or UW-Milwaukee occupational therapy programs, both of which will also be at the masters' level. Nearly all of the occupational therapy students in the current UW-La Crosse B.S.-O.T. program started their college career at UW-La Crosse and it is anticipated that this trend will continue into the masters program.

Collaboration

The proposed program continues the current collaboration with the UW-La Crosse Physical Therapy program, the UW-La Crosse Psychology Department, and the Occupational Therapy Assistant program at Western Wisconsin Technical College. The occupational therapy programs at UW-Milwaukee and UW-Madison share some clinical sites with UW-La Crosse and collaboration occurs through the Wisconsin Council for Occupational Therapy Educators and Fieldwork coordinators. One distance education course was offered by UW-Madison for faculty at UW-La Crosse and this technology offers possibilities for future collaborative efforts.

Use of Technology/Distance Education

Occupational therapy practice has become more technologically based. Students must be adept at high-tech adaptive equipment solutions (computer adaptations), low-tech adaptive equipment devices, electronic record keeping, and electronic literature searching/retrieval. The Health Science Center has well-equipped laboratories which provide students with hands-on experiences in occupational therapy assessments and interventions using technological solutions.

Distance education technology is currently used to facilitate an international, problem-based learning experience with Occupational Therapy faculty and students at the Robert Gordon University in Aberdeen, Scotland. This virtual learning community introduces students from both countries to cultural issues in health care.

Academic and Career Advising

All occupational therapy faculty advise pre-occupational therapy students and there is a very active pre-occupational therapy student club on campus. In compliance with national accreditation standards, each student in the professional program is assigned an occupational therapy faculty advisor. Students meet with their advisor once per semester and establish academic and professional growth goals that are monitored throughout the student's academic career. These goals are revised into fieldwork goals and are reviewed throughout the fieldwork placements by the student and the academic fieldwork coordinator. Students also have access to the UW-La Crosse Career Services Office.

Projected Enrollment (five years)

A cohort of 24 students will be admitted each year into the program. The occupational therapy attrition rate in the past five years has been one-two students/year. Projected attrition in the M.S. in O.T. program is approximately one student per year.

	Implementation year 2005-2006	2 nd year 2006-2007	3 rd year 2007-2008	4 th year 2008-2009	5 th year 2009-2010
New Students Admitted	24	24	24	24	24
Continuing Students					
First Year	26 (BS in OT)	23 (MS)	23 (MS)	23	23
Second Year	26 (BS in OT)	26 (BS)	23 (MS)	23	23
Graduates	26 (BS in OT)	26 (BS)	23 (MS)	23	23
Total Enrollment	76	73	70 (MS)	70	70

Assessment and Program Evaluation

The occupational therapy program assessment plan measures both student learning outcomes and program outcome measures. Student learning is measured through tests, practical examinations, graded projects, clinical supervisor evaluations, and self and peer evaluations. Following graduation, students take the National Board for Certification of Occupational Therapy (NBCOT) examination. The students' scores, compared to national norms, are reported to each program and are used in continual curricular self-study. The national accreditation body requires biennial self-study reports and a comprehensive re-accreditation self-study with an on-site review every seven-ten years. Surveys of graduates and employers are conducted annually to obtain employment and satisfaction data in compliance with accreditation requirements. The faculty engages in continuous self-study to review all measures of student performance, and graduate and employer satisfaction. Curriculum revisions are made annually to address identified weaknesses and to maintain a curriculum consistent with current standards for practice. Success of the program will be measured by the following criteria.

Clinical Scholarship:

- Attrition rate from the occupational therapy program will be less than ten percent.
- The program's pass rate for first time takers of the national certification exam will surpass the national average.

Competent Practice:

- At least 75 percent of the graduates' supervisors will rate the graduates' preparation as good or better across tasks reflecting the program objectives.
- At least 75 percent of graduates will rate their academic preparation as good or better across tasks reflecting the program objectives.

Leadership:

- At least 75 percent of graduates will be employed in Wisconsin, Minnesota, or Iowa on their first job.

Evaluation from External Reviewers

Two experienced occupational therapy educators who have served on the national accreditation board reviewed the M.S. in O.T. proposal in April, 2004. Identified strengths included innovation and responsiveness to the current needs of the profession, and preparation of rural practitioners. In response to the reviewers' comments, we

- Reduced the total number of credits from 90 to 84;
- Continued recruitment efforts for a doctoral-level faculty member to fill a currently vacant position;
- Will begin discussions with other programs in the department about an interdisciplinary seminar in 2004-2005;
- Will evaluate integration of mental health content in the basic science courses in 2004-2005.

Resource Needs

All of the resources currently allocated to the B.S.-O.T. program will be reallocated to the M.S.-O.T. program and will support the program for the first year. The graduate program will not require additional full-time faculty. Since the program will run year round, a summer faculty appointment for an existing faculty member is needed starting in the summer of 2006. In addition, a small amount of adjunct faculty time is required to teach one course and one laboratory section beginning in 2006-2007. No further increases in faculty time are expected after the program is fully operational in 2007.

The current B.S.-O.T. operating budget for supplies and equipment will support the proposed M.S.-O.T. program for the first year. Additional money in the second and third years of the program is needed for increased costs associated with evaluation tools, research, fieldwork travel, and faculty continuing education. No further increases are expected after the program is fully operational in 2007.

Approximately \$43,968 has been collected each year in differential tuition in the B.S.-O.T. program. Once the M.S.-O.T. program is fully implemented, the differential tuition will increase to a total of \$67,368 per year. This increase of \$23,400 offsets the costs associated with the expense for the additional faculty summer appointment, adjunct faculty, and supplies and equipment.

RECOMMENDATION

No action requested at this time.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review (November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised).

BUDGET FORMAT

	FIRST YEAR 2005-06 (FY 06)		SECOND YEAR 2006-07 (FY 07)		THIRD YEAR 2007-08 (FY 08)	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Fac/Acad Staff	5.0	\$291,041	5.0	\$296,862	5.0	\$302,799
Ad-hoc salary**		\$4,500		\$4,590		\$4,682
Grad Assistants	0	0	0	0	0	0
Classified Staff***	0		0	0	0	0
Non-personnel						
S&E		\$32,308		\$32,308		\$32,308
Capital Equip.		0		0		0
Library		0		0		0
Computing		0		0		0
Other (Define)		0		0		0
Subtotal		\$327,849		\$340,029		\$354,808
ADDITIONAL COSTS (Specify)						
Summer Salary*				\$4,972		\$5,071
Additional S&E				\$1,297		\$9,948
TOTAL COSTS		\$327,849		\$340,029		\$354,808
CURRENT RESOURCES						
GPR		\$312,076		\$317,987		\$324,016
Gifts and Grants						
Fees		\$5,088		\$5,088		\$5,088
Other (Differential Tuition)		\$10,685		\$16,954		\$25,704
Subtotal						
TOTAL RESOURCES		\$327,849		\$340,029		\$354,808

Budget Summary Notes:

*This summer salary support for one existing faculty member will be required starting in the second year of the program (FY 2007).

**Allocated for adjunct faculty to teach one course and one lab section each year.

***The Occupational Therapy program shares four program assistants (3.59 FTE) with three other programs: Physician Assistant, Physical Therapy, and Radiation Therapy. Their salaries are accounted for in the Department of Health Professions budget.

Program Authorization (Implementation)
Ph.D. in Medical Informatics
University of Wisconsin-Milwaukee

EDUCATION COMMITTEE

Resolution I.1.e.:

That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor be authorized to implement the Ph.D. in Medical Informatics.

**NEW PROGRAM AUTHORIZATION
Ph.D. in Medical Informatics
University of Wisconsin-Milwaukee
(IMPLEMENTATION)**

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedure outlined in Academic Program Review (ACS-1.0 revised), the new program proposal for a Ph.D. in Medical Informatics is presented to the Board of Regents for implementation. If approved, the program will be subject to a regent-mandated review to begin five years after its implementation. The University of Wisconsin-Milwaukee and System Administration will conduct that review jointly, and the results will be reported to the Board of Regents.

The proposed Ph.D. in Medical Informatics is an interdisciplinary and a collaborative program between UW-Milwaukee and the Medical College of Wisconsin. It will draw on the skills, expertise, and facilities at both institutions. Medical Informatics is a field that is concerned with the cognitive, information processing, and communication aspects of medicine including the information sciences and technology to support these tasks. The field covers the application of information technology in clinical medicine, medical record keeping, medical instrumentation, and healthcare management.

REQUESTED ACTION

Approval of Resolution I.1.e., authorizing the implementation of the Ph.D. in Medical Informatics, UW-Milwaukee.

DISCUSSION

Program Description

The proposed Ph.D. in Medical Informatics draws on the collective strengths of several academic units across the UW-Milwaukee campus and at the Medical College of Wisconsin (MCW). The curriculum is interdisciplinary in nature, with required as well as elective courses offered by MCW and several academic units at UW-Milwaukee. The MCW and UW-Milwaukee collaboration will help address research problems at the interface of information technology and medicine, provide data to work with, and a testing environment in which to develop solutions.

The program will be housed in the Department of Electrical Engineering and Computer Science at UW-Milwaukee. The students will be admitted to UW-Milwaukee, which will also award the doctoral degree. Graduate faculty from both institutions will serve as advisors and research supervisors. Most of the courses needed in the new program are already being offered either at UW-Milwaukee or at MCW. Since the two campuses are located in the city of Milwaukee

and separated by only about ten miles, students will use public or private transportation for travel between campuses.

Units initially participating at UW-Milwaukee are the College of Engineering and Applied Science, the College of Health Sciences, the School of Business Administration, the School of Information Studies, and the College of Nursing. The curriculum will consist of a common set of core courses and four tracks. The core course work will include human pathophysiology, databases, medical informatics, and medical ethics. The four tracks include:

- (1) The Knowledge Based Systems Track, which focuses on the development of techniques to support decision-making in medical practice.
- (2) The Health Services Management and Policy Track, which focuses on standard, functional business areas, in addition to government health/policy/reimbursement/regulation, insurance, and other payer mechanisms.
- (3) The Health Information Systems Track, which studies the role of administrative and clinical information systems in hospitals and other healthcare organizations.
- (4) The Medical Imaging and Instrumentation Track, which focuses on understanding and developing medical imaging systems and medical instrumentation.

The program will require students to complete a minimum of 61 credits beyond the Bachelor's degree. Up to 24 credits from a related Master's degree, such as Computer Science, Electrical Engineering, Business Administration, Nursing, or Health Sciences, may be transferred to this Ph.D. program. All students will write a dissertation based on independent research conducted under the supervision of UW-Milwaukee and/or MCW faculty.

A student enrolled full-time in the program with adequate prior background, such as a Master's degree in Medical Informatics, can be expected to complete the degree in two-to-three years. A typical part-time student, working in the local medical/healthcare industry with a similar background, will probably take three-to-six credits of courses per semester, and be able to complete the degree in five-to-seven years.

Program Goals and Objectives

The main goal of the Ph.D. program is to prepare graduates to advance research in the discipline and assume leadership roles in the healthcare industry. The faculty has established specific learning outcomes and competencies for all graduates. These include proficiency in communication, research experience, shared decision-making, application of research findings, interdisciplinary collaborations, and leadership skills. Graduates will have the ability to:

- Critically review, analyze, and summarize the literature in a specific Medical Informatics area;
- Design, conduct, and analyze original Medical Informatics research that adds to the existing body of scientific knowledge;
- Apply research findings in a way that improves methods or approaches to existing techniques in Medical Informatics;
- Demonstrate proficiency in written, verbal, and electronic modes of communication in the Medical Informatics sciences;

- Publish research findings in peer-reviewed, scientific journals;
- Successfully present and defend original research findings;
- Establish interdisciplinary collaborations through education and research; and
- Function in a leadership role in an academic, research, or technical/clinical discipline.

Relationship to Institutional Mission

The proposed Ph.D. program in Medical Informatics directly relates to the Milwaukee Idea and Investment Plan priorities of "Environment, Health, Education, and Economic Development." The program also fits very well within the Milwaukee Technology Initiative, which is designed to support technological innovation in areas including, "software development, information technology, and medical records." Last, but not least, the program significantly furthers UW-Milwaukee's important goals to create and enhance interactive groups of scholars working collaboratively within UW-Milwaukee and with other regional and international universities.

Diversity

The collaborating academic units in this program have been actively working to attract and retain diverse faculty and students in terms of race and gender. Nationally, the fields of computer science and engineering have competed for the very few graduate students and potential faculty members who are from United States minority populations and/or women. UW-Milwaukee has had recent success in adding women to departments that have been heavily male in the past. In the past two years, the Electrical Engineering and Computer Science Department has hired two women faculty. Other participating units, including the School of Business Administration, have also successfully improved their gender balance among faculty in recent years.

The Advanced Opportunities Program (AOP) administered by the Graduate School, offers fellowships designed to attract and retain minority and economically disadvantaged students. The Electrical Engineering and Computer Science Department at UW-Milwaukee already has been successful in attracting a more diverse student body through the use of AOP Fellowships. The Program will continue to use the AOP fellowships and several national programs as a recruiting tool to attract and retain students with diverse backgrounds. These programs include the National Institutes of Health (NIH) Bridges to the Doctoral Degree, Minority Access to Research Careers Pre-doctoral Fellowships, the Agency for Healthcare Research and Quality Minority Pre-doctoral Fellowship Program, and the National Library of Medicine (NLM) Medical Informatics Training Program, which puts special emphasis on training minority students.

Need

There is a need for medical informatics professionals with Ph.D.-level training at both the national and regional levels to carry on research and to further train students in applied informatics. With relatively few Ph.D. programs, Medical Informatics is a growing field in terms of interest and demand.

As a new discipline, statistics from the Bureau of Labor Statistics are not yet available, but graduates of the existing Ph.D. programs readily find employment in industry, integrated healthcare

delivery organizations, or universities. Student interest in the field is high, with many of the Ph.D. granting programs accepting just a small percentage of those applying for admission.

Healthcare is one of the largest industries and employers in southeast Wisconsin. The healthcare workforce in Wisconsin, and especially in this region, needs professionals who have completed an advanced interdisciplinary program that has trained them in how to integrate clinical and administrative applications of information technology in medicine. The Computer Science Industrial Advisory Council at UW-Milwaukee, whose members come from large and small industry and business organizations in Wisconsin (including GE Medical Systems and VIASYS Healthcare), has endorsed the need for advanced graduate training in medical informatics and supports this proposal.

Comparable Programs in Wisconsin and Nationally

Seven Ph.D. programs in Medical Informatics exist to date in the United States. They are at Columbia University, Duke University, Stanford University, the University of California-San Francisco, the University of Minnesota, the University of Pittsburgh, and the University of Utah. The graduates of these programs are in high demand and are employed in diverse settings. Of these programs, the only program in the Midwest is the Health Informatics Ph.D. program at the University of Minnesota. Minnesota's focus of research is on Public Health Informatics, Clinical Decision Support, Neuro-imaging, and Telemedicine. Of these four areas, only two—Clinical Decision Support and Neuro-imaging—have components that are similar to two of the four tracks in the proposed program. Currently, there is no Ph.D. program in Medical Informatics in Wisconsin. UW-Madison offers a Biomedical Informatics track within their Computer Science Ph.D. program. However, the focus of the UW-Madison program is on Bioinformatics, which is not an area of focus in the proposed UW-Milwaukee program. In addition, the seven existing programs, and other programs which may provide similar doctoral level training but go by a different name, do not address the needs of the place-bound professionals who are expected to comprise over half of the students in the program.

There are two related Master's degree programs in Wisconsin: a new M.S. program in Healthcare Informatics in the College of Health Sciences at UW-Milwaukee; and a M.S. program in Medical Informatics offered collaboratively between MCW and the Milwaukee School of Engineering. We expect that graduates of these programs will be potential students in the proposed Ph.D. program.

Collaboration

This program is a collaboration between MCW and several academic units at UW-Milwaukee. The Ph.D. program proposal itself is the culmination of more than two years of joint effort between MCW and UW-Milwaukee faculties to design the curriculum and receive approval for the program. This effort was rooted in collaborative research by Computer Science faculty at UW-Milwaukee and Radiology faculty at MCW. The current program proposal expands this early collaboration by extending it to also include faculty at UW-Milwaukee in Electrical Engineering, Nursing, Business Administration, Information Studies, and Health Sciences.

Use of Technology/Distance Education

There are more than fifteen research and teaching laboratories or centers with state-of-the-art technology resources at UW-Milwaukee and MCW that will be used to train students in the Medical Informatics Ph.D. program. Included among them are:

- The Decision Systems and Artificial Intelligence Laboratory (UW-Milwaukee-Computer Science);
- The Center for Cryptography, Computer and Network Security (UW-Milwaukee-Computer Science);
- The Medical Imaging Laboratory (UW-Milwaukee-Electrical Engineering);
- The Biotechnology and Bioengineering Center (MCW); and
- The Functional Imaging Research Center (MCW).

Because the program has a significant laboratory component and the two institutions involved in this collaborative Ph.D. are located close to one another, there are no plans to provide courses by distance education.

Academic and Career Advising

Each student in the program will be assigned a faculty advisor, either from UW-Milwaukee or from MCW. The advisor will assist the student in planning his/her program of study and direct the student's doctoral thesis research. The advisor will also help set up the student's doctoral committee consisting of graduate faculty from the two institutions. This committee will approve the student's dissertation proposal and will serve as the examining committee for the dissertation defense. Each student's doctoral committee will include faculty with an informatics background, as well as those specializing in medical and healthcare issues. The program will maintain a job registry with links to prospective employers. In addition, currently existing career services at MCW and UW-Milwaukee will be available to students and the graduates of this new program.

Projected Enrollment

The program will attract part-time applicants from local industry and healthcare organizations, such as HMOs and hospitals, as well as full-time students with training in any of the disciplines represented by the participating academic units. The program will initially admit four to six students in each of the first three years. About half of each year's cohorts are expected to be part-time students. In three years we plan to reach a steady-state enrollment of fifteen.

	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
New Students Admitted	4	4	5	5	5
Continuing Students	0	3	7	10	10
Total Enrollment	4	7	12	15	15
Graduating Students	0	0	1	3	4

Assessment and Program Evaluation

The learning outcomes identified above will be assessed by evaluating student performance in doctoral qualifying and preliminary examinations, Medical Informatics seminars, and doctoral dissertation defenses. Evidence of student learning outcomes will be annually evaluated by a committee of the program faculty. This committee will report the recommendations for improving the program to the faculty. The report will include overall evaluations based on the direct evidence of how students are demonstrating these outcomes in examinations, seminars and dissertation defenses, as well as indirect measures such as admission and graduation rates, student evaluations of relevant courses and instructors, alumni surveys, and research publications and grants.

Evaluation from External Reviewers

The two outside reviewers for the Ph.D. in Medical Informatics endorsed the program as “well thought-out and justified.” They complimented the breadth and strength of the faculty involved and the strong involvement from computer scientists and engineers, which is somewhat unusual in other Ph.D. programs in Medical Informatics. The reviewers also provided helpful comments and clarifying questions that have been used to improve the program. For example, one of the reviewer’s comments led to a policy that doctoral committees always include faculty from both the medical/healthcare and the informatics areas. One of the reviewers suggested that courses in epidemiology and public health be part of the core curriculum, rather than electives, for the Health Services and Management Policy track. The lead faculty planner for the program will recommend approval for this change when all of the faculty participating in the program meet in the fall.

Resources

The resources needed to implement the program were received as part of the Milwaukee Idea Economic Development Plan, and reallocated from resources that already exist at MCW and in the participating academic units at UW-Milwaukee. A small amount of funding is anticipated from tuition revenue allocated to this program based on additional tuition revenue generated by the UW-Milwaukee campus as a whole.

Several new faculty have been recently hired at UW-Milwaukee in Medical Informatics or in closely related areas. There is ongoing recruitment for two additional faculty members. Due to its collaborative nature, numerous faculty in related areas at UW-Milwaukee will participate in this program. They already teach courses and are engaged in research that is of direct relevance to the program. There are also seven MCW faculty (1.0 FTE) who will initially participate in the program. Funding for one FTE graduate student is available in the program budget; other students will receive support from expected extramural grants obtained by faculty at both institutions.

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.e., authorizing the implementation of the Ph.D. in Medical Informatics, UW-Milwaukee.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review (November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised)

Estimated Total Costs and Income

	FIRST YEAR		SECOND YEAR		THIRD YEAR	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Academic Staff	1.0	\$78,853	1.0	\$81,219	1.0	\$83,655
Graduate Assistants	1.0	\$23,640	1.0	\$24,349	1.0	\$25,079
Classified Staff	0.5	\$18,836	0.5	\$19,401	0.5	\$19,983
Non-personnel						
S&E		\$12,000		\$12,000		\$12,000
Computing		\$8,000		\$8,000		\$8,000
Subtotal		\$141,329		\$144,969		\$148,717
ADDITIONAL COSTS (Specify)	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel	2.0	\$157,707	2.0	\$162,438	2.0	\$167,311
Non-personnel				\$1,000		\$2,000
Subtotal		\$157,707		\$163,438		\$169,311
TOTAL COSTS		\$299,036		\$308,407		\$318,028
CURRENT RESOURCES						
GPR (Milwaukee Idea Economic Development Plan - New GPR funding 2003)		\$157,707		\$157,707		\$157,707
Fees						
Subtotal		\$157,707		\$157,707		\$157,707
ADDITIONAL RESOURCES						
GPR Reallocation within the College and participating units at UW-Milwaukee		\$132,847		\$132,385		\$124,671
Tuition (allocation to this program based on additional tuition revenue generated by campus as a whole)		\$8,482		\$18,315		\$35,650
Subtotal		\$141,329		\$150,700		\$160,321
TOTAL RESOURCES		\$299,036		\$308,407		\$318,028

**REVISED MISSION STATEMENT
UNIVERSITY OF WISCONSIN-WHITEWATER
(INITIAL READING)**

EXECUTIVE SUMMARY

BACKGROUND

Chapter 36.09(b), Wis. Stats., requires that "the Board, after public hearing at each institution, shall establish for each institution a mission statement delineating specific program responsibilities and types of degrees to be granted."

The University of Wisconsin-Whitewater requests approval for its newly revised Mission Statement. The institution engaged in extensive discussion on campus, involving a variety of constituencies, in order to identify core values, and to align them with the University's mission, objectives, and goals. The proposed revision was approved by the Whitewater Student Government, the Academic Staff Assembly, and the Faculty Senate (on 5/4/04). UW-Whitewater's existing Select Mission Statement and the revised Select Mission Statement are provided.

REQUESTED ACTION

No action is requested at this time. If the Board of Regents agrees, a public hearing will be scheduled. Following that hearing, the proposed revision will be brought before the Board for final approval.

Select Mission of the University of Wisconsin-Whitewater
(Existing Version)

In addition to the system and core missions, the University of Wisconsin-Whitewater has the following select mission:

- a. The University offers an extensive range of undergraduate programs and degrees, including interdisciplinary programs, in letters, sciences, and the arts, as well as programs and degrees leading to professional specialization.
- b. The University offers graduate education built clearly upon its undergraduate emphases and strengths with particular emphasis in the fields of business and education.
- c. The University expects scholarly activity, including research, scholarship and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its special mission.
- d. The University provides supportive services and programs for students with disabilities.
- e. The University recruits minority and non-traditional students and provides support services and programs for them.
- f. The University serves as a regional cultural and resource center.
- g. The University provides continuing education and outreach programs as an integrated institutional activity.

Select Mission of the University of Wisconsin-Whitewater
(Existing version with underlines and strikethroughs)

The University of Wisconsin-Whitewater is committed to the development of the individual, the growth of personal and professional integrity and the respect for diversity and global perspectives. These are met by providing academic and co-curricular programs that emphasize the pursuit of knowledge and understanding and a commitment to service within a safe and secure environment.

~~In addition to the system and core missions,~~ The mission of the University of Wisconsin-Whitewater is: ~~has the following select mission:~~

- a. ~~The University offers an extensive~~ To provide a range of undergraduate programs and degrees, including interdisciplinary programs, in letters, sciences, and the arts, and as well as programs and degrees leading to professional specializations.
- b. ~~The University offers~~ To offer graduate education built clearly upon its undergraduate emphases and strengths with particular emphasis in the fields of business, education, communication, and human services. ~~and education.~~
- c. ~~The University expects~~ To engage in scholarly activity, including research, scholarship and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its special mission.
- d. To create a positive and inviting environment for multicultural students ~~The University provides supportive services and programs for students with disabilities.~~
- e. ~~The University recruits minority and non-traditional students,~~ and provides support services and programs for them.
- f. ~~The University serves~~ To serve as a regional cultural and resource center through its service initiatives.
- g. ~~The University provides~~ To provide continuing education and outreach programs as ~~an~~ integrated institutional activityies.
- h. To provide a variety of co-curricular activities to enhance out-of-class learning opportunities.
- i. To maintain a high level of personal and professional integrity in all university life and activities.

Select Mission of the University of Wisconsin-Whitewater
(4/20/04)

The University of Wisconsin-Whitewater is committed to the development of the individual, the growth of personal and professional integrity and the respect for diversity and global perspectives. These are met by providing academic and co-curricular programs that emphasize the pursuit of knowledge and understanding and a commitment to service within a safe and secure environment.

The mission of the University of Wisconsin-Whitewater is:

1. To provide a range of undergraduate programs and degrees in letters, sciences, the arts, and professional specializations, including interdisciplinary programs.
2. To offer graduate education built clearly upon its undergraduate emphases and strengths with particular emphasis in the fields of business, education, communication, and human services.
3. To engage in scholarly activity, including research, scholarship and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its special mission.
4. To create a positive and inviting environment for multicultural students, students with disabilities, and nontraditional students, and provide support services and programs for them.
5. To serve as a regional cultural and economic resource center through its service initiatives.
6. To provide continuing education and outreach programs as integrated institutional activities.
7. To provide a variety of co-curricular activities to enhance out-of-class learning opportunities.
8. To maintain a high level of personal and professional integrity in all University life and activities.

Approved by the University of Wisconsin-Whitewater, May 4, 2004

Revised Mission Statement
University of Wisconsin-Extension

EDUCATION COMMITTEE

Resolution I.1.f.(2):

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the University of Wisconsin Extension's revised mission statement.

**REVISED MISSION STATEMENT
UNIVERSITY OF WISCONSIN-EXTENSION
(APPROVAL)**

EXECUTIVE SUMMARY

BACKGROUND

Chapter 36.09(b), Wis. Stats., requires that "the Board, after public hearing at each institution, shall establish for each institution a mission statement delineating specific program responsibilities and types of degrees to be granted."

The University of Wisconsin-Extension requests approval for its revised Mission Statement. The revised mission results from a process of extensive institution-wide discussions and a comprehensive reconsideration and updating of the purpose and goals of UW-Extension. The product is an entirely new document articulating Extension's mission. Both the original and revised mission statements are attached.

UW Extension's revised mission statement underwent initial review at the October 9, 2003, meeting of the Education Committee. On July 14, 2004, a statewide public hearing was held at six locations (Madison, Menasha, Milwaukee, River Falls, Superior, and Wausau), attended by central administrators from UW-Extension, and Regents Roger Axtell and Peggy Rosenzweig. Speakers included UW-Extension clients, community leaders and government officials, along with representatives of UW-Extension faculty and staff governance groups.

REQUESTED ACTION

Approval of Resolution I.1.f.(2), approving UW-Extension's revised mission statement.

University of Wisconsin-Extension

432 North Lake Street
Madison, WI 53706
608-262-3786
608-262-8404 (fax)
608-265-9317 (TTY)

August 30, 2004

To: Senior Vice President Cora Marrett, UW System Administration

From: Provost and Vice Chancellor Marv Van Kekerix, UW-Extension

Subject: Proposed UW-Extension Select Mission – Final Approval

We have now completed a very thorough process of reviewing the University of Wisconsin-Extension's Select Mission, and hope that the Board of Regents will provide final approval for this new statement at your September meeting.

Working to update a Select Mission that was originally approved by the Board of Regents in 1988, our goal was to create a concise, enduring and meaningful statement of purpose for all of UW-Extension's internal and external stakeholders. A key component of this effort was to illustrate clearly our institution's unique role within the UW System, and our special relationship with all Wisconsin people.

As the following timeline illustrates, this process of reviewing and updating UW-Extension's Select Mission has involved extensive conversations with many internal and external stakeholders. Most recently, we held a special statewide public meeting to assess how clients and learners view the proposed Select Mission, and whether the revised statement reflects their personal experiences with our outreach programs.

REVIEW TIMELINE

<i>Stakeholder Group</i>	<i>Discussion/Meeting</i>
UW-Extension Deans and Directors	May 21, 2003
Chancellor's Executive Council	June 9, 2003
University Committee and Faculty Senate Initial Discussion	June 10, 2003
Systemwide Extension Council Initial Discussion	June 11, 2003
Academic Staff Council Initial Discussion	June 18, 2003
National Association of State Universities and Land Grant Colleges – Council on Extension, Continuing Education, and Public Service	June 19, 2003

Cooperative Extension Administrative Committee	June 26, 2003
Broadcasting & Media Innovations Management Team	July 11, 2003
Continuing Education Extension Committee	July 17, 2003
UW-Extension Diversity Council	July 21, 2003
UW-Extension Communications Team	July 24, 2003
SBDC Advisory Board	July 28, 2003
Outreach & E-Learning Management Team	August 5, 2003
Friends of WHA	September 2, 2003
UW-Extension Deans and Directors (Second Discussion)	September 3, 2003
Chancellor's Executive Council (Second Discussion)	September 8, 2003
University Committee and Faculty Senate (Second Discussion & Approval)	September 9, 2003
Wisconsin Associated County Extension Committees	September 15, 2003
Academic Staff Council (Second Discussion & Approval)	September 17, 2003
Wisconsin Public Radio Association	October 2, 2003
UW Board of Regents (Initial Reading)	October 9-10, 2003
Statewide Public Meeting (locations in Madison, Milwaukee, Menasha, River Falls, Superior and Wausau)	July 14, 2004
Request for final approval by the UW Board of Regents	September 9-10, 2004

Attached are copies of the proposed Select Mission and the current (1988) version, along with a summary of the Statewide Public Meeting held on July 14, 2004. I look forward to discussing this matter with you and the Regents. If you have any questions about this process, feel free to contact me or David Giroux, UW-Extension's Director of Public Information (608-262-9871, david.giroux@uwex.edu), at any time.

Thank you.

Copy w/ Attachments:
 President-elect Kevin Reilly
 UW-Extension Executive Council

Proposed UW-Extension Select Mission (186 words)

DRAFT* – Revised Sep. 18, 2003 – *DRAFT

Through the University of Wisconsin-Extension, all Wisconsin people can access university resources and engage in lifelong learning, wherever they live and work.

Fundamental to this mission are UW-Extension's partnerships with the 26 UW campuses, the county and tribal governments, and other public and private organizations. Fulfilling the promise of the Wisconsin Idea, UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish mutually beneficial connections with all its stakeholders.

For millions of Wisconsin individuals, families, businesses and communities, UW-Extension is the doorway to their public university, enabling them to:

- Achieve personal growth, professional success and organizational effectiveness through formal and informal learning;
- Address the changing needs of the state and society by applying relevant university research; and
- Gain greater access to educational, cultural and civic resources through the use of technologies.

In addition, UW-Extension supports the University of Wisconsin System mission by:

- Providing strong leadership for the university's statewide public service mission;
- Integrating a scholarly approach to outreach across many academic disciplines; and
- Addressing the specific educational needs of under-served, disadvantaged and non-traditional students.

DRAFT - # # # - DRAFT

Approved by the UW-Extension Faculty Senate on September 9, 2003

Approved by the UW-Extension Academic Staff Council on September 17, 2003

Initial reading by the UW Board of Regents on October 9, 2003

Statewide public meeting held on July 14, 2004

UW-Extension Select Mission (758 words)

Approved by the UW System Board of Regents – June 10, 1988

In addition to the UW System mission, the mission of the University of Wisconsin-Extension is to provide, jointly with the UW institutions and the Wisconsin counties, an extension program designed to apply University research, knowledge, and resources to meet the educational needs of Wisconsin people, wherever they live and work. This mission includes the programs of the three UW-Extension divisions, Cooperative Extension, General Extension, and Telecommunications, in:

- **Teaching:** To extend noncredit continuing education opportunities and campus-based degree credit, including programs to meet the relicensure and recertification needs of professionals, through a variety of delivery methods and media. These programs develop, organize, and impart knowledge and research applications needed by the general public and by such special groups as business, labor, agriculture, youth, families, government, and the professions.
- **Applied Research:** To identify research problems, conduct applied research, and demonstrate the results of research relevant to the specific needs of individuals, organizations, businesses and communities.
- **Public Broadcasting and Communications:** To provide informational, educational, cultural, and public affairs programming via public radio and television, and to improve and encourage effective use of existing and emerging communications technologies for public information, extension education, and communication among faculty, staff and clientele.
- **Statewide Program Leadership, Coordination, and Accountability:** To provide for access of all Wisconsin citizens to the research, knowledge, and resources of their University System through program leadership, budget administration and program/budget accountability for a coordinated statewide extension program delivered with and through the University of Wisconsin System institutions and county and area Extension offices.

UW-Extension also serves as the UW System and state land-grant representative for extension program relationships with state government, appropriate state and federal agencies, and private sector groups, and it joins with county and other local units of government in the administration of the Cooperative Extension program.

The more specific character and purposes of the University of Wisconsin-Extension are delineated by examples of its particular program goals and clientele. These include, but are not limited to, the following:

- a) To educate and help agricultural producers, related businesses, and consumers apply the knowledge gained from basic and applied research.
- b) To strengthen the economy of Wisconsin and the economic interests of working people through educational and counseling programs for business owners/managers and employees, entrepreneurs, labor and trade union leaders, local governments, and community groups.
- c) To improve the cost-effectiveness and quality of government services and community planning through educational programs and counseling assistance to government officials and leaders of both urban and rural communities.

- d) To provide continuing education for professionals, organized groups, and the public on new developments in technical and scientific research and its applications.
- e) To meet the educational needs of families and community leaders as they seek to improve the quality of life in the home and community and help youth realize their full potential and become responsible citizens.
- f) To provide a wide range of educational opportunities for individuals to develop leadership skills and improve their effectiveness in volunteer roles.
- g) To provide educational and public policy contributions to assure environmental quality and adequate conservation and efficient use of our natural resources.
- h) To enhance individual and group understanding of public policy issues and the implications of social, political, economic, and technological change.
- i) To contribute to the quality of elementary and secondary education through counseling, application of research findings, and educational programs for families, communities, and school professionals.
- j) To improve human health and nutrition and the availability and quality of health care and social services through educational assistance to professionals, paraprofessionals, institutions, families, and communities.
- k) To meet individual and community needs for intellectual development, cultural enrichment, and creative learning in the arts, sciences, and humanities.
- l) To create a better understanding of communication processes and the function of the mass media in society.
- m) To take a strong leadership role in serving the special needs of women, minority, disadvantaged, disabled, and non-traditional students.
- n) To investigate and inventory the state's rock, mineral, water, soil, biologic, and climatologic resources and coordinate topographic mapping as a base for economic development, resource and environmental management, construction and siting, resource and land use policy and education.
- o) To expect scholarly activity, including research, scholarship and creative endeavor, that supports its programs.

To cooperate with public and private agencies, associations, and professional groups in sponsoring, developing, and/or providing access to educational programs to meet the needs of Wisconsin citizens. This cooperation shall be achieved in ways consistent with the missions and roles of the UW System and other state and federal agencies.

Summary: Mission Review Public Meeting

July 14, 2004

Overview

This two-hour statewide event, led by UW-Extension Chancellor Kevin Reilly, provided a unique opportunity for people to comment on UW-Extension's proposed Select Mission. Using campus and county facilities equipped with real-time videoconferencing equipment, UW-Extension invited public comment on the new mission from a wide variety of clients and stakeholders.

In addition to providing positive comments about the new statement, participants in this event offered an array of compelling personal anecdotes that reinforced the importance of university outreach programs. The event confirmed that the new Select Mission accurately reflects the role of UW-Extension in the lives of Wisconsin citizens.

Locations

Madison (The Pyle Center), Menasha (UW-Fox Valley), Milwaukee (UW-Milwaukee), River Falls (UW-River Falls), Wausau (UW-Extension Marathon County Office), and Superior (UW-Superior).

Participating Regents

Regent Roger Axtell and Regent Peggy Rosensweig

Selected Participant Comments

"After running my small business for three years, I enrolled in an Entrepreneurial Training Program at UW-Superior. Through this program, I was finally able to write a concise and comprehensive business plan. I was able to define my business from the top-down and gain a better understanding of what I had actually created. I was able to better map out a plan to continue growing my business, and it also gave me a much better understanding of the financial requirements of running a small business. Since taking this course, I've added a new warehouse in Superior, and I've also added two new employees. . . . The mission statement accurately reflects what I expected out of UW-Extension, and what I got out of it. . . . The ongoing support of the SBDC is a critical component of my business model." – **Eric Morris, President, Red Paw Feed, Port Wing**

"The thing that impresses me most about . . . the educational materials developed by Extension, which far exceed the quality of educational materials I work with in school, is the research behind them. They are excellent . . . they are presented excellently, and they work with hands-on situations, which gives kids in 4-H another alternative. Your mission talks about reaching out to people who might otherwise not be reached, and these materials work well with students for whom traditional materials don't always work. I

can't say enough about the research that Extension provides on environmental issues.” –
Pat Luostari, Douglas County 4-H Board of Directors, Maple

“I started my career as member of a 4-H club when I was very young. I learned to sew, raised a jersey calf, went to wonderful fairs, and I look at the 4-H clubs now, and I think ‘boy I wish I was a kid again!’ One thing I’ve always thought, as I’ve gone through my career as a county board supervisor, is ‘if you have a problem and you don’t know where to go to get it taken care of, you go to Extension.’ I have always been a big booster of Extension.” – **Nancy Barker, Winnebago County Board, Menasha**

“Our involvement with UW-Extension has been very extensive and very important. I see our need for assistance from UW-Extension as only increasing. About three years ago, we completed the Fox Valley Economic Opportunity Study. That really provided our first look at the Fox Cities economy in about 15 years. It gave us a vision for the future in terms of new job creation. Now there’s a new study going on that’s even more extensive. . . . UW-Extension is providing a lot of the economic analysis that is critical to the findings and the vision. This is going to be the first economic study in this part of the state that is really going to provide a regional approach to economic development. . . . In addition to both of those studies in terms of allocating our scarce marketing dollars, the local UW-Extension office has been very involved in educating people about the local economy and economic trends.” – **James Schlies, Fox Cities Chamber of Commerce, Appleton**

“I want to thank Milwaukee County and the UW-Extension for the opportunity to have a community garden. It has yielded an abundance of products that we have shared with needy families. I would be lost without the gardens, as would a lot of other senior citizens. If the county and the extension didn’t provide the gardens, who would?” – **Ed Miller, Retired Teacher/Gardener, Milwaukee**

“I’m a non-traditional student who graduated in May with an online master’s degree in criminal justice from the UW-Platteville. I’m glad the new mission statement acknowledges online degree programs. . . . My main job is being the best parent I can be to our 11-yr old daughter. The fact that I could earn a master's online by continuing my volunteer work and without disrupting the family was wonderful. The faculty at Platteville were wonderful to work with, and they were always there for the online student. . . . As a non-traditional student, attending classes 2-3 times a week would simply not work with my schedule. I never set foot in a classroom, yet I feel as if my instructors and the UW-Platteville distance learning center employees are my friends.” – **Deborah Rice, UW-Platteville graduate, Madison**

“I think it’s a great statement. Less is really more. It’s based on partnerships and know-how, in terms of working with communities and neighborhoods, and that’s just great. . . . My experience with the UW-Extension Dane County staff has been excellent. . . . The kinds of programs that we’ve developed . . . are exactly in alignment with your proposed select mission. Thanks to a recommendation from Pat Ludeman, one of the Dane County agents, we decided to assist with income taxes in the volunteer income tax program

through the Department of Revenue and the IRS, in partnership with UW-Extension and UW-Madison. . . . We did 2,000 income tax returns in 2002, 3,000 in 2003 and almost 4,000 this past year. That put an estimated \$5 million dollars back into the hands of poor people. We have plans to expand that into a financial education center.” – **Mary Rouse, Assistant Vice Chancellor, UW-Madison**

“I think the Senior Outreach studies program – SOS – is rather unique. It really addresses the lifelong learning component in the proposed select mission. The program started in 1987 with 23 participants. Last spring, over 200 were registered. I think that growth is due to the breadth of the offerings at SOS. One of the most popular programs has been “morning with the professor,” where any number of professors are invited to speak on whatever they want to speak about—it could be their classroom expertise, or some specific personal interest. . . . People enjoy those sessions because they are dealing with people who are knowledgeable in a great array of learning experiences, and they don’t mind to arguing with the professor.” – **June Gibson, Senior Outreach participant, River Falls**

“I graduated from UW-River Falls, and struggled to find a job that was local. I purchased an 11-acre farm . . . [and bought 10 sheep]. . . . They were ugly, they smelled and they were noisy, and I had no idea how to raise sheep whatsoever. I went to the UW-Extension class . . . they provided education on breeding, feeding and all of the other aspects of raising sheep. I showed up once or twice a month for six sessions. At the time, the sheep industry was struggling. . . . I cannot express to you how I went from 10 sheep to 107 sheep...avoiding the pitfalls that can be associated with a lack of knowledge.

“I am chairman of an intergovernmental cooperation effort that is trying to gather information to reduce costs of services provided by the agencies. We’re a small group that is correlating information provided by Extension. We are going to be directly dependent on the information provided by the Extension office.” – **Louie Campbell, Chairman, Town of River Falls/Farmer, River Falls**

“I was born and raised in Wausau. I’m an alum of UW-River Falls. I’m a former ag loan officer, and I’ve fallen into farming for the rest of my life, I hope. One of the things that caught my attention was ‘for millions of Wisconsin individuals, families, businesses, and communities, UW-Extension is the doorway to their public university.’ My experience growing up was around 4-H, so I’ve known local agents like our local dairy agent. That has been an important way for me to express my love of agriculture and different talents that people can exhibit. Through my previous work, I worked with Tom Cadwallader and Mike Wildeck through the Cooperative Extension. . . . One of the things they’ve been busy with is the ag incubator program . . . trying to initiate rotational grazing as a way for retiring farmers to establish new and coming farmers who don’t have that financial opportunity.” – **Sam Zimmerman, Farmer, Ringle**

“It is gratifying to know that programs offered in Lincoln County are reaching all people within the borders of our state. Whether we are involved in a 4-H meeting or event, a teen

court planning session, a grazing seminar, economic advice to a local business or a nutrition education program for low-income families, we are there to guide and support. . . . Involvement in these types of citizen needs are everyday happenings. . . . In reading the proposed select mission, I feel it contains the message required to perfectly convey the purpose of UW-Extension” – **Wayne Plant, Lincoln County Board, Merrill**

“We work with a 4-H group that is mostly home-school kids. The opportunities offered to us have been varied. We spend a lot of time doing activities together in our club. Many families really enjoy the curriculum, and use it to support their family curriculum. 4-H is helping with the lifelong learning process for both adults and kids in our clubs. For example, some of the children in our club are very involved in poultry. They make themselves available to others to answer questions and look at sick birds, and they’re becoming young professionals through 4-H.” – **Sheila Fillmore, Douglas County 4-H Board of Directors, Lake Nebagamon**

“My business partner and I started a small archery shop here in Douglas County. Prior to starting this, we knew a lot about archery and very little about business. Thanks to Julianne and UW-Extension, we know a lot about archery and a little bit more about business. As I looked at this mission statement, I looked at that first bullet point and I thought about personal growth, professional success and the organizational effectiveness. I felt very fortunate to go to Julianne and start learning about developing and organizing a business. For me, everything in that first bullet was compounded through the SBDC. She directed us in ways that we could improve our business skills. What we thought was not successful, she deemed successful, and gave us the energy to further pursue our business venture. . . . I’m a police officer in Superior, and I’m a very to-the-point, black-and-white, clear-and-concise type of person. I can’t see anything that I’d change.” – **Mike Jaszczak, Custom Archery and Outdoors, South Range**

“When you look at this 758 word thesis from 1988, now scaled down to 186 words, the thing that comes to mind is that we have the largest campus in all of Wisconsin, and probably the smallest staff. Don’t you wish you had the staff of Milwaukee and Madison for the UW-Extension? I wish we did. . . . The Wisconsin idea is precious and effective.” – **Joe Maehl, Winnebago County Board, Neenah**

“I like the mission statement as it’s revised. I like the shorter version. I like the first paragraph that can say it all, basically. Personally . . . I’ve gained from my long association with Extension. . . . All the research in the world is good, but unless it’s applicable, and someone can make it relevant to the users, it wouldn’t be worth very much. I particularly like the last bullet . . . I think those are often the ones that are left behind. They can’t afford a college education, and maybe don’t have parents to help them look for goals that are higher than those that they were brought up with. . . . The faculty in our communities are the ones who make extension work. They open the door to our public university.” – **Eunice Lawrence, Waupaca County Board, Waupaca**

“The new statement more than adequately covers what you previously used 758 words to do. . . . Organized labor serves quite a beneficial position in society. It provides a check

and balance. In most societies, where you don't have a check and balance, you tend to drift into more problems than good. A lot of the problems [we face] are associated with administering contracts, and there aren't a lot of avenues for help and information on that, and the School for Workers provides a wonderful resource for that sort of thing. . . . We were able to utilize the School for Workers to get a clearer understanding of those provisions of the Fair Labor Standards Act, and tailor an agreement to something that was compliant and stayed in the intent of our original agreement. . . . UW-Extension is providing the tools that we can work with to come up with a plan to keep manufacturing in Wisconsin and provide a viable economy. It's that type of information that's very important. Labor needs to have that information, and that's something that Extension provides for us. . . . At Harley-Davidson, we have somewhat of a nontraditional labor agreement. We do things that normally aren't associated with labor-management relationships, and we're breaking new ground. The School for Workers has provided facilitation to work through those types of issues." – **Richard "Chopper" Krause, President, PACE Local 7-0209, West Allis**

"Faculty roles have typically focused on teaching, research and service. However, faculty at UW-Extension are a little different. We do not see those as three distinct roles, but as an integrated whole. All three are needed for engagement. The mission statement provides the foundation for Extension faculty to continue to play a leadership role, and the institution to serve as a model for 21st Century engagement." – **Holly Breitkreutz, President, UW-Extension Faculty Senate, Madison**

"Yesterday, I received the following e-mail . . . 'I just wanted to thank all of you at WPR and the Ideas Network. I'm stationed at Osan AB in Korea, and it's great to be able to listen to you on the Internet while I'm away from home. Thank you and keep up the good work.' Between music, educational, Wisconsin history, and Badger Sports programs on Television, and the classical music and educational programs on radio, the broadcasting functions of Extension have certainly enriched my life. . . . I have obtained personal growth, professional success and organizational effectiveness because of my contact with Extension." – **Bob Lenz, Wisconsin Public Radio volunteer, and member of Friends of WHA, Madison**

"We're excited about the new mission. It reflects the ideas and concepts generated in several discussions with the governance groups, including both faculty and academic staff. We're enthusiastic about moving this forward." – **Gloria Green, Chair, UW-Extension Academic Staff Council, Madison**

"The thing I remember most about my time in 4-H was winning a merit award with my sister at the Wisconsin state fair. It was a big moment for us, and it had taken me eight years to get there. As a shy home-schooled 12-year old, I had reluctantly joined 4-H for my mother, and I really didn't have any idea what to expect. As soon as I joined, I was surrounded by encouragement and opportunity. Soon, I found myself preparing for demonstration contests and training my dog for the dog show. . . . My time in 4-H helped me to learn what my talents were, challenged me to work hard to succeed, and gave me the room and support that I needed to grow into a confident leader. . . . You have educated, you have reached out, and you have inspired people like me." – **Betsy Francoeur, Alice in Dairyland, Merrill**

Rename the Division of Professional Studies and Outreach
University of Wisconsin-Green Bay

EDUCATION COMMITTEE

Resolution I.1.g.:

That, upon recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the name of the University of Wisconsin-Green Bay Division of Professional Studies and Outreach be changed to the Division of Professional and Graduate Studies.

**RENAME UNIVERSITY OF WISCONSIN – GREEN BAY
DIVISION OF PROFESSIONAL STUDIES AND OUTREACH
(APPROVAL)**

EXECUTIVE SUMMARY

BACKGROUND

Academic Information Series 1. revised, requires that any request to "establish, rename, or eliminate a College, School, or Division" receive Board approval. The University of Wisconsin-Green Bay requests authorization to rename the Division of Professional Studies and Outreach to the Division of Professional and Graduate Studies.

The University of Wisconsin-Green Bay wishes to strengthen, highlight, and build on the resources and opportunities for adult access and lifelong learning that the institution offers through Outreach and Extension. To support this effort, the University proposes changing one reporting line within Academic Affairs, so that the Director of Outreach and Extension reports directly to the Provost rather than to the Dean of Professional Studies and Outreach. This reorganization enables the Director of Outreach and Extension to sit on the Provost's Administrative Council, to play a greater role in UWGB's strategic and operational planning, and to work more easily with other divisions on the UWGB campus.

Removing Outreach and Extension from this division is the only organizational change involved; all other components of the division remain the same. This division will be headed by a Dean of Professional and Graduate Studies (instead of a Dean of Professional Studies and Outreach).

REQUESTED ACTION

Approval of Resolution I.1.g., approving the name change of the UW-Green Bay Division of Professional Studies and Outreach.

RELATED POLICIES

Academic Information Series 1. revised (ACIS-1). Academic Program Planning and Program Review (May, 2000).

UNIVERSITY of WISCONSIN
GREEN BAY

June 8, 2004

To: Ronald M. Singer, Associate Vice President
From: Sue K. Hammersmith, Provost and Vice Chancellor for Academic Affairs
Re: Notification and Approval of Name Change

The University of Wisconsin-Green Bay wishes to strengthen, highlight, and build on the resources and opportunities for adult access and lifelong learning that we offer and will offer through Outreach and Extension. To support this effort, we want to change one reporting line within Academic Affairs, so that the Director of Outreach and Extension reports directly to the Provost rather than to the Dean of Professional Studies and Outreach. This reorganization enables the Director of Outreach and Extension to sit on the Provost's Administrative Council, to play a greater role in UWGB's strategic and operational planning, and to work more easily with other divisions on the UWGB campus.

To effect this change, we request approval to change the name of the original division from "Professional Studies and Outreach" to "Professional and Graduate Studies."

Removing Outreach and Extension from this division is the only organizational change involved; all other components of the division remain the same. This division will be headed by a Dean of Professional and Graduate Studies (instead of a Dean of Professional Studies and Outreach).

The name of Outreach and Extension and the title of the head of the division (Director of Outreach and Extension) will remain the same at this time. As our programming evolves, we may request approval to rename this division at a later date, but not at this time.

Thank you for your consideration. If you need further information, please get in touch.

cc: Bruce Shepard, Chancellor, UW-Green Bay
Marvin van Kekerix, Vice Chancellor/Provost, UW-Extension
Jan Thornton, Director of Outreach and Extension, UW-Green Bay

Elimination, Renaming, and Creation of Schools and Colleges
University of Wisconsin-Eau Claire

EDUCATION COMMITTEE

Resolution I.1.h.:

That, upon recommendation of the Chancellor of the University of Wisconsin-Eau Claire and the President of the University of Wisconsin System, the Board of Regents approves the following organizational changes at the University of Wisconsin-Eau Claire: 1) the elimination of the College of Professional Studies; 2) the elimination of the School of Human Sciences and Services; 3) the renaming of the School of Education to the College of Education and Human Sciences; and 4) the renaming of the School of Nursing to the College of Nursing and Health Sciences.

**ELIMINATION, RENAMING, AND CREATION OF
SCHOOLS AND COLLEGES
UNIVERSITY OF WISCONSIN-EAU CLAIRE
(APPROVAL)**

EXECUTIVE SUMMARY

BACKGROUND

Academic Information Series 1. revised, requires that any request to "establish, rename, or eliminate a College, School, or Division" receive Board approval. The University of Wisconsin-Eau Claire requests authorization to make the following organizational changes: 1) the elimination of the College of Professional Studies; 2) the elimination of the School of Human Sciences and Services; 3) the renaming of the School of Education to the College of Education and Human Sciences; and 4) the renaming of the School of Nursing to the College of Nursing and Health Sciences.

The reorganization was initiated in May, 2004, by Chancellor Donald Mash and presented at that time to UW-Eau Claire's governance structure for consideration. On August 23, 2004, the departments and schools affected by the proposed changes met, voted, and approved them. On August 25, 2004, the University Faculty met to consider and vote on the proposed changes. The major changes approved by the University Senate were:

- (a) That the College of Professional Studies be eliminated;
- (b) That the School of Human Sciences and Services be eliminated and the departments within the school be moved to other colleges;
- (c) That the School of Education be renamed the College of Education and Human Sciences consisting of the departments of Curriculum and Instruction, Foundations of Education, Special Education, Social Work, Kinesiology, and Communication Disorders;
- (d) That the School of Nursing be renamed the College of Nursing and Health Sciences consisting of the departments of Nursing Systems, Family Health Nursing, Adult Health Nursing and Public Health Professions; and
- (h) That these changes be reviewed by university administration after two years and reported to the University Senate.

REQUESTED ACTION

Approval of Resolution I.1.h., approving the elimination of the College of Professional Studies; the elimination of the School of Human Sciences and Services; the renaming of the School of Education to the College of Education and Human Sciences; and the renaming of the School of Nursing to the College of Nursing and Health Sciences.

RELATED POLICIES

Academic Information Series 1. revised (ACIS-1). Academic Program Planning and Program Review (May, 2000).

August 25, 2004

TO: Katharine C. Lyall, President
Cora B. Marrett, Senior Vice President

FROM: Donald J. Mash
Chancellor

RE: Organizational Changes at UW – Eau Claire Requiring BOR Approval

In early May I consulted with the governance structure on organizational changes that I believe will position UW-Eau Claire to begin this academic year strongly and also will serve the University well for many years to come. These changes included the dissolution of the College of Professional Studies and the creation of the College of Nursing and Health Sciences and the College of Education and Human Sciences. I informed the entire university community about these proposed changes on May 5th and invited questions and suggestions related to this proposal. In addition, throughout the summer the academic departments and schools within the College of Professional Studies have worked with Interim Provost Steve Tallant to continue their discussions related to these organizational changes.

On Monday, August 23rd, the associated departments and schools met, voted, and approved these proposals. On Wednesday, August 25, the University Faculty met to consider and vote on organizational changes. They approved the following:

- (a) the College of Professional Studies be eliminated
- (b) the School of Human Sciences and Services be eliminated and the departments within the school be moved to other colleges
- (c) the School of Education be renamed the College of Education and Human Sciences consisting of the departments of Curriculum and Instruction, Foundations of Education, Special Education, Social Work, Kinesiology, and Communication Disorders.
- (d) the School of Nursing be renamed the College of Nursing and Health Sciences consisting of the departments of Nursing Systems, Family Health Nursing, Adult Health Nursing and Public Health Professions.
- (e) the Department of Kinesiology & Athletics be renamed the Department of Kinesiology
- (f) the Department of Allied Health Professions be renamed the Department of Public Health Professions (PHP) and the associated course prefix of ALLH be changed to PHP
- (g) the major of Environmental and Public Health be renamed Environmental Public Health and the related undergraduate and graduate degrees and majors be renamed accordingly
- (h) and that this change be reviewed by university administration after two years and reported to the University Senate.

August 25, 2004

Katharine C. Lyall, President

Cora B. Marrett, Senior Vice President

Page 2

These changes have now been approved through our governance process, and I have subsequently approved them. I am now forwarding these for BOR approval. I request that these items be placed on the September Board meeting agenda; I am eager to finalize associated plans on campus.

If you need additional materials from me, please contact me or Interim Provost Tallant.

DJM/s

cc: Associate Vice President Ronald Singer
Interim Provost and Vice Chancellor Steven Tallant
Administrative Officer Jan Morse

Amendments to
Faculty Personnel Policies and Procedures
University of Wisconsin-Green Bay

EDUCATION COMMITTEE

Resolution I.1.i.(1):

That, upon recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Board of Regents approves the amendments to the UW-Green Bay Faculty Personnel Policies and Procedures.

FACULTY PERSONNEL POLICIES AND PROCEDURES UNIVERSITY OF WISCONSIN-GREEN BAY

EXECUTIVE SUMMARY

BACKGROUND

Section UWS 2.02, Wisconsin Administrative Code ("Faculty Rules: Coverage and Delegation") requires that rules, policies, and procedures developed by each institution in the System pursuant to Chapters UWS 3, 4, 5, 6 and 8 must be approved by the Board of Regents before they take effect.

The proposed revisions to the UW-Green Bay Faculty Personnel Policies and Procedures have been approved by the appropriate faculty governance bodies and are recommended by Chancellor Bruce Shepard. These revisions have also been reviewed by the UW System Office of the General Counsel and the Office of Academic Affairs.

The revisions are to UW-Green Bay Faculty Codification 3.08, and ensure that personnel procedures conform to the Open Meetings Law.

REQUESTED ACTION

Approval of Resolution I.1.i.(1), approving the amendment to the UW-Green Bay Faculty Personnel Policies and Procedures.

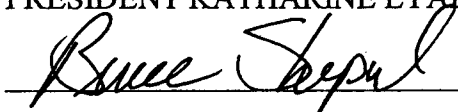
DISCUSSION AND RECOMMENDATIONS

UW System Administration recommends approval of these revisions.

UNIVERSITY of WISCONSIN
GREEN BAY

May 20, 2004

MEMORANDUM

TO: PRESIDENT KATHARINE LYALL
FROM:  BRUCE SHEPARD, Chancellor
SUBJECT: CHANGES TO UW-GREEN BAY FACULTY CODIFICATION

It is my pleasure to forward to you changes in UW-Green Bay Faculty Codification 3.08 to bring personnel procedures in line with the Open Meetings law. These changes were adopted by the Faculty Senate on February 18, 2004 and received in my office for approval on May 17. I ask that these changes, noted in **bold** on the attached, be brought to the Board of Regents for review.

WBS:sg

Enc.

cc. Cliff Abbott, Chair 2003-04/University Committee, w/enc.
Illene Noppe, Speaker 2003-04/Faculty Senate, w/enc.
Ken Fleurant, Secretary of the Faculty and Academic Staff, w/enc.
Sue Hammersmith, Provost and Vice Chancellor for Academic Affairs, w/enc.

CONNECTING LEARNING TO LIFE

Bruce Shepard, Chancellor

David A. Cofrin Library, Suite 810, 2420 Nicolet Drive, University of Wisconsin-Green Bay, Green Bay, Wisconsin 54311-7001
Phone (920) 465-2207 • FAX (920) 465-2192

OPEN MEETINGS

UWGB 3.08

Codification Changes

1. Merit Review Procedures for all Faculty

c. Merit reviews shall be open unless the reviewing committee, in accordance with state law and proper notification, authorizes a closed review. The faculty member under consideration has the right to attend reviews, whether open or closed.

4. Authority for Decisions for Renewal and Promotion at all Ranks

a. ...The review meeting shall be open unless the reviewing committee, in accordance with state law and proper notification, authorizes a closed review. The faculty member under consideration has the right to attend reviews, whether open or closed.

5. Conduct of the Review for Promotion and Renewal at all Ranks

a. Review (whether required or by request) by executive committees, by the Personnel Council, by the interdisciplinary unit professorial committees, or by the Committee of Six Full Professors, shall be open unless the reviewing committee, in accordance with state law and proper notification, authorizes a closed review. The faculty member under consideration has the right to attend reviews, whether open or closed.

b. The faculty member under consideration shall be notified in writing 20 days (25 days if by first class mail) prior to the date of review of the time and place of the review session.

Date of effect: upon approval by the Board of Regents

Amendments to
Faculty Policies and Procedures
University of Wisconsin-Madison

EDUCATION COMMITTEE

Resolution I.1.i.(2):

That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the amendments to the UW-Madison Faculty Policies and Procedures.

FACULTY POLICIES AND PROCEDURES UNIVERSITY OF WISCONSIN-MADISON

EXECUTIVE SUMMARY

BACKGROUND

Section UWS 2.02, Wisconsin Administrative Code ("Faculty Rules: Coverage and Delegation") requires that rules, policies, and procedures developed by each institution in the System pursuant to Chapters UWS 3, 4, 5, 6 and 8 must be approved by the Board of Regents before they take effect.

The proposed revisions to the UW-Madison Faculty Policies and Procedures have been debated and approved by the appropriate faculty governance bodies, and are recommended by Chancellor John Wiley. These revisions have also been reviewed by the UW System Office of the General Counsel and the Office of Academic Affairs.

The revisions are to UW-Madison Faculty Policies and Procedures 8.01, 8.02, and 9.01, and address the faculty's rights regarding academic freedom and academic due process, as well as the faculty's expectations in these areas.

REQUESTED ACTION

Approval of Resolution I.1.i.(2), approving the amendments to the UW-Madison Faculty Policies and Procedures.

DISCUSSION AND RECOMMENDATIONS

UW System Administration recommends approval of these revisions.

As approved by the Faculty Senate at its meeting on 5 April 2004.

**University Committee recommendation to amend *Faculty Policies and Procedures*
8.01., 8.02., and 9.01.**

Background:

In May, 1999, in response to multiple Faculty Senate discussions regarding the adequacy of the provisions of *Faculty Policies and Procedures* chapter 9, Discipline and Dismissal of Faculty for Cause, the University Committee appointed an ad hoc committee that spent the better part of an academic year addressing faculty concern regarding the adequacy of *FPP* language. In particular, the ad hoc committee was charged to review and to make recommendations for the revision of chapter 9 such that it is clear and unambiguous to both faculty and the administration, that it complies with UW System Board of Regents rules (particularly UWS Chapters 4 and 6), that it complies with applicable state and federal laws and constitutional provisions, and that it is consistent with other chapters of *FPP* and with other UW-Madison faculty legislation. In its final report to the senate, the ad hoc committee recommended a number of amendments to chapter 9 that the Faculty Senate debated, and in some cases modified, before their adoption in May, 2000.

Since then, the University Committee and the Faculty Senate have continued to participate in discussions regarding whether there is a need to modify further faculty legislation so that it addresses not only the faculty's rights regarding academic freedom and academic due process, but also the faculty's expectations in these areas. The following draft amendments to chapters 8 and 9 are the result of many conversations between and among concerned faculty and the University Committee with regard to these issues.

8.01. FACULTY RIGHTS.

- A. Members of the faculty individually enjoy and exercise all rights secured to them by the Constitutions of the United States and the State of Wisconsin, and by the principles of academic freedom as they are generally understood in higher education, including professional behavior standards and the expectation of academic due process and just cause, as well as rights specifically granted to them by regent action, University of Wisconsin System rules, these policies and procedures, and relevant practices or established custom of their colleges or schools and departments.

8.02. FACULTY DUTIES AND RESPONSIBILITIES.

A. FUNDAMENTAL RESPONSIBILITIES.

The university faculty are responsible for teaching, research or other scholarly activity appropriate to the discipline, and public service. Furthermore, every faculty member has an obligation to maintain professional honesty and integrity, to seek knowledge and to share that knowledge freely with others. No member of the faculty shall be absent from his/her classes or other regular duties at the university except by the permission of the chancellor or appropriate dean. Faculty members shall avoid a concentration of class hours that is detrimental to effective teaching. It is the responsibility of faculty members to carry out duties assigned by the department, and to share in the governance of the institution as a whole.

B. ATTENDANCE AT MEETINGS.

It is the duty of faculty members to attend departmental, school or college, and university faculty meetings.

(continued)

9.01. PREAMBLE.

The university has a tradition of commitment to professional honesty and integrity, as described in FPP Chapter 8, and also recognizes the need for fair and adequate investigation of alleged violations of rules and policies relating to faculty conduct. The unified rules and procedures contained herein shall apply in faculty disciplinary and dismissal proceedings, within the framework established in sections UWS 4 and UWS 6 of the Wisconsin Administrative Code. Faculty members charged with actions which could lead to discipline or dismissal (see 9.02. and 9.03. below) are entitled throughout the proceedings to due process both by tradition and by law. The principles of due process as understood traditionally by the faculty and delineated herein (*FPP* 9.06., 9.08., as well as in UWS 4) include, but are not limited to: knowledge in writing of the full complaint and its source(s), access to all documentation, the right to be present at all hearings and the right to confront and cross examine, the right to be represented, the right to refrain from testimony without prejudice, appropriate appeal processes, closed hearings if desired, written findings of fact, and verbatim records of all hearings. While this chapter provides the formal structure for proceeding in disciplinary and dismissal cases, many cases will be resolved by agreement among the parties involved or by formal mediation. In cases involving alleged scholarly misconduct, the rules and procedures are those set forth in faculty document 867a, which is presented in the faculty legislation appended to *Faculty Policies and Procedures*.

8.01. FACULTY RIGHTS.

- A. Members of the faculty enjoy and exercise all rights secured to them by the Constitutions of the United States and the State of Wisconsin, and by the principles of academic freedom as they are generally understood in higher education, as well as rights specifically granted to them by Regent action, University of Wisconsin System rules, these policies and procedures and relevant practices or established custom of their colleges or schools and departments.

8.02. FACULTY DUTIES AND RESPONSIBILITIES.

- A. FUNDAMENTAL RESPONSIBILITIES. The university faculty are responsible for teaching, research or other scholarly activity appropriate to the discipline, and public service. Furthermore, every faculty member has an obligation to maintain professional honesty and integrity, to seek knowledge and to share that knowledge freely with others. No member of the faculty shall be absent from his/her classes or other regular duties at the university except by the permission of the chancellor or appropriate dean. Faculty members shall avoid a concentration of class hours that is detrimental to effective teaching. It is the responsibility of faculty members to carry out duties assigned by the department.
- B. ATTENDANCE AT MEETINGS. It is the duty of faculty members to attend departmental, school or college, and university faculty meetings.

- 9.01. PREAMBLE. The university has a tradition of commitment to professional honesty and integrity, as described in FPP Chapter 8, and also recognizes the need for fair and adequate investigation of alleged violations of rules and policies relating to faculty conduct. The unified rules and procedures contained herein shall apply in faculty disciplinary and dismissal proceedings, within the framework established in sections UWS 4 and UWS 6 of the Wisconsin Administrative Code. Faculty members charged with actions which could lead to discipline or dismissal are entitled to due process both by tradition and by law. While this chapter provides the formal structure for proceeding in disciplinary and dismissal cases, many cases will be resolved by agreement among the parties involved or by formal mediation. In cases involving alleged scholarly misconduct, the rules and procedures are those set forth in faculty document 867a, which is presented in the faculty legislation appended to Faculty Policies and Procedures.

Revisions to
Faculty Personnel Policies and Procedures
University of Wisconsin-Stevens Point

EDUCATION COMMITTEE

Resolution I.1.i.(3):

That, upon recommendation of the Chancellor of the University of Wisconsin-Stevens Point and the President of the University of Wisconsin System, the Board of Regents approves the revisions to the UW-Stevens Point Faculty Personnel Policies and Procedures.

FACULTY PERSONNEL POLICIES AND PROCEDURES UNIVERSITY OF WISCONSIN-STEVENSON POINT

EXECUTIVE SUMMARY

BACKGROUND

Section UWS 2.02, Wisconsin Administrative Code ("Faculty Rules: Coverage and Delegation") requires that rules, policies, and procedures developed by each institution in the System pursuant to Chapters UWS 3, 4, 5, 6, and 8 must be approved by the Board of Regents before they take effect.

The proposed revisions to the UW-Stevens Point Faculty Personnel Policies and Procedures have been approved by the Faculty Senate and former Interim Chancellor Virginia Helm, and are now recommended by Chancellor Linda Bunnell for the Board's approval. These revisions have also been reviewed by the UW System Office of the General Counsel and the Office of Academic Affairs.

The rule changes involve amendments to UWSP 3.05 and clarify the rules for the periodic student evaluation of teaching.

REQUESTED ACTION

Approval of Resolution I.1.i.(3)., approving the amendment to the UW-Stevens Point Faculty Personnel Policies and Procedures.

DISCUSSION AND RECOMMENDATIONS

UW System Administration recommends approval of these revisions.

UWSP 3.05 PERIODIC STUDENT EVALUATION OF FACULTY TEACHING.

- (1) Each department shall administer the ~~standard evaluation instrument(s) for student evaluation of faculty~~ **“Student Evaluation of Course Instruction Form”**. ~~Additional evaluation instruments or questions added to the standard form, t~~ The procedures for evaluation, and the reporting of information from evaluations shall be consistent with the provisions of this subsection and the appropriate sections of the *University Handbook* **(Chapter 4, Sec. 3)**. ~~The primary purpose of this required evaluation is to provide information for use in making personnel decisions.~~
- (a) Every ~~tenured~~ faculty member shall be evaluated at least once every ~~3~~ **each** years, ~~and every probationary faculty member shall be evaluated at least annually,~~ in all sections and courses taught. **(Courses taught in both semesters do not need to be evaluated in both semesters.)** The evaluation shall take place in the last quarter of the course or during the final exam period. The evaluation instrument(s) shall be distributed and collected by students during prearranged class or exam time, and submitted as specified by department procedures. **The faculty member shall not be present during the administering of the evaluation.**
- (b) No information from the evaluations shall be released until grades have been turned in for the semester in which they were administered. The results of each instructor's evaluations shall be reported to that person by the department chairperson. The department chairperson shall ~~also then:~~
- ~~1. M~~ **make available the summaries and modified median scores** information from the evaluation, ~~in whatever form the department deems appropriate (e.g. mean scores, summaries) to all department members involved in~~ **to the appropriate personnel committee making** departmental personnel recommendations **to the dean of the college.**
 - ~~2. Report the information from the evaluations to the dean of the college.~~
- (c) The department shall retain copies of results of evaluations ~~in each individuals' departmental personnel file.~~
1. Evaluation results for probationary faculty shall be retained at least until a decision on tenure. If tenure is granted, summaries and ~~mean~~ **modified median** scores shall be retained; other materials shall become the property of the individual instructor. If tenure is not granted, all evaluation materials shall be sent to the Office of the Vice Chancellor. The Vice Chancellor shall dispose of evaluation materials 5 years after the date of the last evaluation and in accordance with procedures and policies of the Public Records Law.
 2. Evaluation results for tenured faculty shall be retained at least until the next promotion decision or post-tenure review. Following a decision on promotion or a post-tenure review, at least summaries and mean

scores shall be retained; other materials become the property of the individual instructor.

~~(d) A copy of every department's evaluation instrument(s) and procedures shall be filed with the university's Office of Academic Affairs for forwarding to the UW System's Office of Academic Affairs. Any subsequent changes in a department's instrument(s) or procedures shall be reported to the university's Office of Academic Affairs.~~

Authorization to Recruit:
Chancellor
University of Wisconsin-Extension

EDUCATION COMMITTEE:

Resolution I.1.j.:

That, the President of the University of Wisconsin System be authorized to recruit for a Chancellor of the University of Wisconsin-Extension, at a salary within the Board of Regents salary range for university senior executive salary group three.

Request for Authorization to Recruit

Institution: University of Wisconsin-Extension

Type of Request: Chancellor Search

Official University Title: Chancellor

Description of Duties:

As Executive head of his/her respective faculty and institution, the Chancellor is vested with the responsibility of administering Board policies under the coordinating direction of the President and is accountable and reports to the President and the Board on the operation and administration of his/her institution. Subject to Board policy, the Chancellor of the institution in consultation with the faculty is responsible for: designing curricula and setting degree requirements; determining academic standards and establishing grading systems; defining and administering institutional standards for faculty peer evaluation and screening candidates for appointment, promotion and tenure; recommending individual merit increases; administering associated auxiliary services; and, administering all funds, from whatever source, allocated, generated or intended for use by the institution.

Recommended Salary Range: University Senior Executive Group 3
(Salary range since 2002-03 is \$164,686 to \$201,283)

Source of Funds: 102

Replacement Position for: Kevin Reilly

Salary of Previous Incumbent: \$161,304

Justification for the Salary Range:

Under Regent Policy 94-4 the Board adopted an executive salary range policy that the salary range midpoint be set at 95% of the peer median and the salary range calculated at 90% and 110% of the midpoint. Effective September 1, 2001, the statutes were amended by the 2001-03 biennial budget act (2001 Wisconsin Act 16) to give the Board of Regents authority to establish salary ranges for the chancellors. The salary range is the actual 2002-03 range last approved by the Board of Regents.

Approved by:

Kevin P. Reilly, President
September 10, 2004

Authorization to Recruit (Approved)(Denied)
By the Board of Regents Executive Committee on _____.

UW-Extension Chancellor Competitive Salary Information

2004-05 Senior Executive Salary Range Calculated in Accordance with Board of Regents' Policy:

2003-04 peer group median salary:	\$192,408
CUPA-HR projects 2.5% increase in 2004-05	<u>x 1.025</u>
2004-05 projected peer group median:	\$197,218
Executive salary policy cost-of living adjustment	<u>.95</u>
Regents Salary Range Midpoint:	\$187,357
Regents Salary Range Minimum (90%):	\$168,622
Regents Salary Range Maximum (110%):	\$206,093

2003-04 Peer Group Salaries:

Wright State University	\$282,658
University of Akron	\$281,011
Western Michigan University	\$250,000
University of Illinois-Springfield	\$230,625
Central Michigan University	\$229,230
University of Northern Iowa	\$226,519
Eastern Michigan University	\$222,000
Northern Michigan (was \$213,210)	vacant
Michigan Technological University	\$210,940
Western Illinois University	\$210,000
Northeastern Illinois University	\$210,000
Southern Illinois University-Edwardsville	\$209,454
Oakland University	\$204,495
Youngstown State University	\$203,520
Chicago State University	\$200,448
University of Michigan-Dearborn	\$193,003
University of Michigan-Flint	\$193,000
St. Cloud State University	\$191,816
University of Minnesota-Duluth	\$190,000
Grand Valley State University	\$184,700
Winona State University	\$182,894
Purdue University-Calumet	\$182,100
Minnesota State University-Moorhead	\$181,756
Minnesota State University-Mankato	\$181,116
University of Southern Indiana	\$179,200
Indiana-Purdue University-Ft. Wayne	\$179,100

Eastern Illinois University	\$173,004
Saginaw Valley State University	\$172,700
Bemidji State University	\$171,437
Ferris State University	\$165,000

Indiana University-Northwest	\$155,040
Indiana University-Southbend	\$153,000
Indiana University-South East	\$153,000

Mean	\$198,524
Median	\$192,408

UW System Non-Doctoral Institution Chancellor 2004-05 Salaries:

UW-Stout	\$174,434
UW-Eau Claire	\$173,525
UW-Stevens Point	\$172,500
UW-Green Bay	\$166,542
UW Colleges	\$164,686
UW-River Falls	\$164,686
UW-Platteville	\$161,809
UW-Superior	\$160,294
UW-Parkside	\$159,284
UW-La Crosse	\$158,375
UW-Oshkosh	\$158,375
UW-Whitewater	\$158,375

Mean	\$164,407
Median	\$163,248

I.2. Business and Finance Committee

Thursday, September 9, 2004
1920 Van Hise Hall
1220 Linden Drive

11:00 a.m. All Regents

- President Kevin Reilly

12:00 p.m. Box Lunch

12: 30 p.m. Business and Finance Committee

- a. 2005-07 Projected Increases for Gifts, Grants, Contracts and Self-Supporting Operations
[Resolution I.2.a.]

1:00 p.m. Business and Finance Committee – Room 1920 Van Hise Hall

- b. Approval of Minutes of the June 10, 2004 meeting of the Business and Finance Committee

- c. Review Faculty, Staff, and Academic Leaders' Salary Issues

- d. Committee Business

- (1) Blue Cross Oversight and Advisory Committee Appointments
[Resolution I.2.d.(1)]

- (2) UW-Madison Vending Contract
[Resolution I.2.d.(2)]

- (3) Auxiliary Reserve Report
[Resolution I.2.d.(3)]

- (4) Report on Base Salary Adjustments to Recognize Competitive Factors
[Resolution I.2.d.(4)]

- (5) Quarterly Gifts, Grants, and Contracts Report

- e. Trust Funds

- (1) Acceptance of Bequests over \$50,000
[Resolution I.2.e.(1)]

- (2) Ella Seitz Bequest – Request to Expend Principal
[Resolution I.2.e.(2)]

- f. Report of the Vice President

- g. Additional items which may be presented to the Committee with its approval

- h. Closed session to consider trust fund matters as permitted by s.19.85(1)(e)
Wis. Stats.

2005-07 Projected Increases for
Gifts, Grants, Contracts and
Self-Supporting Operations

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the submission of its 2005-07 Program Revenue Operating Budget request, totaling an average annual increase of \$54.9 million.

2005-07 PROJECTED INCREASES FOR GIFTS, GRANTS, CONTRACTS AND SELF-SUPPORTING OPERATIONS

EXECUTIVE SUMMARY

BACKGROUND

Section 16.42 (1) of the Wisconsin Statutes requires agencies to submit budget requests to the Department of Administration and the Legislative Fiscal Bureau no later than September 15 of each even-numbered year. The biennial budget submission normally consists of five components: the GPR/Fee Operating Request (including Standard Budget Adjustments and New Initiatives); the Capital Budget Request; Requests for Statutory Changes; Performance Measures; and Program Revenue Requests. The Board approved the first four items for submission on August 19, 2004. The Program Revenue Request was not available for approval at that time and is now submitted for the Board's approval. In addition, every two years, the Department of Administration must perform a Base Budget Review of one third of the state agencies. The UW System will be one of the agencies included in the Base Budget Review for 2005-07. The Base Budget Review will be provided to the Board, once it is complete.

The Program Revenue request includes the UW System's best estimate of increases needed for non-General Purpose Revenue funds including self-supporting operations such as Auxiliaries and General Operations; and Gifts, Grants, and Contract increases. There is no request for Trust Fund increases as the projections for 2005-07 are within the currently authorized legislative base. The UW System does not submit an estimated increase in Federal appropriation levels.

This request adjusts the Academic Fee continuing appropriation to add the 2003-05 programmatic increases to the UW System's base. The average annual increase of \$11,760,050 is due to changes in enrollments; funding from self-supporting courses and programs; and differential tuition for institutions and programs approved by the Board. The requested increases to the appropriation level will not result in a need to increase tuition in 2005-07.

The projected increase in Gift Funds, an average annual increase of \$17,223,950, is based on institutional estimates while the projected increases in General Operations and Auxiliary Enterprises, an average annual increase of \$23,110,800, are computed using the three year rolling average of the Wisconsin Disposable Per Capita Income, which is also the threshold for reporting auxiliary rate increases.

The Program Revenue request removes non-continuing elements from the budget. This includes the funding that was transferred from the UW System auxiliary operations to fund financial aid increases in 2005-07 and the funding that was transferred annually to UW-Madison from the Department of Health and Family Services (DHFS) for the Center for Tobacco Research and Intervention which is now a grant program. Also included is a request to increase funding transferred from the Department

of Natural Resources to UW-Milwaukee by \$6,100 on an average annual basis to support the increased operating costs associated with the Great Lakes Fish Program.

The UW Madison Intercollegiate Athletics request, an average annual increase of \$5,066,950, is based on the Division's strategic plan, approved by the Board of Regents and the Athletic Board in the fall of 1999.

The 2005-07 Program Revenue Operating Budget request totals an average annual increase of \$54,919,800. The changes to the fund group levels are shown below:

University of Wisconsin System
Summary of 2005-07 Program Revenue Increases over Base
(Excludes State Laboratory of Hygiene and Veterinary Diagnostic Laboratory)

<u>Fund Group</u>	<u>2004-05 Base</u>	<u>2005-07 Average Annual Increase</u>	<u>Percent Average Annual Increase</u>
Gift, Grant and Trust Funds*	437,620,100	20,519,650	4.69%
Auxiliary and Other Operating Receipts*	730,513,600	22,640,100	3.10%
Segregated Funds	2,029,500	0	0.00%
Federal Funds	894,360,500	0	0.00%
Academic Fees	756,044,500	11,760,050	1.56%
Total	2,820,568,200	54,919,800	1.95%

* Includes Intercollegiate Athletics

REQUESTED ACTION

Approve the 2005-07 Program Revenue Operating Budget Request for transmission to the Department of Administration and the Legislative Fiscal Bureau by September 15, 2004.

RELATED REGENT POLICIES

None.

UNIVERSITY OF WISCONSIN SYSTEM
2005-07 PROGRAM REVENUE REQUEST SUMMARY
(Average Annual Increases)

Adjust Academic Fees to 2004-05 Operating Level	\$11,760,050
In 1999-2001, the biennial budget included a provision which converted Academic Fees from an annual appropriation to a continuing appropriation. This request adjusts the Legislative Budget to the 2004-05 operating budget level.	
Projected Increases in Gift Funds	\$17,223,950
This item provides for the projected growth in Gift funds based upon anticipated growth and cost increases in the 2005-07 biennia by UW Institutions.	
Projected Increases in General Operating Receipts and Auxiliary Enterprises	\$23,110,800
This budget request increases Program Revenue and Auxiliary Enterprises spending authority by 4.27% each year of the biennium for programmatic needs of Other Operating Receipts programs and Auxiliary Operations. This increase is based upon the estimated three year rolling average of Wisconsin Disposable Income Per Capita.	
Remove Non-Continuing Elements from Budget	(\$2,248,050)
This item removes the funding transferred from auxiliary enterprises for the Lawton Minority Undergraduate Grant Program and Graduate Student Financial Aid in the 2003-05 Biennial Budget and funding transferred from the Department of Health and Human Services to the Center for Tobacco Research and Intervention.	
UW Madison Intercollegiate Athletics Request	\$5,066,950
This request increases the 2005-07 biennial budget for Intercollegiate Athletics based on the Division's strategic plan that was approved by the Board of Regents and the Athletic Board and submitted to the Joint Finance Committee in the fall of 1999. This request includes a 2.0% increase in 2005-06 and 3.0% in 2006-07 for salaries, as well as variable fringe benefits.	
Great Lakes Studies Increases to 2004-05 Operating Levels	\$6,100
This request increases the amount transferred from the Department of Natural Resources to UW-Milwaukee to fund 40% of the studies of Great Lakes fish program.	
Total Average Annual Program Revenue Increase	\$54,919,800

REVIEW OF FACULTY, STAFF AND ACADEMIC LEADERS' SALARY ISSUES

EXECUTIVE SUMMARY

BACKGROUND

In the fall of even-numbered years the Board of Regents considers and recommends a pay plan for faculty, academic staff, and academic leaders for the ensuing biennium. By adopting a biennial pay plan recommendation in the fall, the executive and legislative branches of state government are given sufficient notice to consider university pay plan needs when planning the biennial budget.

At the August 19 meeting of the Board, the Regent President noted that it is costlier to replace faculty, staff, and administrators than it is to simply pay them competitively. He added that "our competitiveness for faculty, staff, and academic leaders has sharply eroded and we believe it is time to take another look at this situation." Accordingly, the Regent President asked UW System staff to prepare competitive peer data on faculty, staff and leadership compensation so the Regents can fully understand the university's position regionally and nationally in this regard. The Business and Finance Committee was asked to review this information and discuss these issues at the September meeting and report to the full Board at a later meeting. This item is presented to the Business and Finance Committee as directed by the Regent President.

REQUESTED ACTION

This item is presented for information only. No action is requested at this time.

DISCUSSION

Turnover

According to statistics obtained from the Department of Employee Trust Funds, between 1988 and 2002, UW faculty, academic staff, and academic leaders had an average turnover rate of 7.4 percent with 5.8 percent due to terminations other than retirement and the remaining 1.6 percent due to retirements. To put this in perspective in public employment in Wisconsin, the average turnover rate among public schools is 3.8 percent and combined state and municipal civil service turnover has averaged 6.3 percent.

The cost of such turnover is difficult to measure as there are few published studies of the cost of recruitment and replacement in higher education due to the special nature of faculty and research positions. However, general studies have shown that for professional employees, the cost can range from one-fourth to one-half the annual salary plus benefits up to \$10,000. Executive recruitment can cost more than the annual salary and recent experience in the UW System shows the cost to be a minimum of \$100,000. In 2002-03, the faculty and academic staff workforce totaled 17,276 full and part-time employees. At the average turnover rate, UW institutions would have recruited for 1,278 vacant faculty and academic staff positions at a cost of more than \$12 million.

Board of Regents Salary Setting Authority

Pursuant to s. 36.09(1)(e) *Wis. Stats.*, the Board is required to appoint academic leaders, faculty, academic staff, and other employees and “fix the salaries.” The authority to set salaries is constrained by law, established Regent policy and System unclassified personnel guidelines. Summarily, those limitations include:

- Section 36.09(1)(j) *Wis. Stats.*, authorizes the Board to establish salaries for new faculty, academic staff, and senior executives.
- Regent Policy Document (RPD) 87-15 delegates to the System President, who has delegated to the Chancellors, the authority to approve on behalf of the Regents, personnel transactions when the planned rate of pay is not more than 75 percent of the salary of the System President. This delegated authority does not apply to academic leaders assigned to senior executive groups. Under RPD 94-4, the System President has delegated authority to approve vice chancellor and vice president salaries for new hires. In addition, the System President may approve base salary adjustments up to a specified level within six to nine months of the date of hire based on performance.
- Unclassified Personnel Guideline #4 establishes minima salary levels for each faculty rank and instructional academic staff and research academic staff. Those minima salary levels are adjusted each year based on the pay plan. Each institution is delegated the authority to establish minima salary levels that are above the systemwide minima. Academic staff in professional, program manager, administrative officer, and administrative director categories are assigned to salary ranges with minimum and maximum salary levels. University administrative officials (associate and assistant vice presidents, vice chancellors who are not provosts, assistant chancellors, associate and assistant vice chancellors) are also placed in that series of 13 salary ranges. Those salary range limits are adjusted to the extent allowed by the pay plan approved by the Legislature’s Joint Committee on Employment Relations (JCOER). Academic leaders assigned to senior executive salary groups are also subject to salary ranges. Salary ranges for the president, senior vice presidents, chancellors, and provosts and vice chancellors at UW-Madison and UW-Milwaukee, are determined by the Regents under the authority granted by s. 20.923(4g) *Wis. Stats.* Salary ranges for the vice presidents and the provosts and vice chancellors at non-doctoral institutions are recommended by the Director of the Office of State Employment Relations (OSER) and approved by JCOER.
- Biennial general compensation distribution guidelines adopted by the Regents (last approved as Resolution 8639 in December 2002 for the 2003-05 pay plan) require that “base salaries shall not be less than the salary minima or pay range minimum. The salary increase shall not move a base salary above the academic staff salary range maximum.” Section 20.923(4g) *Wis. Stats.*, specifies that for academic leaders assigned to senior executive salary groups “The board of regents shall set the salaries for these positions within the ranges to which the positions are assigned.”
- Section 230.12(3)(e)1., *Wis. Stats.*, outlines the process for obtaining general pay plan increases and authority to adjust salary range limits for academic staff and the vice presidents and non-doctoral institution provosts and vice chancellors. After receiving a pay plan recommendation from the Board, the OSER Director submits a pay plan recommendation to JCOER for approval.
- Section 36.09(1)(j) *Wis. Stats.*, allows faculty and academic staff salary adjustments outside the approved pay plan to correct salary inequities, to fund job reclassifications or promotions, or to recognize competitive factors. That section also allows the Board to grant salary adjustments

outside the approved pay plan to academic leaders assigned to senior executive salary groups to recognize competitive factors or to correct salary inequities except that correcting a salary inequity that results from the appointment of a person to a vice president or non-doctoral institution provost and vice chancellor position requires the approval of the OSER Director.

Pay Plan Process

The System President relies on the Compensation Advisory Committee (CAC), a standing committee composed of a representative of the faculty and a representative of the academic staff from each institution, to provide advice and counsel on the relative position of faculty and academic staff salaries to the market. In 1984, the final report of Governor Earl's Faculty Compensation Study Committee included the recommendation that "peer group information should be used to guide the adjustment of faculty salaries." In 1992, Governor Thompson's Commission on University of Wisconsin System Compensation issued its recommendations (the report and all of its recommendations were adopted by the Board as RPD 92-6) and suggested that while market analyses should be the principal determinants in setting the target compensation levels for faculty and academic staff, other market measurements should be used. The CAC reviews peer group information for faculty as well as general faculty salary information obtained from the American Association of University Professors, market information for academic staff, and economic indicators to suggest a pay plan that the System President might present to the Regents for consideration. The market standing of academic leaders in senior executive salary groups is not reviewed by the CAC. Instead, System staff calculates the salary ranges according to RPD 94-4, the Executive Salary Structure policy, and presents them to the Board.

The System President makes a formal biennial pay plan recommendation to the Board in the fall of even-numbered years. The Board does not have authority to set a pay plan for faculty, academic staff, and academic leaders. The pay plan recommendation adopted by the Board is transmitted by the System President to the OSER Director. Pursuant to s. 230.12(3)(e) *Wis. Stats.*, the OSER Director, "after receiving recommendations from the board of regents, shall submit to the joint committee on employment relations a proposal for adjusting compensation and employee benefits for (University of Wisconsin System senior executives, faculty, and academic staff)." The proposal includes salary ranges and adjustments to salary ranges for academic staff (except instructional and research academic staff) and vice presidents and non-doctoral institution provosts and vice chancellors. JCOER action is final except when proposed pay plan changes require legislative action for implementation. According to the pay plan distribution process approved by the Board, after the pay plan is approved by JCOER, the pay plan is implemented at the institutions where individual salary decisions are made by the chancellors in concert with the faculty and academic staff governance bodies. Salaries that exceed 75 percent of the System President's salary are presented to the Board for approval according to RPD 87-15.

Attachment 1 displays the pay plan process and salary setting authority for faculty, academic staff, and academic leaders.

Market Standing

The System President has not yet received the advice and counsel of the Compensation Advisory Committee. Therefore, a formal 2005-07 pay plan recommendation will be presented to the Board later this year. However, some information is available that the Board might find useful at this time.

Faculty:

Salary survey information from established peer institutions show that entering the current fiscal year faculty are 6.12 percent below peer group median salary averages. While faculty received a one percent pay plan in 2004-05, preliminary survey results show that peer institutions received an average 2.5 percent increase. Therefore, entering the 2005-07 biennium, faculty are likely to be 7.6 percent below

median salary levels at peer institutions. Based on a projected faculty payroll of \$428 million in October 2004, the faculty salary line is estimated to be \$32.5 million (all funds) below peer group medians entering the 2005-07 biennium.

Academic Staff:

Market surveys conducted by independent consulting firms are expensive. The last independent market survey for academic staff positions was conducted in 1989-90. At the time, academic staff salary ranges and position salaries were found to be more than 10 percent below market levels, but no pay plan remedy was approved. Since then, tracking College and University Professional Association-Human Resources market data in the annual CUPA-HR Administrative Compensation Survey and the annual pay plans approved for academic staff, it appears the salary range structure for academic staff falls short of market levels by at least one full range level and salaries are 17.7 percent below competitive levels. This market deficiency has been identified for many years but academic staff representatives on the Compensation Advisory Committee have preferred to keep the academic staff pay plan request in line with faculty pay plan needs. Instructional and Research academic staff have salaries linked to ranked faculty. At an estimated October 2004 payroll base of \$202.5 million, the instructional and research academic staff salary line is estimated to be \$15.4 million (all funds) below market levels. At an estimated October 2004 payroll base of \$383.7 million, the salary line for other academic staff is estimated to be \$67.9 million (all funds) below market levels. Combined, the academic staff salary line is estimated to be \$83.3 million below median market levels entering the 2005-07 biennium

Academic Leaders:

According to the Board's executive salary policy (RPD 94-4) salary ranges for academic leaders assigned to senior executive salary groups are calculated based on a survey of established peer institutions in effect for faculty and a separate set of peer institutions for System Administration academic leaders identified by the Board ten years ago. The Board has not adjusted senior executive salary ranges since the 2002-03 fiscal year when the Board awarded senior executives just one-half of the pay plan that was approved by JCOER. Constructing 2004-05 salary ranges in accordance with the Board's executive salary policy, it can be projected that these academic leaders will be on average, 15.9 percent below peer median salaries. The salary line for academic leaders in senior executive salary groups is \$0.9 million below projected peer median salaries entering the 2005-07 biennium. Thirteen senior executives are currently paid a total of \$146,801 below the minimums of the salary ranges to which they are assigned. Section 20.923(4g) *Wis. Stats.*, requires that all salaries be set within the salary ranges to which the positions are assigned.

RELATED REGENT POLICIES

Regent Policy 87-15

Regent Policy 92-6

Regent Policy 94-4

Pay Plan Process

	Compensation Advisory Committee	System President	Board of Regents	OSER Director	JCOER	Implementation
Pay Plan Increases						
Faculty	Recommend	Recommend	Recommend	Recommend	Approve	Institution
Academic Staff	Recommend	Recommend	Recommend	Recommend	Approve	Institution
Academic Leaders (all)		Recommend	Recommend	Recommend	Approve	Regents
Salary Minimums						
Faculty	Recommend	Recommend	Approve			Institution
Instructional Academic Staff	Recommend	Recommend	Approve			Institution
Research Academic Staff	Recommend	Recommend	Approve			Institution
Salary Ranges						
Academic Staff (Cat A)	Recommend	Recommend	Recommend	Recommend	Approve	Institution
Academic Leaders: Pres; Sr VP's; Chanc's, VC's at Msn and Mil		Recommend	Approve			Regents
Academic Leaders: VP's; non-doc VC's		Recommend	Approve & Recommend	Recommend	Approve	Regents

Salary Authority Outside the Pay Plan

	Chancellor	System President	Board Of Regents	OSER Director
Starting Salary				
Faculty	Approve			
Academic Staff	Approve			
Chancellors		Recommend	Approve	
Senior and Vice Presidents and Vice Chancellors	Recommend	Approve		
Market Adjustments				
Faculty	Approve			
Academic Staff	Approve			
Chancellors		Recommend	Approve	
Senior and Vice Presidents and Vice Chancellors	Recommend	Recommend	Approve	
Correct Salary Inequity				
Faculty	Approve			
Academic Staff	Approve			
Chancellors		Recommend	Approve	
Senior Vice Presidents and Doctoral Vice Chancellors	Recommend	Recommend	Approve	
Vice Presidents and Non-Doctoral Vice Chancellors	Recommend	Recommend		Approve
Promotions and Job Reclassifications				
Faculty	Approve			
Academic Staff	Approve			

The Wisconsin Partnership Fund for a Healthy Future
(Blue Cross & Blue Shield Program)
Oversight and Advisory Committee
Reappointments and Appointment

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves the reappointments of Dean Philip Farrell, Margaret MacLeod Brahm, and Gregory Nycz and the appointment of Professor Susan Riesch to the UW Medical School Oversight and Advisory Committee, each for four-year terms.

**UW Medical School Oversight and Advisory Committee
(Blue Cross & Blue Shield Program)
Reappointments and Appointment**

EXECUTIVE SUMMARY

BACKGROUND:

The Wisconsin Insurance Commissioner's Order of March, 2000, approved the conversion of Blue Cross & Blue Shield United of Wisconsin to a for-profit stock corporation, and the distribution of the proceeds from the sale of stock to the UW Medical School and the Medical College of Wisconsin. The Order required the respective governing body of each school to create an Oversight and Advisory Committee (OAC) consisting of nine members. The UW Medical School OAC consists of four public members (health advocates) and four Medical School representatives appointed by the Board of Regents, and one member appointed by the Insurance Commissioner. In accordance with the Order, the OAC is responsible for planning for and overseeing the use of funds allocated for public health. The committee also reviews, monitors, and reports to the Board of Regents on funds committed for medical education and research.

The Board of Regents appointed the OAC in August, 2002. The committee wrote a five-year expenditure plan entitled, *The Wisconsin Partnership Fund for a Healthy Future*, which was approved by the Board of Regents in April, 2003. Following the Regents' approval, the Plan was reviewed by the Wisconsin United for Health Foundation, Inc. (WUHF). Approval of the Plan by WUHF occurred in March, 2004. Immediately thereafter, WUHF transferred the funds to the UW Foundation, which is responsible for their management and investment, based on an agreement between the UW Foundation, the Board of Regents and WUHF. The OAC is now working on the allocation of the funds for the public health initiatives as described in the Plan.

REQUESTED ACTION:

Approval of Resolution I.2.d.(1), reappointing Dean Philip Farrell, Margaret MacLeod Brahm, and Gregory Nycz, and appointing Professor Susan Riesch to the OAC.

DISCUSSION:

In accordance with the Insurance Commissioner's Order and the Bylaws of the OAC, which were approved by the Board of Regents in February, 2001, the Regents are being asked to reappoint Dean Philip Farrell as one of the four Medical School representatives on the committee to a four-year term. Dean Farrell has effectively led the OAC as chair

since its establishment two years ago and has provided guidance and support on the development of the Plan, the Request for Proposals (RfP), and the allocation of funds. Dean Farrell's participation on the committee is essential to ensure alignment of the purpose and objectives of the program with the Medical School's transformation to an integrated school of medicine and public health.

The Regents are also being asked to reappoint two of the public members of the committee, Margaret MacLeod Brahm who represents urban and community health interests, and Gregory Nycz who represents rural health interests, to four-year terms. Ms. Brahm and Mr. Nycz have been effective and articulate members of the committee and have brought commitment and energy to their respective roles on the OAC. Ms. Brahm is the President and CEO of the American Lung Association of Wisconsin. Mr. Nycz is the Executive Director of the Family Health Center of Marshfield, Inc. and the Director of Health Policy for Marshfield Clinic.

Additionally, the Regents are being asked to appoint Professor Susan Riesch from the School of Nursing to a four-year term. Professor Riesch will fill one of the four positions designated for representatives of the Medical School. Professor Riesch is highly qualified for this position given her background in public health nursing. She began her career as a public health nurse for the City of Milwaukee Health Department and went on to focus her academic career on teaching and researching public and community health issues. She is particularly interested in developing prevention strategies to reduce child and adolescent health risk behavior. Professor Riesch has been invited by the Medical School's Department of Population Health Sciences to be an Adjunct Professor. Her appointment will be approved by the Department in September.

The same nomination procedure for Medical School positions, which was established for the initial appointment of the committee two years ago, was followed. The process was led by Regent Emeritus Patrick Boyle, who interviewed candidates for the Medical School positions, resulting in the recommendation of both Dean Farrell and Professor Riesch to the Regents for four-year terms.

In accordance with the Insurance Commissioner's Order, the procedure for the reappointment of the public members requires a Nominating Subcommittee solely composed of the public members of the OAC. The Nominating Subcommittee met and unanimously agreed to recommend the reappointment of Margaret MacLeod Brahm and Gregory Nycz to the Regents for four-year terms.

RELATED REGENT POLICY

None.

UW-Madison Contract For
Campus Vending Services

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves amending a one-year agreement with Wright Vending – Madison to a term of five-years with two additional option years.

UNIVERSITY OF WISCONSIN-MADISON
CONTRACT FOR CAMPUS VENDING SERVICES
EXECUTIVE SUMMARY

BACKGROUND

UW-Madison seeks Board of Regent approval to amend a one-year agreement with Wright Vending to a term of five-years with two additional option years. This term was the basis of Wright Vending's initial proposal to our competitive bid. The details of this arrangement are contained in a Vending Services Contract by and between Wright Vending and the Board of Regents of the University of Wisconsin System, on behalf of UW-Madison and its Divisions of Social Education and UW Housing.

For the past several years, the campus has had a similar agreement with C.L. Swanson Vending. The seven-year agreement ended in August 2004. The new Wright Vending Agreement is the result of a competitive bid process that has taken place over the past several months. The responses to the bid were evaluated by a team of staff from UW-Madison and it was determined that Wright Vending - Madison offered the most beneficial proposal.

REQUESTED ACTION

That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves amending a one-year agreement with Wright Vending – Madison to a term of five-years with two additional option years.

DISCUSSION

An Invitation to Submit Plan (ISP) was issued in March 2004, with a due date of May 6, 2004. Seven proposals were received. Following detailed review of all proposals, three plan submitters were invited to make additional presentations. Following these presentations and additional review the decision was made to pursue final contract negotiation with Wright Vending.

The terms and provisions of the negotiated final contract with Wright Vending provide significant economic benefits to UW-Madison by increasing the amount of revenue generated annually from the exclusive rights for machine vending on the campus.

It should also be noted that the University bid allowed for submittal of separate contracts for beverages, providing an opportunity to evaluate the value of an exclusive arrangement with Coke or Pepsi for control of the machine vended market. The resulting proposals did not

provide sufficient additional income for the University to consider limiting selection options to a single bottler.

The principal provisions of the Wright Vending contract, as amended can be summarized as follows:

- The agreement is for five-years and is effective on the date it is signed on behalf of all parties. There is provision to extend the contract for two additional years at the sole discretion of the University.
- Wright Vending agrees to pay the UW–Madison in each year of the agreement 38.8 percent of vending sales or \$451,216, whichever is greater.
- Wright Vending agrees to offer both Pepsi and Coca-Cola products at all campus sale locations and will include 7-Up and other brands where demand merits.
- Wright Vending agrees to place 425 pieces of vending equipment in campus locations. A minimum of 107 machines will be new and manufactured since January 2002.
- Wright Vending agrees to vend milk products produced at the UW–Madison Babcock Dairy facility as bi-products of research in the UW-Madison Dairy Science department and expand on current milk sale locations.
- Wright Vending agrees to maintain established vending pricing at the machines unless written approval is obtained from the University.

RELATED REGENT POLICY

Regent Resolution 8875, dated June 11, 2004, Authorization to Sign Documents

Auxiliary Reserves Report

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Auxiliary Reserves Report be accepted for transmittal to State Officials



Vice President for Finance

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(608) 262-3985 Fax
website: <http://www.uwsa.edu>

September 10, 2004

Senator Alberta Darling
Representative Dean Kaufert
Co-Chairs, Joint Committee on Finance

Marc Marotta, Secretary
Department of Administration

Dear Senator Darling, Representative Kaufert and Secretary Marotta:

This letter requests approval of the UW System's 2004-2005 plan for student fee funded auxiliary reserve balances as required by section 36.46, Wisconsin Statutes:

The board may not accumulate any auxiliary reserve funds from student fees for any institution, or for the centers in aggregate, in an amount that exceeds an amount equal to 15% of the previous fiscal year's total revenues from student segregated fees and auxiliary operations funded from student fees for that institution, or for the centers in aggregate, unless the reserve funds are approved by the secretary of administration and the joint committee on finance under this subsection. A request by the board for such approval for any fiscal year shall be filed by the board with the secretary of administration and the cochairpersons of the joint committee on finance no later than September 15 of that fiscal year. The request shall include a plan specifying the amount of reserve funds the board wishes to accumulate and the purposes to which the reserve funds would be applied, if approved. Within 14 working days of receipt of the request, the secretary of administration shall notify the cochairpersons of the joint committee on finance in writing of whether the secretary proposes to approve the reserve fund accumulation.

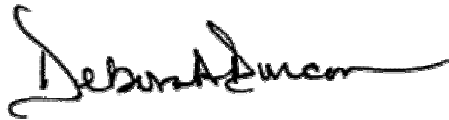
Reserve funds are needed to meet debt service requirements, to ensure that equipment and facilities can be maintained, replaced, remodeled or refurbished as needed, to provide an operating cushion to offset short-term revenue losses or unanticipated expenditures and to stabilize rate increases for students. Section 36.46 originally required approval of all student fee funded auxiliary reserve accumulations but was amended by the 1997-99 biennial budget bill to require approval of only reserve accumulations in excess of 15% of prior year revenues. UW System policy requires that institutional reserve levels be clearly linked to specific programmatic and operating needs detailed in a multi-year plan.

Attachment 1 shows planned reserves as of the end of 2004-2005 for all UW institutions and compares that amount to the reporting threshold (i.e., 15% of 2003-2004 revenues).

Attachment 2 shows the planned use of reserves for the three institutions that are projecting to end 2004-2005 with reserve balances above the 15% threshold. At each of these institutions, the planned reserves are being accumulated for major capital projects.

With this report we request approval of the projected balances shown in Attachment 2. I would be happy to answer any questions you may have about this information.

Sincerely,

A handwritten signature in black ink, appearing to read "Deborah A. Durcan". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Deborah A. Durcan
Vice President of Finance

cc: Joint Committee on Finance Members
President Reilly
Regents
Chancellors
Vice Presidents
Chief Business Officers
Doug Hendrix

Ginger Hintz
Freda Harris
Bob Hanle, DOA
Bob Lang, LFB
John Stott, LFB
Legislative Reference Bureau
Renee Stephenson

University of Wisconsin System
Section 36.46 Report on Student Fee Funded Auxiliary Reserves 2003-04
Calculation of 15% Reporting Threshold

Attachment 1

All Institutions	2003-04 Actual Revenue	15% of 03-04 Actual Revenue (Threshold)	6/30/05 Planned Reserve Balance	Greater Than / (Less Than) Threshold
Madison	85,275,715	12,791,357	2,366,239	(10,425,118)
Milwaukee	39,423,398	5,913,510	3,283,099	(2,630,411)
Eau Claire	22,211,837	3,331,776	5,598,283	2,266,507
Green Bay	9,620,428	1,443,064	3,091,730	1,648,666
La Crosse	20,279,086	3,041,863	2,579,921	(461,942)
Oshkosh	19,928,724	2,989,309	270,843	(2,718,466)
Parkside	8,149,178	1,222,377	997,168	(225,209)
Platteville	16,094,601	2,414,190	1,320,727	(1,093,463)
River Falls	13,306,540	1,995,981	2,170,399	174,418
Stevens Point	20,171,151	3,025,673	2,308,697	(716,976)
Stout	17,561,839	2,634,276	1,913,577	(720,699)
Superior	4,569,965	685,495	(60,538)	(746,033)
Whitewater	22,340,956	3,351,143	1,922,308	(1,428,835)
Colleges	3,577,172	536,576	470,171	(66,405)
TOTAL	<u>302,510,590</u>	<u>45,376,590</u>	<u>28,232,624</u>	<u>(17,143,966)</u>

University of Wisconsin System
Section 36.46 Report on Student Fee Funded Auxiliary Reserves
Planned Use of 2004-2005 Balances Greater Than Threshold

Attachment 2

Institution	Balance Greater Than Threshold	Planned Use of 2004-2005 Balances Greater Than Threshold
Eau Claire	2,266,507	Student Center renovation and addition \$9,000,000.
Green Bay	1,648,666	Student Center expansion \$8,800,000.
River Falls	174,418	Remaining payment of \$2,077,000 towards new Student Center.
TOTAL	<u>4,089,591</u>	

Notes:

- 1) Project amounts shown are the Program Revenue share of the total estimated project costs. The split between cash and PR supported general obligation bonding is established at the time the final project budget is approved by the State Building Commission.
- 2) All projects shown that require enumeration have either already been enumerated or are expected to be enumerated in 2005-2007. Repair and maintenance projects that do not require enumeration are either in progress or expected to commence in 2005-2007.

Report on Base Salary Adjustments to
Recognize Competitive Factors Required by
s. 36.09(1)(j), *Wis. Stats.*

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Report on 2003-04 Base Salary Adjustments to Recognize Competitive Factors Required by Section 36.09(1)(j), Wisconsin Statutes, be accepted for transmittal to State Officials.

REPORT ON BASE SALARY ADJUSTMENTS TO RECOGNIZE COMPETITIVE FACTORS

BACKGROUND

Section 36.09(1)(h) and Section 36.09(1)(j), Wisconsin Statutes, allow the University System to grant salary increases to faculty and academic staff to recognize competitive factors. Section 36.09(1)(j) also provides that no later than October 1 of each year, the Board of Regents shall report to the Joint Committee on Finance and the Departments of Administration and Employment Relations concerning the amount of such pay increases granted, and the institutions at which they are granted for the 12-month period ending on the preceding June 30.

REQUESTED ACTION

Approval of Resolution I.2.d.(4) to forward the Report on Salary Adjustments to Recognize Competitive Factors to the Legislative Joint Committee on Finance, the Department of Administration, and the Department of Employment Relations.

DISCUSSION AND RECOMMENDATIONS

The table below summarizes the adjustments granted during 2003-04. A total of 428 individuals at five institutions received \$1,344,280 for normal equity and retention issues in 2003-04. By comparison, there were a total of 415 individuals at six institutions receiving \$1,296,434 in 2002-03. This is the fourth and final installment of Phase III of UW Colleges' Salary Improvement Plan. Long-term salary compression and market issues are addressed through a phased-in compensation plan that affects many individuals employed by Colleges. A number of factors are used to recommend salary increases for Colleges' employees currently being paid below rates comparable to those of their market peers. The plan was established and implemented by the Senate Budget Committee, comprised of senators from Colleges' faculty and academic staff.

MARKET ADJUSTMENTS		
	NUMBER OF ADJUSTMENTS	ANNUAL COST OF ADJUSTMENTS
MADISON	85	\$926,481
MILWAUKEE	14	123,460
PARKSIDE	1	3,000
COLLEGES	327	288,339
EXTENSION	1	3,000
TOTAL	428	\$1,344,280

RELATED REGENT POLICY

None.

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED
QUARTERLY REPORT & PRIOR-YEAR COMPARISON
FISCAL YEAR 2003-2004 - Fourth Quarter

REVISED

UPDATED 09/08/04 (RIVER FALLS/STUDENT AID)

FISCAL YEAR 2003-2004	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Total	73,365,787	74,431,810	3,373,107	91,852,806	34,944,696	742,737,959	114,884,424	1,135,590,589
Federal	38,996,373	52,562,749	309,914	14,699,733	14,278,291	547,833,162	100,014,489	768,694,711
Nonfederal	34,369,414	21,869,061	3,063,193	77,153,073	20,666,405	194,904,797	14,869,935	366,895,878
FISCAL YEAR 2002-2003								
Total	70,293,367	73,735,261	3,697,471	91,782,979	22,898,180	617,197,829	109,732,360	989,337,448
Federal	37,440,780	39,677,727	195,000	12,455,877	230,000	446,493,772	92,710,951	629,204,106
Nonfederal	32,852,587	34,057,534	3,502,471	79,327,102	22,668,180	170,704,057	17,021,410	360,133,342
INCREASE(DECREASE)								
Total	3,072,420	696,549	(324,364)	69,827	12,046,516	125,540,130	5,152,064	146,253,141
Federal	1,555,593	12,885,022	114,914	2,243,856	14,048,291	101,339,390	7,303,538	139,490,605
Nonfederal	1,516,827	(12,188,473)	(439,278)	(2,174,029)	(2,001,775)	24,200,740	(2,151,474)	6,762,536

UNIVERSITY OF WISCONSIN SYSTEM

Revised

GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION

QUARTERLY REPORT & PRIOR-YEAR COMPARISON

RIVER FALLS UPDATED 09/08/04 STUDENT AID

FISCAL YEAR 2003-2004 - Fourth Quarter

	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
FISCAL YEAR 2003-2004								
Madison	17,683,587	42,636,411	3,209,980	75,202,032	34,608,000	704,839,751	31,456,315	909,636,076
Milwaukee	6,572,243	11,675,970	150,927	2,672,348	245,891	24,098,185	17,531,221	62,946,785
Eau Claire	949,298	3,255,345	0	0	0	1,945,239	7,390,231	13,540,113
Green Bay	2,000	3,031,496	4,200	441,638	55,000	3,559,908	3,166,939	10,261,182
La Crosse	2,089,806	880,547	2,000	2,321,276	0	3,290,335	4,918,288	13,502,252
Oshkosh	1,764,070	6,734,342	5,000	0	0	1,845,453	6,352,218	16,701,083
Parkside	746,716	1,497,745	0	111,950	0	259,452	3,998,246	6,614,109
Platteville	125,239	153,563	0	270,850	0	33,138	4,563,924	5,146,714
River Falls	358,263	163,316	0	1,144,726	0	229,052	4,234,048	6,129,405
Stevens Point	5,863,833	1,019,166	0	1,303,752	3,000	1,167,390	10,377,122	19,734,263
Stout	3,375,771	283,614	0	1,265,311	32,400	268,450	6,399,067	11,624,613
Superior	127,286	5,000	0	725,241	0	466,923	361,000	1,685,450
Whitewater	455,907	95,565	0	2,778,239	405	511,903	6,177,482	10,019,502
Colleges	16,837	1,138,250	1,000	563,909	0	151,230	7,958,322	9,829,548
Extension	33,234,931	0	0	1,189,417	0	0	0	34,424,348
System-Wide	0	1,861,481	0	1,862,118	0	71,550	0	3,795,149
Totals	73,365,787	74,431,810	3,373,107	91,852,806	34,944,696	742,737,959	114,884,424	1,135,590,589
Madison	12,049,707	24,279,308	200,000	5,265,253	14,000,000	517,513,416	18,885,511	592,193,195
Milwaukee	1,871,338	10,913,246	4,927	364,197	245,891	19,765,624	16,850,298	50,015,521
Eau Claire	690,228	2,527,498	0	0	0	1,551,895	7,191,789	11,961,410
Green Bay	2,000	2,929,653	0	1,000	0	3,143,907	3,040,931	9,117,491
La Crosse	1,741,824	878,407	0	1,668,386	0	2,462,502	4,914,531	11,665,650
Oshkosh	1,529,235	6,290,517	5,000	0	0	1,178,151	6,352,218	15,355,121
Parkside	644,340	1,298,452	0	0	0	250,312	3,763,725	5,956,829
Platteville	296,706	0	99,987	0	0	0	4,579,902	4,976,595
River Falls	311,569	99,117	0	689,332	0	151,980	4,134,896	5,386,894
Stevens Point	3,817,754	260,027	0	1,162,963	0	557,967	10,377,122	16,175,833
Stout	2,775,308	97,131	0	1,009,974	32,400	239,062	6,398,067	10,551,941
Superior	75,056	5,000	0	725,241	0	387,603	361,000	1,553,900
Whitewater	471,965	0	0	2,482,775	0	460,034	5,625,125	9,039,899
Colleges	4,874	1,122,912	0	319,587	0	120,709	7,539,374	9,107,456
Extension	12,714,470	0	0	0	0	0	0	12,714,470
System-Wide	0	1,861,481	0	1,011,025	0	50,000	0	2,922,506
Federal Totals	38,996,373	52,562,749	309,914	14,699,733	14,278,291	547,833,162	100,014,489	768,694,711
Madison	5,633,880	18,357,103	3,009,980	69,936,779	20,608,000	187,326,335	12,570,804	317,442,881
Milwaukee	4,700,905	762,724	146,000	2,308,151	0	4,332,561	680,923	12,931,264
Eau Claire	259,070	727,847	0	0	0	393,344	198,442	1,578,703
Green Bay	0	101,843	4,200	440,638	55,000	416,001	126,008	1,143,690
La Crosse	347,982	2,140	2,000	652,890	0	827,833	3,757	1,836,602
Oshkosh	234,835	443,825	0	0	0	667,302	0	1,345,962
Parkside	102,376	199,293	0	111,950	0	9,140	234,521	657,280
Platteville	(171,467)	153,563	(99,987)	270,850	0	33,138	(15,978)	170,119
River Falls	46,694	64,199	0	455,394	0	77,072	99,152	742,511
Stevens Point	2,046,079	759,139	0	140,789	3,000	609,423	0	3,558,430
Stout	600,464	186,483	0	255,337	0	29,388	1,000	1,072,671
Superior	52,230	0	0	0	0	79,320	0	131,550
Whitewater	(16,058)	95,565	0	295,464	405	51,869	552,357	979,602
Colleges	11,963	15,338	1,000	244,322	0	30,521	418,948	722,092
Extension	20,520,461	0	0	1,189,417	0	0	0	21,709,878
System-Wide	0	0	0	851,093	0	21,550	0	872,643
Nonfederal Totals	34,369,414	21,869,061	3,063,193	77,153,073	20,666,405	194,904,797	14,869,935	366,895,878

UNIVERSITY OF WISCONSIN SYSTEM

Revised

GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION

QUARTERLY REPORT & PRIOR-YEAR COMPARISON

RIVER FALLS UPDATED 09/08/04 STUDENT AID

FISCAL YEAR 2003-2004 - Fourth Quarter

	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
FISCAL YEAR 2002-2003								
Madison	17,966,753	47,980,160	3,489,914	68,917,128	20,555,424	583,472,648	30,126,366	772,508,393
Milwaukee	1,792,917	12,157,190	100,350	4,566,438	0	21,393,882	15,234,603	55,245,380
Eau Claire	893,486	3,309,359	0	0	0	1,555,283	7,206,728	12,964,856
Green Bay	6,000	1,795,893	98,500	194,868	53,011	2,339,037	3,558,037	8,045,346
La Crosse	2,947,236	314,055	4,000	1,874,276	2,208,945	3,596,967	4,917,215	15,862,694
Oshkosh	4,737,541	5,196,851	0	0	0	1,490,653	6,058,498	17,483,543
Parkside	215,395	202,434	1,307	125,367	0	591,892	3,636,710	4,773,105
Platteville	782,511	15,972	0	448,247	0	0	4,268,184	5,514,914
River Falls	1,079,320	548,377	0	1,698,486	35,000	77,343	4,060,990	7,499,516
Stevens Point	3,871,998	800,518	650	811,278	6,800	1,051,066	7,245,189	13,787,499
Stout	2,493,391	425,511	0	1,131,815	200	932,736	6,382,414	11,366,067
Superior	52,683	5,000	0	751,707	0	284,877	1,395,536	2,489,803
Whitewater	0	180,605	0	3,719,762	38,800	322,856	5,994,583	10,256,606
Colleges	14,874	39,892	2,750	597,049	0	15,301	9,572,307	10,242,173
Extension	33,439,262	0	0	2,439,181	0	0	0	35,878,443
System-Wide	0	763,444	0	4,507,378	0	73,288	75,000	5,419,110
Totals	70,293,367	73,735,261	3,697,471	91,782,979	22,898,180	617,197,829	109,732,360	989,337,448
Madison	11,746,609	17,473,563	195,000	3,266,400	230,000	421,848,056	17,347,326	472,106,954
Milwaukee	293,458	11,100,509	0	692,152	0	16,208,017	14,947,344	43,241,480
Eau Claire	746,151	2,819,225	0	0	0	1,361,842	6,933,859	11,861,077
Green Bay	0	1,715,607	0	0	0	1,623,123	3,355,608	6,694,338
La Crosse	2,511,461	314,055	0	1,201,093	0	2,673,911	4,916,965	11,617,485
Oshkosh	3,317,929	4,518,384	0	0	0	580,264	6,058,507	14,475,084
Parkside	195,970	5,000	0	0	0	545,735	3,545,104	4,291,809
Platteville	506,134	0	0	0	0	0	4,268,184	4,774,318
River Falls	1,018,460	474,030	0	1,049,554	0	0	3,954,562	6,496,606
Stevens Point	2,072,592	290,805	0	666,040	0	264,580	7,245,189	10,539,206
Stout	2,102,581	114,405	0	850,032	0	973,000	6,382,414	10,422,432
Superior	29,308	5,000	0	751,707	0	86,643	1,395,536	2,268,194
Whitewater	0	83,700	0	2,698,451	0	275,300	5,467,138	8,524,589
Colleges	0	0	0	319,448	0	3,301	6,893,215	7,215,964
Extension	12,900,127	0	0	0	0	0	0	12,900,127
System-Wide	0	763,444	0	961,000	0	50,000	0	1,774,444
Federal Totals	37,440,780	39,677,727	195,000	12,455,877	230,000	446,493,772	92,710,951	629,204,106
Madison	6,220,144	30,506,597	3,294,914	65,650,728	20,325,424	161,624,592	12,779,040	300,401,439
Milwaukee	1,499,459	1,056,681	100,350	3,874,286	0	5,185,865	287,259	12,003,900
Eau Claire	147,335	490,134	0	0	0	193,441	272,869	1,103,779
Green Bay	6,000	80,286	98,500	194,868	53,011	715,914	202,429	1,351,009
La Crosse	435,775	0	4,000	673,183	2,208,945	923,056	250	4,245,209
Oshkosh	1,419,612	678,467	0	0	0	910,389	(9)	3,008,459
Parkside	19,425	197,434	1,307	125,367	0	46,157	91,606	481,296
Platteville	276,377	15,972	0	448,247	0	0	0	740,596
River Falls	60,860	74,347	0	648,932	35,000	77,343	106,428	1,002,910
Stevens Point	1,799,406	509,713	650	145,238	6,800	786,486	0	3,248,293
Stout	390,810	311,106	0	281,783	200	(40,264)	0	943,635
Superior	23,375	0	0	0	0	198,234	0	221,609
Whitewater	0	96,905	0	1,021,311	38,800	47,556	527,445	1,732,017
Colleges	14,874	39,892	2,750	277,601	0	12,000	2,679,092	3,026,209
Extension	20,539,135	0	0	2,439,181	0	0	0	22,978,316
System-Wide	0	0	0	3,546,378	0	23,288	75,000	3,644,666
Nonfederal Totals	32,852,587	34,057,534	3,502,471	79,327,102	22,668,180	170,704,057	17,021,410	360,133,342

UNIVERSITY OF WISCONSIN SYSTEM
 GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION
 QUARTERLY REPORT & PRIOR-YEAR COMPARISON
 FISCAL YEAR 2003-2004 - Fourth Quarter

Revised

RIVER FALLS UPDATED 09/08/04 STUDENT AID

	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
INCREASE (DECREASE)								
Madison	(283,166)	(5,343,749)	(279,934)	6,284,904	14,052,576	121,367,103	1,329,949	137,127,683
Milwaukee	4,779,326	(481,220)	50,577	(1,894,090)	245,891	2,704,303	2,296,618	7,701,405
Eau Claire	55,812	(54,014)	0	0	0	389,956	183,503	575,257
Green Bay	(4,000)	1,235,603	(94,300)	246,770	1,989	1,220,871	(391,098)	2,215,835
La Crosse	(857,430)	566,492	(2,000)	447,000	(2,208,945)	(306,632)	1,073	(2,360,442)
Oshkosh	(2,973,471)	1,537,491	5,000	0	0	354,800	293,720	(782,460)
Parkside	531,321	1,295,311	(1,307)	(13,417)	0	(332,440)	361,536	1,841,004
Platteville	(657,272)	137,591	0	(177,397)	0	33,138	295,740	(368,200)
River Falls	(721,057)	(385,061)	0	(553,760)	(35,000)	151,709	173,058	(1,370,111)
Stevens Point	1,991,835	218,648	(650)	492,474	(3,800)	116,324	3,131,933	5,946,764
Stout	882,380	(141,897)	0	133,496	32,200	(664,286)	16,653	258,546
Superior	74,603	0	0	(26,466)	0	182,046	(1,034,536)	(804,353)
Whitewater	455,907	(85,040)	0	(941,523)	(38,395)	189,047	182,899	(237,104)
Colleges	1,963	1,098,358	(1,750)	(33,140)	0	135,929	(1,613,985)	(412,625)
Extension	(204,331)	0	0	(1,249,764)	0	0	0	(1,454,095)
System-Wide	0	1,098,037	0	(2,645,260)	0	(1,738)	(75,000)	(1,623,961)
Totals	3,072,420	696,549	(324,364)	69,827	12,046,516	125,540,130	5,152,064	146,253,141
Madison	303,098	6,805,745	5,000	1,998,853	13,770,000	95,665,360	1,538,185	120,086,241
Milwaukee	1,577,880	(187,263)	4,927	(327,955)	245,891	3,557,607	1,902,954	6,774,041
Eau Claire	(55,923)	(291,727)	0	0	0	190,053	257,930	100,333
Green Bay	2,000	1,214,046	0	1,000	0	1,520,784	(314,677)	2,423,153
La Crosse	(769,637)	564,352	0	467,293	0	(211,409)	(2,434)	48,165
Oshkosh	(1,788,694)	1,772,133	5,000	0	0	597,887	293,711	880,037
Parkside	448,370	1,293,452	0	0	0	(295,423)	218,621	1,665,020
Platteville	(209,428)	0	99,987	0	0	0	311,718	202,277
River Falls	(706,891)	(374,913)	0	(360,222)	0	151,980	180,334	(1,109,712)
Stevens Point	1,745,162	(30,778)	0	496,923	0	293,387	3,131,933	5,636,627
Stout	672,726	(17,274)	0	159,942	32,400	(733,938)	15,653	129,509
Superior	45,748	0	0	(26,466)	0	300,960	(1,034,536)	(714,294)
Whitewater	471,965	(83,700)	0	(215,676)	0	184,734	157,987	515,310
Colleges	4,874	1,122,912	0	139	0	117,408	646,159	1,891,492
Extension	(185,657)	0	0	0	0	0	0	(185,657)
System-Wide	0	1,098,037	0	50,025	0	0	0	1,148,062
Federal Totals	1,555,593	12,885,022	114,914	2,243,856	14,048,291	101,339,390	7,303,538	139,490,605
Madison	(586,264)	(12,149,494)	(284,934)	4,286,051	282,576	25,701,743	(208,236)	17,041,442
Milwaukee	3,201,447	(293,957)	45,650	(1,566,135)	0	(853,304)	393,664	927,365
Eau Claire	111,735	237,713	0	0	0	199,903	(74,427)	474,924
Green Bay	(6,000)	21,557	(94,300)	245,770	1,989	(299,913)	(76,421)	(207,318)
La Crosse	(87,793)	2,140	(2,000)	(20,293)	(2,208,945)	(95,223)	3,507	(2,408,607)
Oshkosh	(1,184,777)	(234,642)	0	0	0	(243,087)	9	(1,662,497)
Parkside	82,951	1,859	(1,307)	(13,417)	0	(37,017)	142,915	175,984
Platteville	(447,844)	137,591	(99,987)	(177,397)	0	33,138	(15,978)	(570,477)
River Falls	(14,166)	(10,148)	0	(193,538)	(35,000)	(271)	(7,276)	(260,399)
Stevens Point	246,673	249,426	(650)	(4,449)	(3,800)	(177,063)	0	310,137
Stout	209,654	(124,623)	0	(26,446)	(200)	69,652	1,000	129,037
Superior	28,855	0	0	0	0	(118,914)	0	(90,059)
Whitewater	(16,058)	(1,340)	0	(725,847)	(38,395)	4,313	24,912	(752,414)
Colleges	(2,911)	(24,554)	(1,750)	(33,279)	0	18,521	(2,260,144)	(2,304,117)
Extension	(18,674)	0	0	(1,249,764)	0	0	0	(1,268,438)
System-Wide	0	0	0	(2,695,285)	0	(1,738)	(75,000)	(2,772,023)
Nonfederal Totals	1,516,827	(12,188,473)	(439,278)	(2,174,029)	(2,001,775)	24,200,740	(2,151,474)	6,762,536

UW System Trust Funds
Acceptance of Bequests

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the benefiting University of Wisconsin institutions, the bequests detailed on the attached list be accepted for the purposes designated by the donors, or where unrestricted by the donors, by the benefiting institution, and that the Trust Officer or Assistant Trust Officers be authorized to sign receipts and do all things necessary to effect the transfers for the benefit of the University of Wisconsin System.

Let it be herewith further resolved, that the President and Board of Regents of the University of Wisconsin System, the Chancellors of the benefiting University of Wisconsin institutions, and the Deans and Chairs of the benefiting Colleges and Departments, express their sincere thanks and appreciation to the donors and their families for their generosity and their devotion to the values and ideals represented by the University of Wisconsin System. These gifts will be used to sustain and further the quality and scholarship of the University and its students.

UW SYSTEM TRUST FUNDS ACCEPTANCE OF BEQUESTS OVER \$50,000

EXECUTIVE SUMMARY

BACKGROUND

Regent policy provides that individual bequests of \$50,000 or more will be brought to the Business and Finance Committee so that they can, via resolution, be formally accepted and recognized by the President, Board of Regents, and appropriate Chancellor if to a specific campus. The resolution of acceptance, recognition, and appreciation will then be conveyed, where possible, to the donor, the donor's family, and other interested parties.

REQUESTED ACTION

Resolution accepting and recognizing new bequests of \$50,000 or more.

DISCUSSION

Details of new bequests of \$50,000 or more that have been or will be received by UW System Trust Funds on behalf of the Board of Regents are given in the attachment to the resolution.

RELATED REGENT POLICIES

Resolution 8559, June 7, 2002 - Process for Presenting and Reporting Bequests.

1. Ella M. Seitz Estate

Ms. Seitz's Will states the following: "TWO: All the rest of the property which I own at my death is hereby given to the UNIVERSITY OF WISCONSIN CLINICAL CANCER CENTER, Madison, Wisconsin. I impose no use or trust upon said bequest."

Ms. Seitz's attorney, Forrest Hartmann, provided the following information about this donor: "Ella Seitz lived in the Baraboo area for the past sixty years. She died at the age of 98 as a widow and without children. Ella was born in a log cabin a few miles south of Sauk City, and actively participated in the farm that she and her husband ran. In every sense of the word, she was a 'hands on' person, and was still changing tires on her car well into her 90s.

There probably were two things that caused her to make the large bequest to the Clinical Cancer Center. First of all, she felt strongly about doing something about cancer. Secondly, she had a good experience at the University of Wisconsin Hospital after she suffered an injury a few years before her death. [By phone, Mr. Hartmann also conveyed that this was an eye injury caused by a buckling jack while Ella was changing a tire.] The result is this wonderful gift to a cause that affects almost everyone of us at one time or another."

(UW-Madison has received approximately \$1.7 million from this estate.)

2. Helen M. Becker Trust

Ms. Becker's Trust states the following: "The balance of such property shall be divided into equal shares so that there is one share for each of the following organizations...: (1) University of Wisconsin McArdle Lab for Cancer Research, with its principal offices currently located at 1400 University Avenue, Madison, Wisconsin 53706, or to its legal successor organization(s), to be used by the said organization(s) for research."

(UW-Madison has received over \$80,000 to date from this Trust.)

3. Lester Wilken (Wilken Family) Trust

This Revocable Living Trust reads as follows: "Upon the death of the Survivor, Trust B... shall be distributed as follows: The sum of TEN THOUSAND DOLLARS (\$10,000) shall go to THE UNIVERSITY OF WISCONSIN." Further, it states: "The rest, residue and remainder of our Trust Estate shall be distributed as follows: TWENTY-FIVE (25%) PERCENT shall go to THE UNIVERSITY OF WISCONSIN, DEPARTMENT OF SPEECH DISORDERS."

According to Lester Wilken's nephew and executor, Alan Wilken, his uncle's connection to the University was not as an alumnus, but simply as a person who benefited from an innovative program. Lester had a severe stutter as a young man and attended a program at the UW in the 1930s or 1940s that allowed him to completely overcome this and to speak effortlessly. His gift to the Department of Speech Disorders reflects his life-long gratitude.

(UW-Madison has received over \$60,000 to date from this Trust and may receive a total of \$70,000 to \$100,000 upon final distribution of the residue.)

4. Ruth Emily Walters Ratcliff Estate

The Will of Ms. Ratcliff states the following under ITEM XIII: "I hereby give and bequeath my Mineral City Corporation Gold and Silver Mine Shares which I inherited from my mother, and all shares which I may own at the time of my death in Invesco Company Mutual Fund, to the University of Wisconsin Dermatology Department in Madison, Wisconsin, for the research of skin cancer." And under ITEM I of a codicil to the Will regarding the residue: "Thirty-three and one-third percent (33 1/3%) to the University of Wisconsin Dermatology Department in Madison, Wisconsin."

Although unable to precisely ascertain Ms. Ratcliff's connection to and reason for gifting to the University's Department of Dermatology at this time, her attorney's office did convey that Ruth was a nurse and her husband a dermatologist. Further information will hopefully be obtained, so that it can be shared with the benefiting department.

(UW-Madison has received over \$150,000 to date through the specific bequest, and has yet to receive its portion of the residue of the estate.)

Principal Expenditure
UW System Trust Funds
Ella M. Seitz Bequest

BUSINESS AND FINANCE COMMITTEE

Resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Chancellor of UW-Madison, and the Dean of the University of Wisconsin Medical School, the principal and income balances of the Ella M. Seitz bequest become available for spending.

**UW SYSTEM TRUST FUNDS
REQUEST FOR PRINCIPAL EXPENDITURE
Ella M. Seitz Bequest**

EXECUTIVE SUMMARY

BACKGROUND

In the event a donor gives no direction as to the use of principal, current Regent policy requires that all quasi-endowments greater than \$50,000 be identified as designated endowments. As a designated endowment, only the income from the trust is made available for expenditure. If an exception to this restriction is desired, whether at the time of initial acceptance or at a later date, a request must be submitted to the Vice President for Finance for consideration at the next meeting of the Business and Finance Committee. Only those requests that are consistent with the spirit of the Regent policy and the intent of the donor will be approved.

REQUESTED ACTION

Approval of request for principal expenditure.

DISCUSSION

A bequest of approximately \$1.7 million has been received from the estate of Ella M. Seitz for the benefit of the University of Wisconsin-Madison Cancer Center. The will of Ms. Seitz states the following:

"TWO: All the rest of the property which I own at my death is hereby given to the UNIVERSITY OF WISCONSIN CLINICAL CANCER CENTER, Madison, Wisconsin. I impose no use or trust upon said bequest."

With the support of Chancellor Wiley, Dean Farrell of the University of Wisconsin Medical School is requesting an exception to the Regent policy, thereby allowing expenditure of principal. Dean Farrell's letter of July 16, 2004 supports this request as follows: "These funds will be held for funding of UW Comprehensive Cancer Center space in the Interdisciplinary Research Center (IRC). The IRC is part of the overall Healthstar project. . . The gift will help expedite the construction of this urgently needed facility. The Medical School has received a total of \$14 million in Federal grant support from the Department of Health and Human Services and the National Cancer Institute for construction of new cancer research space in the IRC. The grants carry a one-to-one matching provision. The \$1.7 million from this gift will be used to help meet that match requirement. This usage of the funds has been discussed with Forrest Hartmann, attorney for the estate, who is very supportive of using the funds for the cancer portion [of the] IRC.

Currently, the single most important research need for the Medical School is additional research space. We have previously requested other gifts going to Healthstar to be treated as quasi-endowment and will continue to do so in the future. The entirety of these gifts, principal and earnings, will be needed to help fund the IRC, as the vast majority of funding for this facility will come from philanthropy. As done with previous gifts, we will select an appropriate naming opportunity to go along with this gift."

RELATED REGENT POLICIES

Resolution 5631 of 10-5-90: Quasi-Endowments over \$50,000.

REVISED

I.3. Physical Planning and Funding Committee

Thursday, September 9, 2004
1820 Van Hise Hall
1220 Linden Drive, Madison, WI
1:00 p.m.

11:00 All Regents

- President Kevin Reilly

12:00 Box Lunch

12:30 Business and Finance Committee – All Regents Invited

- 2005-07 Projected Increases for Gifts, Grants, Contracts, and Self-Supporting Operations
[Resolution I.2.a.]

1:00 Physical Planning and Funding Committee - Room 1511

- a. Approval of the Minutes of the June 10, 2004 Meeting
- b. Report of the Assistant Vice President
 - Building Commission Actions
 - Other
 - UW-Milwaukee Kenilworth Update
 - UW Colleges Annual Report
- c. UW-La Crosse: Chilled Water Plant – Increase Capacity (Design Report)
[Resolution I.3.c.]
- d. UW-Madison: Lease of Space for Antarctic, Astronomy, and Astrophysics Research
[Resolution I.3.d.]
- e. UW-Madison: Mechanical Engineering Budget Increase
[Resolution I.3.e.]
- f. UW Hospital and Clinics Authority: American Family Children's Hospital
[Resolution I.3.f.]
- g. UW-Madison: Authority to Seek a Waiver for Construction of the American Family Children's Hospital Parking Ramp
[Resolution I.3.g.]
- h. UW-Milwaukee: Great Lakes Research Facility - Genomics Laboratory Remodeling (Design Report)
[Resolution I.3.h.]
- i. UW-Whitewater: Chilled Water Plant – Increase Capacity (Design Report)
[Resolution I.3.i.]
- x. Additional items which may be presented to the Committee with its approval

Approval of the Design Report and Authority
to Construct a Chilled Water Plant – Increase
Capacity Project, UW-La Crosse

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct a Chilled Water Plant – Increase Capacity Project at a revised estimated total project cost of \$2,103,400 (\$962,300 General Fund Supported Borrowing, \$701,500 General Fund Supported Borrowing – Utilities Repair and Renovation, \$272,700 Program Revenue–Cash, and \$166,900 Program Revenue Supported Borrowing). This includes a budget increase of \$868,400 (\$701,500 General Fund Supported Borrowing–Utilities Repair and Renovation and \$166,900 Program Revenue Supported Borrowing).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin-La Crosse
2. Request: Requests approval of the Design Report and authority to construct a Chilled Water Plant – Increase Capacity Project at a revised estimated total project cost of \$2,103,400 (\$962,300 General Fund Supported Borrowing, \$701,500 General Fund Supported Borrowing – Utilities Repair and Renovation, \$272,700 Program Revenue–Cash, and \$166,900 Program Revenue Supported Borrowing). This includes a budget increase of \$868,400 (\$701,500 General Fund Supported Borrowing–Utilities Repair and Renovation and \$166,900 Program Revenue Supported Borrowing).
3. Description and Scope of Project: This project will increase the chilled water capacity of the existing campus central chilled water plant. Work will involve the installation of a 4,160 volt, 1,200 ton, centrifugal water chiller and associated pumps, cooling tower, piping, electrical service, and controls in an approximate 28- by 32-foot addition to the existing plant. Work will also include extension of chilled water distribution piping to serve the new 350-bed apartment style residence hall and the Cleary Center. Piping will be stubbed out to these facilities buildings with valved terminations ready for final building connections under a separate project.
4. Justification of the Project: Over the summer of 2001, the campus monitored the chilled water flow and temperatures and determined the chilled water plant was delivering approximately 2,300 tons of cooling. This is within 100 tons of the existing plant's 2,400 ton nominal capacity. Since that time the system has been extended to serve the Cartwright Student Center and Graff Main Hall. Taking these additional loads into account, the current estimated shortfall in plant capacity is more than 330 tons.

A new 350-bed residence hall will be ready for fall semester occupancy in 2006. This facility along with the Cleary Alumni and Friends Center will add an additional 375 tons of load to the system. The campus long range plan includes extending the central chilled water system to serve Mitchell Hall, a new 182,000 GSF academic building, a renovation of Wittich Hall, as well as several other existing buildings. It is anticipated that these future connections will fully utilize the 1,200 ton capacity of the proposed new chiller.

5. Budget:

Construction	\$1,719,400
A/E Design	150,000
DSF Mgmt. Fee	75,000
Contingency	<u>159,000</u>
Totals	\$2,103,400

The funding split between GFSB and PR funding sources was calculated based on the estimated chilled water loads of the various GPR/PR facilities to be served by the new chiller. The funding split was revised after 2003-05 Capital Budget approval based on construction of a smaller 350-bed residence hall in lieu of the 600-bed facility originally planned.

6. Previous Action:

August 22, 2002
Resolution 8582

As part of the 2003-05 Capital Budget, the Board of Regents recommended enumeration of the UW-La Crosse Chilled Water Plant – Increase Capacity project as a part of the UW System Utility Improvements – Seven Campus project at an estimated total project budget of \$1,235,000 (\$824,000 General Fund Supported Borrowing and \$411,000 Program Revenue-Cash).

Authority to Lease Space in Behalf of the
Graduate School and the Antarctic Astronomy
and Astrophysics Research Institute,
UW-Madison

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted for the Department of Administration to lease 16,825 gross square feet of office space at 222 West Washington Avenue in Madison, Wisconsin on behalf of the University of Wisconsin Graduate School and the Antarctic Astronomy and Astrophysics Research Institute (A3RI).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin-Madison
2. Request: Authority for the Department of Administration to lease 16,825 gross square feet of office space at 222 West Washington Avenue in Madison, Wisconsin on behalf of the University of Wisconsin Graduate School and the Antarctic Astronomy and Astrophysics Research Institute (A3RI).

Lessor: West Washington Associates, LLC.
150 East Gilman Street
Madison, WI 53703

3. Description and Scope of Project: The A3RI staff conducting research as part of the Ice Cube and AMANDA Projects is requesting to consolidate the administrative support activities directly connected to research on campus and in the Antarctic.

Research is physically conducted and data is received from deep in the ice of the South Pole. This project is funded by significant agencies such as the National Science Foundation (NSF) and is a collaborative effort by twenty colleges within the United States and abroad which requires that there be a strong educational and outreach component of the project, so the proximity to campus is critical.

The existing Research Institute office staff is housed in multiple locations on the UW-Madison campus, on Mineral Point Road in leased space, and at the Kegonsa Research Center near Stoughton. No expansion space is available within these facilities. The new location will provide consolidation of the administrative support activities and convenient access for students who also attend classes on the UW-Madison campus.

The UW-Madison campus receives Federal Grants totaling over \$270 million to fund this research, making this an extremely valuable project to that institution.

4. Lease Information: The proposed lease was chosen due to its easy access to campus, ability to connect to high speed data, and the ability to provide space to all staff on one level.

A Request for Proposal was solicited in May 2004 and six proposals were submitted. Only three proposals were within the boundaries specified.

The proposed lease covers 16,852 GSF of space for the period beginning January 1, 2005 (or date of occupancy) through December 31, 2009 at an annual rate not to exceed

\$303,336 (\$18.00/GSF). The lease also provides for one five-year renewal option on January 1, 2010.

The lessor is responsible for utility, janitorial, and maintenance services. Rental payments will be provided from Federal Grant funds. The base rental rate is fixed with separate expense stops for real estate taxes and operating costs.

The lessor will provide a tenant allowance of \$35.00 per square foot as a part of the lease rate and will subsidize the parking rates to ease staff into the higher rates of parking downtown.

5. Justification: The Antarctic Astronomy and Astrophysics Research Institute (A3RI) became an entity within the UW Space Science and Engineering Center upon formal approval of the Institute by the Graduate School in June 2000. Ice Cube is a neutrino observatory to be installed at the South Pole during Austral summers over approximately six years. It is being phased into operation over the period of installation and used for scientific investigations as the maturity of the system allows. The detector is being designed, built, installed, and used for research by an international collaboration.

As the host institution, the UW-Madison campus with support from the National Science Foundation provides oversight and staffing for the execution of the project and development of key components. The prior AMANDA Project (also done on the UW-Madison campus) was a similar project that is now in operation in the South Pole and serves as a prototype for the improved and expanded Ice Cube project.

The support units were originally allocated space from several different university departments in various locations throughout campus. The project and its funding grants (of more than 270 million dollars) have grown tremendously since its beginning. Ice Cube is backed by over thirty participating institutions and supporting agencies including different countries and distinguished agencies such as the National Science Foundation.

This leased location will consolidate the staff into one central location enabling staff to work more easily as one unit. The selected location is within close proximity of the campus and can provide space for the entire project on one floor plate.

This rental rate is very reasonable for class A office space in downtown Madison. The allowance contributed by the building owner is estimated to cover all improvements required to layout this office.

6. Previous Action: None.

Authority to Transfer Funds and Increase the
Budget of the Mechanical Engineering
Renovation and Addition Project, UW-Madison

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to: (1) increase the budget of the Mechanical Engineering Renovation and Addition project by \$4,500,000 Gift Funds, and \$57,495 Institutional Funds, and (2) transfer \$82,700 General Fund Supported Borrowing-Facilities Repair and Renovation, from the 21st Century Network Project into this project, for a revised total project cost of \$50,640,195 (\$23,082,700 General Fund Supported Borrowing, \$27,500,000 Gift Funds, and \$57,495 Institutional Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin-Madison
2. Request: Requests authority to: (1) increase the budget of the Mechanical Engineering Renovation and Addition project by \$4,500,000 Gift Funds, and \$57,495 Institutional Funds, and (2) transfer \$82,700 General Fund Supported Borrowing-Facilities Repair and Renovation, from the 21st Century Network Project into this project, for a revised total project cost of \$50,640,195 (\$23,082,700 General Fund Supported Borrowing, \$27,500,000 Gift Funds, and \$57,495 Institutional Funds).
3. Description and Scope of the Project: This project includes demolition of the 1921 “sawtooth” building and construction of an approximately 155,400 GSF, four-level, plus basement and mechanical penthouse addition.

The scope of work includes the complete renovation and remodeling of approximately 124,000 GSF of space within the existing building, including replacement of all existing plumbing, mechanical, electrical, and telecommunications systems. Asbestos floor tile and other asbestos-containing materials will be abated as part of the project. Fire sprinklers will be added to the building, and all health and safety code requirements will be met.

Also included are: (1) lowering the basement in the existing building, (2) adding a basement level in the new construction, (3) constructing a fourth floor in the new construction, (4) adding a fifth floor mechanical equipment room and mezzanine, (5) increasing the footprint of the new construction to the south, and (6) building additional space over the reactor control room.

Bids for this project were opened on June 16th 2004. The lowest bid exceeded the approved amount by approximately \$8,000,000. In order to keep the project on schedule, the College of Engineering, in consultation with the Division of State Facilities, the architect, and the low bid contractor, identified a number of scope cuts and value engineering items. Significant items on this list include:

- omitting underpinning the footings of the existing basement in the east wing by reducing the depth that the basement is to be lowered in the existing building;
- eliminating the five story central atrium and the associated cost of fire and smoke control systems by adding a floor slab at the third and fifth floor openings;
- eliminating redundant air handling units and associated ductwork that were intended as a backup and to accommodate future laboratory exhaust;

- substituting drywall partitions for masonry partitions and deleting the retrofit of existing floor structures for increased floor loading on the floors of the north wing of the existing building; and
- omitting separate small panes of glass at the exterior replacement windows and substituting a grid within the glazing that simulates separate panes of glass.

Other cost saving items include eliminating the budget for AV equipment and reducing the level of building finishes for all floors other than the first floor. These changes to the program scope result in cost savings of \$3,500,000, resulting in a need for additional funding of \$4,500,000. The College of Engineering has secured additional gift funding in this amount.

The 21st Century Data Network project was approved by the SBC in June 2004. A portion of that project includes \$82,700 for work in the existing Mechanical Engineering Building which covers the installation of telecommunications room infrastructure (e.g. racks, patch panels, and cable pathways), internal voice cabling, data cabling, fiber optic cabling (internal and external to the building), and ancillary hardware. This work will be added to the Mechanical Engineering project. A former small project, which involves work at the mezzanine of the nuclear reactor in the Mechanical Engineering building at a cost of \$57,495, is also being combined with this project.

4. Justification of the Request: The Mechanical Engineering Renovation and Addition project was enumerated in the 2001-03 biennium. A full justification was provided at that time.

In summary, the Mechanical Engineering Department, which occupies approximately 56,000 ASF of space in the Mechanical Engineering building, is one of the oldest and largest departments at UW-Madison. It was established in the 1800's and moved from its original location on Bascom Hill to the Mechanical Engineering Building in 1931. The existing Mechanical Engineering building consists of a three-story 124,000 GSF, U-shaped building constructed in 1931, around a one-story 22,850 GSF "sawtooth" building built in 1921.

The goal of this project is to upgrade and extend the useful life of a seventy-two-year-old building and increase the quality and quantity of assignable space for the building occupants by removing all but the nuclear reactor space in the eighty-two-year-old "sawtooth" section and replace it with a modern multi-storied structure. The addition will also provide replacement space for the "T" buildings that were razed for construction of the Engineering Centers, and the "sawtooth" area of the Mechanical Engineering Building that will be demolished for construction of the proposed addition.

Since all four bids were within \$300,000 of each other, there would be no significant benefit gained from rebidding the project as designed. In addition, the low bid contractor has agreed to extend his bids until mid October to allow cost cutting alternatives to be investigated.

Combining the 21st Century networking work with the larger renovation project will insure cost effectiveness and project efficiencies by permitting all work to be completed by a single designer and contractor; will insure that the telecommunications work is factored into the remodeling schedule of the larger project, and will decrease interruptions and outages to building occupants. Finally, it will permit greater job site coordination. The work and funding for former small are being combined with this project at the direction of the DSF Division Administrator since it is most efficient and cost effective to accomplish that work as part of this project rather than implement the work separately.

5. Budget:

	%	Total
Construction		40,973,395
A/E Fees	7.0%	3,500,000
Other Consulting Fees	0.6%	290,000
DSF Management Fee	3.5%	1,750,200
Project Contingency	5.2%	2,600,000
Movable Equipment	0.8%	1,400,000
Percent-for-Art	0.25%	126,600
Total		\$50,640,195

6. Previous Action:

August 25, 2000
Resolution 8175

Recommended that the Mechanical Engineering Renovation and Addition project be submitted to the Department of Administration and the State Building Commission as part of the University's 2001-03 Capital Budget request, at an estimated total project cost of \$33,082,000 (\$23,082,000 General Fund Supported Borrowing (GSFB) and \$10,000,000 Gifts/Grants). The project was subsequently enumerated in the 2001-03 Capital Budget at \$33,000,000 (\$23,000,000 GSFB and \$10,000,000 Gifts/Grants).

September 5, 2003
Resolution 8730

Approved the Design Report and granted authority to: (1) construct a Mechanical Engineering Renovation and Addition project, (2) increase the project scope and budget by \$13,000,000 Gift Funds for a revised total project cost of \$46,000,000 (\$23,000,000 General Fund Supported Borrowing and \$23,000,000 Gift Funds), and (3) seek a waiver of s. 16.855 under s. 13.48(19) to accept a single prime contractor bid for the project.

Authority to Construct the American Family
Children's Hospital, UW-Hospital and Clinics
Authority Board

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW Hospital and Clinics Authority Board, authority be granted to construct the American Family Children's Hospital adjacent to the Clinical Sciences Center on the UW-Madison campus, at a total cost of \$67,000,000, non-state funding, University of Wisconsin Hospital and Clinics Authority revenue bonding and gift funds.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin Hospital and Clinics Authority Board
2. Request: Requests authority to construct the American Family Children's Hospital adjacent to the Clinical Sciences Center on the UW-Madison campus, at a total cost of \$67,000,000, non-state funding, University of Wisconsin Hospital and Clinics Authority revenue bonding and gift funds.
3. Description and Scope of Project: This project will construct a new 136,000 ASF/226,000 GSF American Family Children's Hospital to be located immediately west of the existing Clinical Science Center (CSC). Building materials will be compatible with those of the nearby Pharmacy Building and Health Sciences Learning Center.

The model of care and culture will be centered on the needs of hospitalized children and their families. The new building will include:

- a minimum of 80 beds and cribs,
- larger rooms - averaging 300 square feet with parent sleeping area, bathroom, storage space, and staff work area,
- an 18-bed state-of-the-art pediatric intensive care unit,
- a 16-bed childhood cancer unit,
- a 24-bed medical unit,
- a 24-bed surgical unit,
- a diagnostic pavilion for one-day tests and treatments,
- a positive image center to help children deal with appearance altering conditions,
- spacious, interactive play and school areas,
- child-friendly entrances, flooring and clinics,
- a family resource library, and
- private family meeting rooms

This building includes a parking ramp for patients, visitors, and hospital vehicles designed to accommodate approximately 300 vehicles. The ramp will be built by the UW Hospital and Clinics, but managed by the campus, according to the Operating and Service Agreement between the Board of Regents and the University of Wisconsin Hospital and Clinics Authority, dated June 29, 1996. Section 3.2 of this document assigns responsibility for management of parking facilities around the hospital to the UW-Madison Campus Transportation Services.

3. Justification of the Request: The University of Wisconsin Hospital and Clinics will create a world-class children's hospital in Madison dedicated to the care and treatment of children and their families. The facility will support the skills of physicians, nurses and staff, and maximizes the impact of the university's advanced medical research through the full integration of clinical care, academic programs and research initiatives. and the Children's Hospital will also enhance the institution's recruiting power to attract the finest physicians, nurses and pediatric professionals.

The hospital will replace existing current Children's Hospital program areas within the Clinical Sciences Center. The majority of the current space has not been modified since original construction in the late 1970's. Current space is seriously lacking in size and child-friendly quality, especially for those patients who are confined to their room for weeks at a time. Existing inpatient rooms are approximately 125 square feet and do not provide adequate support space for parents, family members and bedside technology. The American Family Children's Hospital's inpatient rooms will average 300 square feet. This size is typical for new facilities and will provide a parent sleeping area, storage space for patient belongings, a bathroom and staff work area.

Existing space challenges limit the ability to create an environment conducive to the caring and healing of a child. The existing shortage of classroom, play, patient/family support and public space will be addressed with strategically designed family areas, with play and classrooms being incorporated in the overall space plan.

Construction of this project is also linked to the relocation and expansion of the UW Hospital's Emergency Department, also a much-needed project. Construction of the parking structure portion of the American Family Children's Hospital will create parking and the entrance to a larger and improved Emergency Department. Funding for the Emergency Department project is non-state, UWICA bond-funded. To ensure compliance with bonding requirements and the rapid completion of the Emergency Department project, it is imperative that American Family Children's hospital move forward.

UWIC employed a competitive qualification-based selection process, similar to that used by the State of Wisconsin, for hiring the architect to design the project. Once UWIC determined that Construction-Manager-at-Risk was the most advantageous delivery method for the construction of the Children's Hospital, the same type of selection process was used to hire the Construction Manager for this project. This process involved public advertisement, submittal and screening of proposals, interview of finalists by the selection committee. The selection committee included representatives from the UWIC Authority Board, Children's Hospital Advisory Board, UWIC administration, facilities, purchasing, and Children's Hospital staff. J.H. Findorff was selected to be the Construction Manager on the basis of experience and competence to build the project.

The Village of Shorewood Hills has municipal jurisdiction over this project, and its Board of Trustees has unanimously approved this project.

5. Budget: The cost of the project is expected to be \$67 million. Of this, \$35.2 million will come from non-state supported, UWHCA bonding, with the balance coming from private philanthropy. To date, approximately \$18 million has been raised from private donors.

Schedule	Date
A/E Selection	April 2003
Construction Manager Selection	May 2004
Construction Start	January 2005
Substantial Completion	October 2007
Final Completion	December 2007

6. Previous Action: None.

Authority to Seek a Waiver and Construct the
American Family Children's Hospital Parking
Ramp, UW-Madison

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to: (1) construct a parking ramp as part of the University of Wisconsin Hospital and Clinic's American Family Children's Hospital project at an estimated cost of \$7,000,000 Program Revenue Supported Borrowing - Parking Funds and (2) seek a waiver of Sec. 16.855 under Wis. Stats. 13.48(19) to allow use of the Construction-Manager-at-Risk contract currently in place for construction of the American Family Children's Hospital.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action

September 2004

1. Institution: The University of Wisconsin-Madison
2. Request: Requests authority to: (1) construct a parking ramp as part of the University of Wisconsin Hospital and Clinic's American Family Children's Hospital project at an estimated cost of \$7,000,000 Program Revenue Supported Borrowing - Parking Funds and (2) seek a waiver of Sec. 16.855 under Wis. Stats. 13.48(19) to allow use of the Construction-Manager-at-Risk contract currently in place for construction of the American Family Children's Hospital.
3. Description and Scope of Project: This project, located on the west side of the University of Wisconsin Hospital and Clinics (UWHC), will construct a 190,400 GSF, 300 stall parking ramp underneath the new American Family Children's Hospital to accommodate parking for patients' families, visitors, and hospital service vehicles. The university will own, operate, and collect revenue from the parking ramp. UWHC will own and operate the Children's Hospital.

The new American Family Children's Hospital will provide state-of-the-art in-patient and out-patient facilities for pediatric medicine. The cost of the Children's Hospital project is estimated at approximately \$67 million. Of this, \$25 million will come from UWHC bonding with the balance coming from gifts.

4. Justification of the Request: The American Family Children's Hospital will support full integration of clinical care, academic programs, and research initiatives to produce a leading-edge facility dedicated solely to the care and treatment of children and their families. This facility will support the skills of physicians, nurses, and staff, and maximize the impact of the university's advanced medical research.

Over the past decade, UW-Madison has studied the parking supply on the west campus and methods of reducing the overall parking demand across campus. New and highly popular TDM (Transportation Demand Management) initiatives have helped reduce the need for additional parking. Those initiatives include annual Madison Metro bus passes for all employees and students, park and ride lots, Flex Parking, van/car pools, telecommuting opportunities, bicycle/moped parking facilities, and pedestrian trails. UWHC has also been very proactive in relocating many administrative functions off campus to help alleviate demands for parking near the hospital, and in establishing shuttles for employees who park off-site.

The planning process included a traffic and parking analysis by Walker Parking Consultants. After taking all the TDM initiatives into consideration, the report still defined a projected parking deficit of over 1200 stalls due to planned construction on the west campus. This deficit is being addressed by the construction of a 1285 stall parking ramp on the site of current surface lot 76. The ramp underneath the American Family Children's Hospital will be designated for patients, visitors, and hospital vehicles and will not address staff deficits.

The proposed ramp is part of the West Campus Development Plan, which includes university health sciences expansion to develop state-of-the-art teaching, research, and clinical care facilities around the UWHC. That plan has included a parking ramp on the west side of UWHC. However, this site is the only area that is available for UWHC expansion, and is ideally located for convenient access to the Children's Hospital. Therefore, the optimal solution is to build a hospital facility above a parking facility, with the parking serving the Children's Hospital and adjacent UWHC functions. The village of Shorewood Hills has municipal jurisdiction over this project and has approved construction of the Children's Hospital project, including the parking ramp.

The request is based on the Operating and Service Agreement between the Board of Regents and the University of Wisconsin Hospital and Clinics Authority, dated June 29, 1996. Section 3.2 of this document assigns responsibility for management of parking facilities around the hospital to the UW-Madison Campus Transportation Services. Because the parking ramp and Children's Hospital have been designed as an integral whole, and the parking ramp serves as a foundation for the Children's Hospital, it is most efficient, cost-effective, and will provide the best construction coordination if the same contractor constructs both the parking ramp and Children's Hospital portions of the project.

UWHC used a competitive qualification-based selection process, like that used by the State of Wisconsin, for hiring the architect to design the project. Once UWHC determined that Construction-Manager-at-Risk (CMAR) was the most advantageous delivery method to use for the construction of the Children's Hospital, the same type of selection process was used to hire the Construction Manager for this project. This process involved public advertisement, the submittal and screening of proposals, and the interview of finalists by the selection committee, which included representatives from the UWHC Authority Board, administration, facilities, purchasing, and Children's Hospital staff. J.H. Findorff was selected to be the Construction Manager on the basis of lowest price, experience, and competence to build the project.

The CMAR agreement is structured so that Findorff must competitively bid all subcontractor work. In addition, Findorff will also competitively bid work that Findorff would like to self-perform and then self-perform or contract out that work based on the best price. If required, the UWCH could request the successful contractor to provide a cost breakout for the parking ramp portion of the project.

The cost per stall of \$23,330 is within an acceptable cost range for parking stalls constructed beneath a building. The parking stalls recently constructed at the adjacent Health Sciences Learning Center were bid in the year 2000 at a cost of \$22,000/stall. The parking ramp project will be funded by the UW-Madison Parking Utility and will not result in an increase in overall parking rates. This ramp will be supported by revenues generated from the ramp users, who will include patients' families, visitors, and users of hospital service vehicles.

5. Budget:

Total Project Cost - \$7,000,000

6. Previous Action:

August 22, 2002
Resolution 8582

Recommended that the UW-Madison Parking Ramps project, at a total cost of \$20,000,000 Program Revenue Supporting Borrowing, be submitted to the Department of Administration and the State Building Commission as part of the university's 2003-05 Capital Budget request. The project was subsequently enumerated at that level and fund source.

Authority to Construct a Genomics Laboratory
Remodeling Project at the Great Lakes Research
Facility, UW-Milwaukee

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct a Second Floor Genomics Laboratory Remodeling project at the Great Lakes Research Facility for a total estimated project cost of \$498,000 Institutional Funds.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin–Milwaukee
2. Request: Requests approval of the Design Report and authority to construct a Second Floor Genomics Laboratory Remodeling project at the Great Lakes Research Facility for a total estimated project cost of \$498,000 Institutional Funds.
3. Description and Scope of Project: This project will remodel 1,591 ASF/2,161 GSF previously used as office space. The area will be reconfigured to create research laboratory facilities for tissue culture work for functional genomics and will include a single large lab space with smaller adjoining support rooms for microscope work, zebra fish study, and for equipment. The project will also renovate an existing 161 ASF/167 GSF unisex toilet room in order to comply with ADA accessibility requirements.
4. Justification of the Request: The Wisconsin Aquatic Technology and Environmental Research (WATER) Institute is located within the Great Lakes Research Facility (GLRF). GLRF, located on approximately ten acres of land on Milwaukee's inner harbor, was constructed in 1965 by the Allen Bradley Company as a ceramic tile manufacturing plant. The University of Wisconsin System acquired the facility in 1973 to house the University of Wisconsin-Milwaukee Center for Great Lakes Studies, to provide a base of operations for UW research vessels, and to serve as a regional facility for scientists from the UW System and from other academic institutions in the upper Great Lakes area.

Past projects to improve the GLRF facility have included construction of an aquaculture fisheries and research laboratory, miscellaneous existing laboratory improvements, hot/cold/dechlorinated water system improvements, east end air handling improvements, and a roof project.

In 2002-2003, a GLRF/WATER Institute Master Plan Study was conducted. The study included a facility survey and condition report, evaluation of future project proposals, development of a basic program of future space requirements, and conceptual planning for the future of the facility. This project will implement one component of the study by remodeling space to provide laboratory facilities for functional genomics. Implementation of this portion of the study can occur independently of other parts of that plan. Planning for this project began in March 2004 using Institutional funds.

Both laboratory and aquatic species culture and rearing facilities are needed in the near future to accommodate new scientists. One new position has been hired and another new position is under recruitment under the combined Milwaukee Idea Environmental Health and Freshwater initiatives.

5. Budget:

	%	Cost
Construction		\$356,000
Hazardous Materials Abatement		2,500
A/E Design Fees	12.6%	45,000
Other Fees		2,900
Contingency	9.7%	34,500
DSF Mgmt. Fees	4.0%	15,600
Moveable Equipment		40,300
Percent for Art	0.25%	1,200
Total Project Cost		\$498,000

6. Previous Action: None.

Approval of the Design Report and Authority to
Construct a Chilled Water Plant – Increase
Capacity Project, UW-Whitewater

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct a Chilled Water Plant – Increase Capacity Project at an estimated total project cost of \$1,750,000 (\$1,637,500 General Fund Supported Borrowing and \$112,500 Program Revenue-Cash).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action September 2004

1. Institution: The University of Wisconsin-Whitewater
2. Request: Requests approval of the Design Report and authority to construct a Chilled Water Plant – Increase Capacity Project at an estimated total project cost of \$1,750,000 (\$1,637,500 General Fund Supported Borrowing and \$112,500 Program Revenue-Cash).
3. Description and Scope of Project: This project will increase the chilled water production capacity of the existing heating and chilled water plant. Work will involve the construction of a single story addition to the existing plant and the installation of an electric motor driven 4,160 volt, 1,400 ton, centrifugal water chiller and associated evaporator and condenser pumps, piping, electrical system, controls, and the installation of a roof mounted 1,400 ton cooling tower. The existing campus chilled water distribution system piping and equipment will be reconfigured and modified to handle the increase in water flow.
4. Justification of the Project: During the summer of 2001, the campus monitored the chilled water flow and temperatures to determine the chilled water plant was delivering approximately 2,200 tons of cooling capacity. This is 200 tons below the nominal 2,400 ton capacity of the three existing 800 ton steam absorption chillers in the plant. Since then the Upham Hall Addition and Remodeling project added approximately 100 tons of load to the system. The retirement of the 33 and 37 year old absorption chillers serving the Anderson Library and McGraw Hall added another 465 tons of load to the system. The expansion and remodeling of the Conner University Center, which is currently being planned, will add approximately 200 tons of load to the system. Campus long range plans include the provision of chilled water service to the following existing and planned facilities: Ambrose Health Center, new School of Business, Roseman Building, and University Housing. It is anticipated that these facilities will fully utilize the proposed increase in the capacity of the chilled water plant.
5. Budget:

Construction	\$1,447,000
A/E Design and Other Fees	139,000
DSF Management Fee	63,000
Contingency	101,000
Estimated Total Project Cost	\$1,750,000

The funding split between GFSB and PR funding sources was calculated based on the estimated chilled water loads of the various GFSB/PR facilities to be served by the new chiller. PR funding was added to the project after 2003-05 Capital Budget approval to fund the cooling capacity needed for the Conner University Center Addition and Remodeling Project.

6. Previous Action:

August 22, 2002
Resolution 8582

As part of the 2003-05 Capital Budget, the Board of Regents recommended enumeration of the UW-Whitewater Chilled Water Plant – Increase Capacity project as a part of the UW System Utility Improvements – Seven Campus project at a total project budget of \$1,750,000 General Fund Supported Borrowing.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

September 10, 2004
9:00 a.m.
1820 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin

1. Calling of the roll
2. Approval of the minutes of the August 19th meeting
3. Report of the President of the Board
 - a. Report on the September 8th meeting of the Hospital Authority Board
 - b. Wisconsin Technical College System Board report
 - c. Report on the July 16th meeting of the Educational Communications Board
 - d. Report on the July 30th meeting of the Higher Educational Aids Board
 - e. Additional items that the President of the Board may report or present to the Board
4. Report of the President of the System
5. Presentation of 2004 Regents Teaching Excellence Awards
Panel Discussion on Transforming Teaching and Learning
6. Report of the Business and Finance Committee
7. Report of the Education Committee
8. Report of the Physical Planning and Funding Committee
9. Additional resolutions
10. Communications, petitions, memorials
11. Additional or unfinished business
12. Recess into closed session to consider appointment of an interim chancellor for UW-Extension, as permitted by s.19.85[1][c] and [f], Wis. Stats., and to confer with legal counsel about pending or potential litigation, as permitted by s.19.85[1][g], Wis. Stats.

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

Agenda091004

**Board of Regents of
The University of Wisconsin System**

Meeting Schedule 2004-05

2004

January 8 and 9
(Cancelled, circumstances permitting)

February 5 and 6

March 4 and 5

April 1 and 2

May 6 and 7

June 10 and 11 (UW-Milwaukee)
(Annual meeting)

July 8 and 9 (cancelled, circumstances
permitting)

August 19

September 9 and 10

October 7 and 8 (UW-Superior)

November 4 and 5

December 9 and 10

2005

January 6 and 7 (cancelled, circumstances
permitting)

February 10 and 11

March 10 and 11

April 7 and 8

May 5 and 6

June 9 and 10 (UW-Milwaukee)
(Annual meeting)

July 7 and 8

August 18 and 19
(Cancelled, circumstances permitting)

September 8 and 9

October 6 and 7

November 10 and 11

December 8 and 9

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

President - Toby E. Marcovich
Vice President - David G. Walsh

STANDING COMMITTEES

Executive Committee

Toby E. Marcovich (Chair)
David G. Walsh (Vice Chair)
Mark J. Bradley
Elizabeth Burmaster
Guy A. Gottschalk
Gregory L. Gracz
Jose A. Olivieri

Business and Finance Committee

Mark J. Bradley (Chair)
Eileen Connolly-Keesler (Vice Chair)
Guy A. Gottschalk
Peggy Rosenzweig

Education Committee

Jose A. Olivieri (Chair)
Elizabeth Burmaster (Vice Chair)
Roger E. Axtell
Danae D. Davis
Frederic E. Mohs
Charles Pruitt
Beth Richlen

Physical Planning and Funding Committee

Gregory L. Gracz (Chair)
Jesus Salas (Vice Chair)
Nino Amato
Gerard A. Randall, Jr

Personnel Matters Review Committee

Gerard A. Randall, Jr. (Chair)
Roger E. Axtell
Mark J. Bradley
Jose A. Olivieri

Committee on Student Discipline and

Other Student Appeals

Charles Pruitt (Chair)
Frederic E. Mohs
Nino Amato
Beth Richlen

OTHER COMMITTEES

Liaison to Association of Governing Boards

Guy A. Gottschalk

Hospital Authority Board - Regent Members

Nino Amato
Roger E. Axtell (ex officio)
Frederic E. Mohs
Peggy Rosenzweig

Wisconsin Technical College System Board

Peggy Rosenzweig, Regent Member

Wisconsin Educational Communications Board

Eileen Connolly-Keesler, Regent Member

Higher Educational Aids Board

Gregory L. Gracz, Regent Member

Research Park Board

Frederic E. Mohs, Regent Member

Teaching Excellence Awards

Danae D. Davis (Chair)
Charles Pruitt
Beth Richlen
Jesus Salas

Public and Community Health Oversight and Advisory Committee

Patrick Boyle, Regent Liaison

Special Regent Committee for UW System President Search (Regent Members)

David G. Walsh (Chair)
Elizabeth Burmaster
Charles Pruitt
Beth Richlen
Peggy Rosenzweig
Jesus Salas

Special Regent Committee for UW System President Selection

Guy A. Gottschalk (Co-chair)
Toby E. Marcovich (Co-chair)
Roger E. Axtell
Mark J. Bradley
Danae D. Davis
David G. Walsh

Special Regent Committee for UW-River Falls

Chancellor Search

Charles Pruitt (Chair)
Nino Amato
Eileen Connolly-Keesler
Danae D. Davis
Jesus Salas

The Regents President and Vice President serve as ex-officio voting members of all Committees.