



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

May 31, 2006

TO: Each Regent

FROM: Judith A. Temby

A handwritten signature in black ink, appearing to read "J. A. Temby", written over the printed name.

PUBLIC MEETING NOTICE

RE: Agendas and supporting documents for meetings of the Board and Committees to be held at UW-Milwaukee Union, 2200 East Kenwood Boulevard, Milwaukee, Wisconsin on June 8 and 9, 2006.

Thursday, June 8, 2006

10:30 a.m. – All Regents

- UW-Milwaukee Presentation: “Balancing Increased Access and Economic Growth Through Research”

11:30 a.m. – All Regents

- 2007-09 Biennial Operating Budget
 - Resolution in Support of the Wisconsin Covenant [Resolution I.A.]
- 2007-09 Biennial Capital Budget – Plans and Priorities
Union – Wisconsin Room

12:30 p.m. – Box Lunch

1:00 p.m. – All Regents

- 2006-07 Annual Operating Budget
[Resolution I.B.]
Union – Wisconsin Room

1:30 p.m. - Education Committee meeting
Union – E280

1:30 p.m. -Joint Committee meeting:
Business, Finance, and Audit Committee
Physical Planning and Funding Committee
Union – Wisconsin Room

2:30 p.m. - Business, Finance, and Audit Committee reconvene
Union – Wisconsin Room

Physical Planning and Funding Committee reconvene
Union – E260

5:00 p.m. – Sheldon B. Lubar School of Business Dedication Ceremony
Lubar Hall, outside the main entrance, 3202 Maryland Ave.
(Rain Location: Lubar Hall, Main Lobby, 1st Floor)

Friday, June 9, 2006

7:30 a.m. – Continental Breakfast Buffet
Wisconsin Room Lounge

9:00 a.m. – Board of Regents meeting
Union – Wisconsin Room

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.

The meeting will be webcast at <http://www.uwex.edu/ics/stream/regents/meetings/> Thursday, June 8, 2006, at 10:30 a.m. until approximately 1:30 p.m. and Friday, June 9, 2006, at 9:00 a.m. until approximately 12:00 p.m.

Biennial Budget Discussion Items

The biennial budget discussion at the June meeting will wrap up the planning portion of the 2007-09 biennial operating budget request. After the presentation of the UW-Milwaukee Research Initiative, three proposed new initiatives will be discussed:

- Recruitment and Retention Fund
- Hold Harmless Tuition Grant
- Application Fee Increase

In addition, potential standard budget adjustment items (also known as cost-to-continue), program revenue requests, and potential statutory language requests will be described.

No action is being required at this point. During the summer, the Board will have the opportunity to meet with staff to discuss all potential initiatives that have been brought forward this spring, and will be asked to provide feedback on how to proceed in finalizing the budget for the August Board meeting.

The materials that will be discussed are attached.

Recruitment and Retention of Faculty and Staff

In order to help achieve the Governor's goals of increasing federal funds returning to the state of Wisconsin and providing access to higher education for all citizens, the UW System must continue to recruit and retain top faculty and staff. This requires competitive, market based salaries. This budget initiative seeks \$6.7 million of ongoing GPR/Fee funds (\$4.6 million ongoing GPR/\$2.1 million ongoing tuition revenue) to help the UW System recruit and retain its top faculty and research academic staff.

The UW System annually reviews peer salary data from established peer groups and national reports on faculty salaries. The peer groups were established by the 1984 Governor's Faculty Compensation Study Group. This salary information is compiled both adjusted and unadjusted for cost of living.

The salaries of UW System faculty and staff fell significantly behind their peers' salaries in the mid-eighties and the state invested hundreds of millions of dollars to place staff closer to their peers. In subsequent years, the peer methodology was successful in keeping faculty and staff within range of their peers. At the end of the 2001-03 biennium, the UW System was within 4% of its peers. However, the increases provided in 2003-05, 0% in 2003-04 and 1% in 2004-05, were lower than peers, and the distance between UW System staff and their peers increased. An overall assessment of salary data indicates the UW faculty ended the 2003-04 fiscal year 5.5% behind its peers, when the salaries are adjusted for inflation. On an unadjusted basis, faculty were 6.12% behind their peers. This represents a 2% increase in the gap during the 2003-05 biennium.

Even with pay plan increases of 2%, and 4.3% in the 2005-07 biennium, the UW System has fallen further behind its peers and is expected to end the biennium 8.7% below the peer median. A gap of this magnitude would be very difficult to close in one biennium. The UW System will submit a pay plan request to the Office of State Employment Relations (OSER) later this year. In addition a separate fund needs to be set aside, beyond regular pay plan. This would allow institutions to compete with others in higher education to "stop the bleeding" of our faculty and research staff who are sought by other institutions, and allow UW institutions to "be in the market" for new, bright academic talent.

This funding would build upon the \$3.3 million of ongoing funding recommended by the Governor and approved by the Legislature in the 2005-07 budget. That funding has been helpful in retaining some faculty. The additional funding would only be provided in selective cases as needed to compete with other offers or to bring salaries that are significantly out of market closer to market in areas of high demand.

Hold Harmless Tuition Grant

Program Proposal

A grant that would help UW System students cover tuition and fees after all Federal and State need-based grants are taken into account. This program would help current and prospective students who will not have the opportunity to sign up for the Wisconsin Covenant program.

Background

The Governor and the Board of Regents have endorsed a new financial aid program called the Wisconsin Covenant; a program that would ask eligible seventh and eighth grade students to sign a pledge to academically and socially prepare for college. If they fulfill the pledge, the student receives grant aid to cover tuition and fees at a higher education institution.

If the Covenant Program signs its first cohort of students in 2007, that cohort will not show up at a higher education institution until 2012. In order to help low income students who are currently attending a UW institution or who plan to attend but who will not be eligible to participate in the Wisconsin Covenant, a grant program is needed to financially assist and encourage low income students to attend college..

The Board of Regents has made it a priority to increase the number of low income students attending UW System institutions. The Hold Harmless Tuition Grant would help current and prospective students with additional grant assistance and increase the probability that they will attend a UW institution and be retained to graduation.

Who would be eligible?

UW System students who have incomes that would qualify them for free and reduced lunch programs (currently \$36,000 for a family of four) and who receive a Federal Pell grant would be eligible. The estimated cost of the program would be \$8.6 million GPR ongoing. These cost estimates predict approximately 18,500 students would be eligible based on Free Lunch and Reduced Lunch program income requirements.

Application Fee Increase

At present, application fees for admission to UWS institutions are set by statute. Wis. Stats. 36.11(3)(d) establishes the levels of admission fees. The graduate/law/professional application fee, established in 1977-79, now stands at \$45. New freshmen and out-of-system transfers pay an application fee of \$35. An application fee for these students was established as part of the 1981-83 biennial budget.

When first established, the application fee was designed to defray the costs of maintaining admissions offices, especially the cost of processing applications. This was underscored by the fact that, at the time the fees were introduced, the Legislature reduced the GPR dollars allocated to the UW System for these purposes. In addition, by establishing a per-application, rather than a per-applicant, fee, it was also designed to weed out nonserious applicants. Finally, application fees permit the cost of admissions to be supported by the applicants themselves, rather than merely current students and general state taxpayers.

An increase in the application fees, which needs to occur to support the increased cost of the operation, will further that purpose. Applications to UW System institutions are now handled via an online system which requires complex maintenance and updating. Online applications to our campuses are processed through the University of Wisconsin HELPOne office. There is also a back-up system of paper applications for those who cannot or do not wish to use an online system. While the online system appears transparent to our applicants, it requires an extensive system of interface with 26 campuses, which personally handle all institution applications. Any additional funding obtained through an application fee increase would help defray the costs for application publications, brochures and IT enhancements to electronic applications and other student service sites, reimbursement to campuses for e-commerce costs related to credit card processing, and support campus admissions operations.

At \$35, the undergraduate application fee at UW-Madison, which generates over 20% of the applications systemwide, is the lowest of all our Big Ten peers, tied with Michigan State. Indiana and Penn State Universities charge \$50 as an undergraduate application fee.

At \$45, the graduate/law/professional application fee at UW-Madison, which generates over 47% of the applications systemwide, is well below the average of its Big Ten peers. Only Ohio State University, with an application fee of \$40, is lower. Indiana University, University of Michigan and Penn State University charge \$60.

An increase of \$15 in both undergraduate and graduate application fees would result in approximately \$1.79 million of annual additional funds across the entire System. However, it is also recognized that fee increases can be burdensome. In order to prevent financial hardship and limit the number of low-income students who might be deterred by increases in fees, the Board of Regents is permitted to waive up to 5% of undergraduate/transfer fees.

STATUTORY LANGUAGE CHANGE REQUESTS

1. ASSUMPTION OF CASH MANAGEMENT AND INVESTMENT RESPONSIBILITIES, MANAGEMENT OF CASH BALANCES FOR HIGHER RETURNS, AND RETENTION OF INTEREST ON TUITION BALANCES

The Department of Administration (DOA), via the State Treasurer and Investment Board, currently holds and manages all UW System cash, other than trust funds. While the UW System's auxiliary enterprises and federal financial aid appropriations are credited with interest earnings, tuition and other program revenue balances are not. By maintaining, managing and investing all program revenue balances and employing longer-term and/or more diversified investments where appropriate, the UW System could increase its investment returns. This would be consistent with the operations of other higher educational institutions nationally. The UW System proposes that it reimburse the State for the amount of interest it is now earning on UW appropriations. In addition, the UW System requests that it receive its GPR appropriation in 12 monthly installments, as is the case at other Big 10 institutions.

2. RETENTION OF PROCEEDS FROM THE SALE OF PROGRAM REVENUE OR GIFT BUILDINGS AND LAND

Currently, the proceeds from the sale of state buildings or state land are credited to the Joint Committee on Finance's supplemental appropriation established in s. 20.865(4)(a), Wis. Stats. Under s. 13.101(13)(b), Wis. Stats., if the building or land was used by a single agency, the Joint Committee on Finance may, upon request of the agency, transfer no more than half of the proceeds back to the agency.

Many parcels of land held by the Board of Regents were received as gifts or purchased using campus funds, such as parking revenues or student user fees. The Board of Regents seeks authority to retain and reinvest all of the proceeds from the sale of buildings or land acquired or built with program revenue or donated funds. Currently, if the UW System were to sell a facility funded through program revenue, it would lose its initial investment, adversely affecting the budget of the related auxiliary. If the UW System were to sell gift property, it would lose the value of the donor's gift. It is logical that the proceeds from the sale of such properties be retained to be used to support university programs, preventive building maintenance and other operating costs.

3. ELIMINATION OF TWO REPORTS PREPARED BY UW MEDICAL SCHOOL AND THE MEDICAL COLLEGE OF WISCONSIN

This proposal would eliminate the following two biennial reports: medical school enrollments and graduate placement and the financial summaries of the UW Medical School and the Medical College of Wisconsin. There is no evidence that the Legislature or the Executive Branch utilizes these reports and their preparation is time-consuming for members of the medical school staff.

4. SALES TAX EXEMPTION FOR DONATIONS FOR PREFERENTIAL SEATING AT UW SYSTEM SPORTING EVENTS

The UW System recommends a modification to Wis. Stats. 77 to exempt from state sales tax those donations made for preferred seating at certain university athletic events. The change does not seek to exempt actual ticket or luxury suite sales from the sales tax. The exemption proposed, which currently applies to the Green Bay Packers, would apply to ticket sales for certain athletic events at UW-Madison, UW-Milwaukee, UW-Green Bay, Marquette University and other colleges and universities. The Department of Revenue and the Governor are also supportive of this change. Although a percentage of these donations are already deductible for the purposes of state and federal income taxes, as a result of a Department of Revenue audit, they do incur state sales tax. This has had a negative financial impact on the UW-Madison Athletic Department which receives no GPR dollars and which estimates an unbudgeted required payment of nearly \$400,000 in the first year as a result of this ruling. In addition, the University System is concerned that with a sales tax applied to donations to Athletics, donors might have concerns about the future tax deductibility of donations to other endeavors.

MAY BE REQUESTED AS TECHNICAL CORRECTIONS

1. BROADEN PROGRAM REVENUE POSITION CREATION AUTHORITY: EXTEND NON-GPR POSITION AUTHORITY TO SERVE PAYING CLIENTS PROMPTLY

Section s.16.505(2m), Wis. Stats., gives the UW System authority to create positions funded by a number of program revenue funded appropriations without the approval of the Governor or the Joint Committee on Finance. This proposal would extend this position creation authority to additional program revenue appropriations and to positions funded by academic student fees, without being limited to those generated by increased enrollment or from courses for which the academic fees or tuition charged equals the full cost of offering the courses. This would treat tuition funded positions in a manner in keeping with the other PR appropriations.

Position creation through DOA or legislative approval can take a significant amount of time. Current law relating to position creation prevents institutions from

responding to workload and program changes in a timely way to meet the needs of students and other UW clients who are paying for services. This proposal would enable the university to address changing needs quickly.

2. INCREASE IN FEES FOR SPECIALTY LICENSE PLATES AND BROADEN THE SCHOLARSHIP PROGRAM TO INCLUDE UW COLLEGES

The UW System requests legislation to permit an increase in the donation fee assessed for specialty university license plates and to include the UW Colleges in this program. Current statutes permit the Department of Transportation to issue special license plates for all four year campuses of the UW System. At present, an annual fee of \$20 is assessed for these plates. These funds serve as a donation to the financial aid program of the respective institution. The UW System wishes to assure that this fee will increase as application fees for other specialty license plates increases. The UW System also requests a change to s. 341.14(6r), Wis. Stats., to allow the UW Colleges to be represented in this program as well, to increase funding available for scholarships for UW Colleges' students.

3. CHANGING THE PROGRAM REVENUE APPROPRIATIONS FOR LABORATORY MODERNIZATION AND SCHOOLS OF BUSINESS TO CONTINUING APPROPRIATIONS

The UW System recommends a modification of the appropriations for laboratory modernization [s. 20.285(1) (Lm)] and the schools of business [20.285(1)(Ls)] to create continuing appropriations. Both of these appropriations are funded with academic student fees which is a continuing appropriation. The current lack of flexibility in these appropriations creates difficulties for programs supported with these resources as the timing of projects (especially for laboratory modernization) and of funding matches can delay construction and expenditure.

4. CHANGE UNIVERSAL SERVICE FUND LEGISLATION TO ALLOW UW TO PAY BADGERNET SERVICE PROVIDERS DIRECTLY

The UW System recommends a modification to the Universal Service Fund language that provides funding to pay the Department of Administration for telecommunications services provided under s. 16.972(1) to the campuses of the University of Wisconsin System at River Falls, Stout, Superior and Whitewater.

The business model of the new BadgerNet Converged Network is fundamentally different from that of the original BadgerNet and requires payment directly to the service provider. Therefore the following change is proposed to allow the UW to continue to use the Universal Service Fund to help pay the bills:

To pay the **BCN* service providers** for telecommunications services provided under s. 16.972(1) to the **campuses of the University of Wisconsin.**

*BCN stands for BadgerNet Converged Network

UNIVERSITY OF WISCONSIN SYSTEM
2007-09 STANDARD BUDGET ADJUSTMENTS

This item includes preliminary agreements with the Department of Administration regarding which items may be submitted in the UW System's 2007-09 Biennial Budget as Standard Budget Adjustments. Specific dollar amounts that will be submitted to DOA in the final budget request have not yet been calculated. These amounts will be reported to the Board in the August document.

The following list includes those anticipated items that the UW System will request as Standard Budget Adjustments:

<p><i>Summary of the UW System's 2007-09 Standard Budget Adjustments</i></p>
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<p>2005-07 Classified Increases above 2% for 2005-06, 2% for July 1, 2006, and 2.25% for April 1, 2007</p>
<p>Some classified bargaining units have not settled for 2005-07 at this time. This item will request full funding for the difference between bargained increases and the 2%, 2% and 2.25% approved for non-represented pay plan increases in 2005-07.</p>
<p>2004-05 and 2005-06 Craftworker Prevailing Rate Increases</p>
<p>This item requests the unfunded balance of the craftworker pay plan for 2004-05 and 2005-06, above the amounts approved for non-represented staff based on prevailing rate increases for craftworkers.</p>
<p>Full Funding of Fringe Benefits</p>
<p>This item requests full funding of the Department of Administration (DOA) approved fringe benefit rate changes from the 2005-07 approved rates to the new 2007-09 rates. The fringe benefit rates for the UW will be negotiated with DOA.</p>
<p>2004-05 and 2005-06 Automatic Pay Progressions, Performance Recognition Awards and Discretionary Compensation Adjustments</p>
<p>This item requests funding for the 2004-05 and 2005-06 Performance Recognition Awards (PRAs), Discretionary Compensation Adjustments (DCAs), Performance Recognition Payments (PRPs) and Mandatory Progression Adjustments that have been paid out based upon the approved Joint Committee on Employee Relations (JCOER) compensation plans.</p>
<p>5th Week of Vacation As Cash for Classified Staff</p>
<p>This request will provide funding for those staff that take their fifth week of vacation as cash. The request will be based on actual 2005-06 payouts and will include fringe benefits at the variable rate.</p>

<p align="center"><i>Summary of the UW System's 2007-09 Standard Budget Adjustments (Continued)</i></p>	
Minor Transfers within the Same Appropriation	
This will make minor position or funding realignments within the same alpha appropriation without any overall dollar or position impacts.	
Increases for Minority and Disadvantaged Financial Aid Programs	
This item requests funding for the Ben R. Lawton Undergraduate Minority Retention Grant (LUMRG) and the Advanced Opportunity Program (AOP) financial aid programs to increase financial aid at the same percentage as tuition for the 2007-09 biennium.	
2007-09 Utilities Increases	
This item requests increases in the University's utilities appropriation for new and expanded facilities, projected cost increases and adjustments for shortfalls in the prior biennia. It also includes funding for debt service, operating, and maintenance costs of the Co-Generation plant at UW-Madison.	
Full Funding of Chargeback Items	
This request seeks GPR funding for charges associated with the State Human Resource System (SHRS), procurement services and facilities maintenance tracking assessed by other state agencies.	
Student Technology Fee Increases	
This request increases funding for student technology fee initiatives. The Special Technology Fee is a percentage of tuition and increases as general tuition revenue grows.	
Veterans Remissions	
This item will request funding for the tuition remissions granted to Wisconsin veterans and certain dependants.	

UNIVERSITY OF WISCONSIN SYSTEM
2007-09 PROGRAM REVENUE REQUESTS

This item includes preliminary agreements with the Department of Administration regarding which items may be submitted in the UW System's 2007-09 Biennial Budget as Program Revenue Requests. Specific dollar amounts that will be submitted to DOA in the final budget request have not yet been calculated. These amounts will be reported to the Board in August.

The following list includes those known items that the UW System will request as Program Revenue increases:

Summary of the UW System's 2007-09 Program Revenue Requests	
Projected Increases in Gift Funds	
Based on historical trend analysis and projected growth, this item provides for growth and cost increases in gift funds based on a 5 year average of percentage increases in budgeted gift funds.	
Projected Increases in Trust Funds	
This request provides for projected growth and estimated cost increases for Trust Fund income. The 2007-09 projected increases will be based on an analysis of budgeted Trust Fund income for the past ten years.	
<i>Projected Increases in General Operating Receipts</i>	
This budget request will increase program revenue spending authority each year of the 2007-09 biennia for programmatic needs of other operating receipts programs based on the estimated three year average of Wisconsin disposable income per capita.	
Auxiliary Enterprises Program Increases	
The 2007-09 projected increases for auxiliaries will be based on the reporting threshold. The 1995-97 biennial budget (Act 27) converted the auxiliary enterprises appropriation from a sum certain appropriation to a continuing appropriation requiring the UW System to report to DOA and the Joint Finance Committee only if annual expenditures were in excess of the appropriated amounts. Increases in auxiliary rates are subject to a 4.5% threshold for 2006-07. Therefore, the estimated increase in auxiliary operations for the biennium assumes a 4.5% increase per year.	
<i>UW-Madison Intercollegiate Athletics Program Revenue Increase</i>	
This request provides funding increases in 2007-09 for UW-Madison Intercollegiate Athletics.	
UW-System Great Lakes Study Increases	
This item will request funding increases to the 2006-07 expenditure level for the Great Lakes Studies.	
UW-System Aquaculture Facility Increases	
This request increases the UW System's segregated funding levels to reflect the increased operating budget requirements associated with the UW System Aquaculture Facility in 2007-09.	

Board of Regents' Resolution
The Wisconsin Covenant

BOARD OF REGENTS:

Resolution:

WHEREAS, Chapter 36 of the Wisconsin Statutes vests in the Board of Regents the responsibility for the governance of the University of Wisconsin System, directing the Regents to ensure that the public university system in Wisconsin meets the needs of Wisconsin residents by developing the state's human resources and providing access to a quality higher education for students of all ages, backgrounds and income; and

WHEREAS, the Board recognizes that talent, creativity and drive are not the exclusive purview of wealthy families, thus it is critically important to financially assist low-income families to keep higher education affordable so that all qualified Wisconsin students can pursue higher education and fully develop their human potential; and

WHEREAS, the Board believes that a well-educated citizenry is a benefit for all of Wisconsin and that there is a direct link between a state's economic growth and the number of its baccalaureate degree holders; and

WHEREAS, the Board hopes that, by setting academic standards and establishing the expectation to attend college in middle and high school, the Wisconsin Covenant will increase the likelihood that more Wisconsin students will attend college and graduate with a degree; and

WHEREAS, the Board wants the program to be available to every family across the state that needs financial aid, with families most in need receiving grants to help pay the costs of their education:

THEREFORE, BE IT RESOLVED that the Board of Regents and the UW System strongly supports the development of a Wisconsin Covenant Program as an essential strategy for increasing access and growing Wisconsin's economy; and

THEREFORE, BE IT FURTHER RESOLVED that the Board of Regents instructs University of Wisconsin System staff to work with the governor's office, the Department of Public Instruction, the Wisconsin Technical College System, the Higher Educational Aids Board, private universities and colleges, and other agencies to create a Wisconsin Covenant program that will increase all Wisconsin students' aspirations to earn a college degree.

REVISED

2006-07 Operating Budget
including Rates for Academic Tuition,
Segregated Fees, Textbook Rental,
Room and Board, and Apartments;
Academic Tuition Refund
Policy and Schedule; Budget
Reduction Report, and Annual
Distribution Adjustments

BOARD OF REGENTS

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the 2006-07 operating budget be approved, including rates for academic tuition, segregated fees, textbook rental, room and board, and apartments; the tuition refund policy and schedule; budget reduction report, and annual distribution adjustments as attached in the document 2006-07 Operating Budget and Fee Schedules, June, 2006. The 2006-07 amounts are:

GPR	\$1,044,921,257	24.21%
<u>Academic Tuition</u>	<u>\$909,297,905</u>	<u>21.07%</u>
Total GPR/Fees	\$1,954,219,162	45.28%
<u>Other</u>	<u>\$2,361,264,765</u>	<u>54.72%</u>
Total	\$4,315,483,927	100.00%



2006-07 Operating Budget and Fee Schedules

The University of
Wisconsin System
June, 2006

UW SYSTEM 2006-07 ANNUAL BUDGET

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UW SYSTEM 2006-07 ANNUAL OPERATING BUDGET

EXECUTIVE SUMMARY

INTRODUCTION

The State of Wisconsin finalized the 2005-07 biennial budget in July of 2005, which serves as the base for the University of Wisconsin System's 2006-07 annual operating budget. At its June 2006 meeting, the Board of Regents will be asked to approve the annual budget and set tuition rates for the 2006-07 fiscal year. The changes to the budget from 2005-06 to 2006-07 reflect increased compensation, increased funding for utilities, changes in enrollment, and new programs funded with General Program Revenue (GPR).

This executive summary is divided into the following four sections:

- A. 2006-07 annual budget
- B. 2006-07 recommended tuition rates
- C. Auxiliary operations and other funds
- D. Administrative and Joint Finance Reductions

MAJOR FEATURES

A. 2006-07 ANNUAL BUDGET

2005 Wisconsin Act 25, the 2005-07 biennial budget, adds \$2.8 million of new GPR resources, along with \$28.2 million of tuition revenue increases to the UW System budget for 2006-07, a total increase of \$31 million GPR/Fees. New funding includes:

- ✓ \$9,069,300 in increases for utilities, financial aid, and the student technology fee.
- ✓ \$1,666,000 in increased funding to recruit and retain high demand faculty.
- ✓ \$500,000 for the Committee on Baccalaureate Expansion (COBE).
- ✓ \$500,000 in increased funding for Alzheimer's Research
- ✓ The return of \$20 million that was lapsed in 2005-06 for asset management
- ✓ \$105,000 to expand engineering training at UW-Fox Valley, and
- ✓ A \$774,200 decrease in debt service.

Although not included in the Legislative Budget, the 2006-07 annual budget for the UW System has been increased to reflect health insurance estimates and compensation increases. The following table details these estimates, including a 2% increase in pay plan effective July, 2006 and an additional 2.25% increase in pay plan effective April, 2007 as approved by the Joint Committee on Employment Relations (JCOER) in April, 2006. As shown below, the calculation of the 2006-07 UW System budget starts with the 2005-06 base and adds the amounts in the Legislative Budget, the estimated health insurance and pay plan amounts, and academic fee continuing appropriation changes, including credit outreach.

GPR/Fee Funding Changes From 2005-06 to 2006-07

	GPR	Fees	Total
Adjusted 2005-06 Budget*	\$1,008,488,121	\$860,025,419	\$1,868,513,540
Adjustments for 2006-07			
Legislative Budget**	2,832,200	28,233,900	\$31,066,100
Estimated Health Insurance and Pay Plan	33,600,936	15,879,683	49,480,619
Academic Fee Continuing Appropriation Changes, including Credit Outreach	\$0	5,158,903	5,158,903
Subtotal – 2006-07 Changes	36,433,136	49,272,486	85,705,622
2006-07 Budget	\$1,044,921,257	909,297,905	1,954,219,162

*Includes the return of \$17,117,400 that was removed from the UW System's 2005-06 budget by Joint Finance to be held in reserves. The Governor, as part of his vetoes, instructed the Secretary of the Department of Administration to transfer those funds back to the UW System.

**Excludes a reduction of \$17,288,600 in the 2006-07 budget, which must be transferred back to the UW System, per the Governor's vetoes.

After pay plan and other adjustments, GPR will increase by \$36.4 million, an increase of 3.6%, and tuition revenue will increase by \$49.3 million, an increase of 5.7%. Table A-1 provides a detailed allocation of changes in GPR/Fee funding by institution from 2005-06 to 2006-07.

B. 2006-07 RECOMMENDED TUITION RATES

Tuition rates will increase to fund the tuition share of initiatives approved in Wisconsin Act 25, and to pay the traditional tuition share of the 2% plus 2.25% pay plan increases for 2006-07 as approved by the Joint Committee on Employment Relations. Continuing appropriation increases will be funded through increases in enrollments and tuition received from students in affected programs. As shown in Table B-1, recommended dollar increases will be \$191 per semester at UW-Madison, \$187 per semester at UW-Milwaukee, and \$145 per semester at the UW Comprehensive universities and the UW Colleges. This represents a 6.8% increase for most resident undergraduate students. Consistent with recent practice, tuition increases for most graduate students are at the same dollar amount as undergraduate resident students.

As recommended by the Board at its February, 2006 meeting, tuition for non-resident undergraduates at UW-Milwaukee, the UW Comprehensive institutions and the UW Colleges has been set at a rate that fully covers the cost of instruction while also providing the average state subsidy for a resident student. This new tuition rate is expected to bring the UW System closer to its peers with regards to non-resident undergraduates. It is also a major step towards returning nonresident undergraduate enrollments to the levels that were experienced prior to the imposition of 5% surcharges in both the 2001-02 and 2002-03 fiscal years. Competitively pricing nonresident tuition will also allow the UW System to increase enrollments of resident students in future years.

Legislative action requires the Board of Regents to provide a remission of academic fees of 50% to 100% to certain eligible veterans and their families. Section B provides more information on these remissions. No new funding was provided for these remissions, and the costs are not recovered in the recommended 2006-07 tuition rates. The additional cost for the 2005-06 academic year was \$4.1 million. The UW System has submitted a request for supplemental funding to assist institutions in managing the cost of these remissions.

C. AUXILIARY OPERATIONS AND OTHER FUNDS

Recommended segregated fee rate increases average 7.4% for 2006-07. Reasons for the rate increases include:

- Student approved facility enhancements related to student and recreation centers at UW-Madison, UW-Oshkosh, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Superior.
- Higher costs associated with supply and expenses, and compensation. Table C-3 provides a detailed explanation of the segregated fee increases.

Recommended segregated fee increases at the UW Colleges average 3.3%.

Recommended Room and Board rates increase 5.3% on average. Increases are primarily attributed to the following:

- New and renovated residence halls at UW-Madison and UW-Milwaukee
- Facilities maintenance projects at UW-Green Bay, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Whitewater.
- Higher costs associated with compensation, debt service, supply and expenses, and utilities.

The 2006-07 auxiliary operations budget includes adjustments covering increased compensation, supplies and expenses, added health care costs, new services, and additional capital expenditures. Planned expenditures will increase 8.4% in 2006-07 to \$592.6 million.

Funding from other sources of revenue (neither GPR nor Fees) continue to account for more than half of the UW System Budget. While funding from other sources are expected to increase approximately 3.8%, these increases are from gift and grant, federal aid, and other program operating funds which must be used as required by the providers. Increases in other funds do not serve to substitute for GPR and Fees.

D. ADMINISTRATIVE AND JOINT FINANCE BUDGET REDUCTIONS

The 2005-07 biennial budget included \$30 million of administrative and joint finance reductions. The ongoing impact of the reductions (\$20 million of Administrative reductions and \$10 million of Joint Finance Reductions) is described in Section D.

A. CHANGES IN FUNDING

TABLE A-1
University of Wisconsin System
FY 2006-07 Annual Budget
Changes By Institution
GPR/Fees

	Adjusted 2005-2006 GPR/Fees*	Budget Reductions**	High Demand Faculty Retention	Compensation	Tuition Targets and Differential Tuition	Financial Aid	Utilities	Debt Service	Other***	2006-2007 GPR/Fees	Total Change
Madison	569,664,999	4,094,812	406,593	10,794,736	1,257,564	234,961	4,010,949	339,537	1,227,532	592,031,683	22,366,684
Milwaukee	194,208,362	1,085,055	184,094	3,582,302	1,046,830	71,592	157,182	(335,800)	29,497	200,029,114	5,820,752
Eau Claire	65,960,533	496,000	90,476	1,190,533	0	732	113,341	(134,552)	80,793	67,797,856	1,837,323
Green Bay	33,736,391	233,934	37,584	570,773	0	17,727	389,001	(85,460)	37,107	34,937,057	1,200,666
La Crosse	56,739,376	425,000	71,888	986,146	0	10,231	(78,181)	(132,694)	47,152	58,068,918	1,329,542
Oshkosh	65,729,460	418,875	81,592	1,202,014	0	40,059	(43,629)	(133,546)	50,633	67,345,458	1,615,998
Parkside	33,257,558	239,769	30,067	527,588	0	21,572	(138,570)	(98,107)	32,122	33,871,999	614,441
Platteville	43,044,546	296,000	49,201	676,075	784,600	27,939	324,383	(100,043)	129,870	45,232,571	2,188,025
River Falls	38,327,154	281,000	49,611	661,521	128,582	15,124	345,913	(98,882)	43,989	39,754,012	1,426,858
Stevens Point	57,362,897	431,000	82,549	1,048,627	0	32,420	338,980	479,732	69,472	59,845,677	2,482,780
Stout	53,109,137	469,913	61,912	890,358	731,621	25,141	65,781	(731,233)	64,780	54,687,410	1,578,273
Superior	20,936,225	149,000	23,371	344,764	71,000	8,775	353,641	391,068	19,862	22,297,706	1,361,481
Whitewater	61,142,538	490,935	77,629	1,053,979	51,668	74,877	687,353	(134,320)	85,818	63,530,477	2,387,939
Colleges	48,076,516	375,000	68,472	937,350	983,653	4,650	175,426	0	68,862	50,689,929	2,613,413
Extension	74,885,541	398,431	51,661	1,086,237	0	0	1,388	0	1,856,027	78,279,285	3,393,744
System Admin./Systemwide	49,105,199	10,303,000	0	2,193,159	(181,000)	0	118,642	0	(3,359,800)	58,179,200	9,074,001
System Total-Excl. Fringe Benefits	1,465,286,432	20,187,724	1,366,700	27,746,162	4,874,518	585,800	6,821,600	(774,300)	483,716	1,526,578,352	61,291,920
Fringe Benefits	403,227,108	(187,724)	299,300	21,734,457	709,338	0	0	0	1,858,331	427,640,810	24,413,702
System Total	1,868,513,540	20,000,000	1,666,000	49,480,619	5,583,856	585,800	6,821,600	(774,300)	2,342,047	1,954,219,162	85,705,622

*Adjusted to reflect the return of \$17 million in 2005-06 from the Joint Finance reserve as a part of the Governor's 2005-07 vetoes.

** Includes additional Administrative Reduction, return of the 2005-06 Asset Management Reduction, and return of a portion of the 2005-06 Joint Finance Reduction.

*** Includes an increase of \$3.4 million for credit extension, \$1.7 million for the student technology fee, \$.5 million for alzheimer's research, and \$.9 million for Fox Valley engineering.

<p>B. ACADEMIC TUITION AND REFUND POLICY AND SCHEDULE</p>
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2006-07 TUITION RATES

Recommended Tuition Increases: Recommended tuition increases for resident undergraduate students are 6.8% at UW-Madison, UW-Milwaukee, and the UW Comprehensive universities for the 2006-07 academic year. Consistent with recent Board practice, recommended tuition increases for most other student groups are at the same dollar amount as those for undergraduate resident students (\$191 at UW-Madison, \$187 at UW-Milwaukee, and \$145 at the UW Comprehensives and the UW Colleges for each semester of the academic year). The recommended 2006-07 tuition schedule is shown in Table B-1.

Table B-2 lists all UW System differential tuition programs and rates for 2006-07. A description of these programs is provided in Appendix B. The 2007 summer session tuition schedule is shown in Table B-3. Table B-4 shows the consolidated schedule of tuition and segregated fees for 2006-07. The UW System tuition refund policy and schedule follows on pages B-8 and B-9.

Law School Tuition: In addition to the general \$191 per semester increase for most UW-Madison students, recommended tuition for Law School students will increase 5% (\$275 per semester) for residents and \$750 per semester for nonresidents as the third phase of a four-year quality improvement plan. The additional funding will enable the Law School to add a faculty position in the area of law, science, and technology and another faculty position in business law; to enhance the global legal studies center and study abroad opportunities; to supplement the professional staff in the Law School Admissions and Financial Aid Offices; and to improve library information systems, student computer laboratories, web-based student services, and classroom technologies.

Special Pricing Adjustments Previously Approved by the Board of Regents:

- This is the fifth year of UW-Stout's laptop program, which includes per credit tuition and an additional per credit laptop fee. During 2006-07 this pilot program will apply to freshman, sophomore, junior, first- and second-year senior, and first- and second-year graduate students.
- This is the third year of UW-Milwaukee's program differentials in the College of Business Administration, College of Engineering and Applied Science, College of Nursing, and the Peck School of the Arts. With the exception of a few core classes, students taking courses within these Colleges/Schools will be charged an additional amount per credit; \$20, \$15, \$30, and \$20, respectively. The College of Engineering and Applied Science differential applies to both undergraduate and graduate students, while the others apply only to undergraduates.
- UW-Milwaukee added another program differential this year for the School of Architecture and Urban Planning. The differential will be \$11 per credit for all Department of Architecture courses and an additional \$30 per credit for all courses at the 200-800 levels.
- This is the first year that UW System institutions will be participating in the Midwest Student Exchange Program. Undergraduate and graduate students from participating states who are admitted through this program will be charged 150 percent of resident tuition.

Remissions Programs for Veterans: This is the second year of a new veterans' remission program. Eligibility is defined in Wis. Stats. Chapter 45. The costs of these remissions, which exceeded \$4 million in 2005-06, are not built into the 2006-07 tuition rates. It is hoped that the state will cover these growing costs.

Peer Comparisons: The following table summarizes the distance to the peer median for UW System institutions (tuition and segregated fees) in 2005-06. It also shows the proposed changes for 2006-07.

2005-06 PEER GROUP TUITION AND FEE COMPARISONS				
	<u>Tuition and Segregated Fees</u>	<u>Peer Group Midpoint</u>	<u>Distance From Peer Midpoint</u>	<u>Proposed 2006-07 Change</u>
<u>UW-MADISON</u>				
Resident Undergraduate	\$6,280	\$8,172	-\$1,892	\$446
Nonresident Undergraduate	\$20,280	\$19,892	\$388	\$446
Resident Graduate	\$8,734	\$8,811	-\$77	\$446
Non-resident Graduate	\$24,004	\$18,576	\$5,428	\$446
<u>UW-MILWAUKEE</u>				
Resident Undergraduate	\$6,220	\$7,355	-\$1,135	\$407
Nonresident Undergraduate	\$18,872	\$15,834	\$3,138	-\$2,743
Resident Graduate	\$8,516	\$8,244	\$272	\$407
Non-resident Graduate	\$22,882	\$17,202	\$5,680	\$407
<u>UW COMPRHENSIVES</u>				
Resident Undergraduate	\$5,059	\$6,129	-\$1,070	\$291 to \$397
Nonresident Undergraduate	\$15,155	\$12,563	\$2,592	-\$2,281 to -\$2,175
Resident Graduate	\$6,368	\$6,474	-\$106	\$291 to \$397
Non-resident Graduate	\$17,031	\$12,294	\$5,332	\$291 to \$397

Projected Peer Increases: The following table summarizes 2006-07 estimated academic year tuition and dollar increases over 2005-06 actual academic year tuition for UW-Madison and its peer institutions.

UW-MADISON 2006-07 RESIDENT UNDERGRADUATE TUITION COMPARISON (1)		
	<u>Dollar Increase</u>	<u>Estimated Tuition</u>
Illinois	\$666	\$7,708
Indiana (2)	\$366	\$6,657
Iowa (2)	\$220	\$5,110
Michigan (5)	\$537	\$9,481
Michigan State (5)	\$480	\$7,860
Minnesota (5)	\$448	\$7,588
Ohio State (5)	\$451	\$7,960
Purdue (2), (3)	\$638	\$7,096
UW-Madison	\$382	\$6,000
Average Excluding Madison (4)	\$476	\$7,152

- (1) Rates shown are for new, entering students.
- (2) Tuition rates shown are final.
- (3) Includes tuition and segregated fees.
- (4) Average is weighted for those campuses that have multiple rates by the number of years of students paying each rate.
- (5) Michigan estimates tuition for resident undergraduates will increase 6%; Michigan State estimates 6.5%; Minnesota estimates 6.3%; and Ohio State estimates 6%.

TABLE B-1

**UNIVERSITY OF WISCONSIN SYSTEM
PROPOSED 2006-07
TUITION SCHEDULE
FOR FULL ACADEMIC YEAR**

		2006-07 TUITION			
	2005-06 TUITION	ANNUAL TUITION	SEMESTER TUITION	DOLLAR INCREASE (Academic Year)	SEMESTER INCREASE
UW-MADISON					
<u>Resident</u>					
Undergraduate	\$5,618	\$6,000	\$3,000	\$382	\$191
Graduate	\$8,072	\$8,454	\$4,227	\$382	\$191
Business Masters	\$9,528	\$9,910	\$4,955	\$382	\$191
Law School	\$10,992	\$11,923	\$5,962	\$932	\$466
Medical School	\$21,152	\$21,534	\$10,767	\$382	\$191
Veterinary School	\$15,270	\$15,652	\$7,826	\$382	\$191
<u>Nonresident</u>					
Undergraduate	\$19,618	\$20,000	\$10,000	\$382	\$191
Graduate	\$23,342	\$23,724	\$11,862	\$382	\$191
Business Masters	\$24,966	\$25,348	\$12,674	\$382	\$191
Law School	\$28,204	\$30,086	\$15,043	\$1,882	\$941
Medical School	\$32,276	\$32,658	\$16,329	\$382	\$191
Veterinary School	\$23,304	\$23,724	\$11,862	\$420	\$210
UW-MILWAUKEE					
<u>Resident</u>					
Undergraduate	\$5,494	\$5,868	\$2,934	\$374	\$187
Graduate	\$7,790	\$8,164	\$4,082	\$374	\$187
Business Masters	\$9,184	\$9,558	\$4,779	\$374	\$187
<u>Nonresident</u>					
Undergraduate	\$18,246	\$15,470	\$7,735	(\$2,776)	(\$1,388)
Graduate	\$22,156	\$22,530	\$11,265	\$374	\$187
Business Masters	\$23,620	\$23,994	\$11,997	\$374	\$187
UW COMPREHENSIVE UNIVERSITIES					
<u>Resident</u>					
Undergraduate	\$4,277	\$4,568	\$2,284	\$291	\$145
Graduate	\$5,619	\$5,910	\$2,955	\$291	\$145
Business Masters	\$6,173	\$6,464	\$3,232	\$291	\$145
<u>Nonresident</u>					
Undergraduate	\$14,323	\$12,043	\$6,021	(\$2,281)	(\$1,140)
Graduate	\$16,229	\$16,520	\$8,260	\$291	\$145
Business Masters	\$16,809	\$17,100	\$8,550	\$291	\$145
UW COLLEGES					
<u>Resident</u>					
	\$3,977	\$4,268	\$2,134	\$291	\$145
<u>Nonresident</u>					
	\$12,677	\$11,252	\$5,626	(\$1,425)	(\$713)

Refer to Table B-2 for tuition rates of the differential tuition programs previously approved by the Board of Regents.

Tuition rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates.

TABLE B-2

UNIVERSITY OF WISCONSIN SYSTEM
PROPOSED 2006-07
DIFFERENTIAL TUITION SCHEDULE
(for semester rate, divide academic year by 2)

	2006-07		2007
	ACADEMIC YEAR	SEMESTER	SUMMER SESSION
	TUITION	TUITION	TUITION (a)
UW-MADISON			
<u>Resident</u>			
Pharmacy	\$10,992	\$5,496	\$2,748
<u>Nonresident</u>			
Pharmacy	\$23,242	\$11,621	\$5,811
UW-MILWAUKEE			
<u>Resident</u>			
Communication Science & Disorders	\$9,796	\$4,898	\$2,449
Occupational Therapy	\$9,796	\$4,898	\$2,449
<u>Nonresident</u>			
Communication Science & Disorders	\$27,036	\$13,518	\$6,759
Occupational Therapy	\$27,036	\$13,518	\$6,759
<u>Resident and Nonresident Students (b)</u>			
College of Business Administration	\$20/credit	\$20/credit	\$20/credit
College of Engineering and Applied Science	\$15/credit	\$15/credit	\$15/credit
College of Nursing	\$30/credit	\$30/credit	\$30/credit
Peck School of the Arts	\$20/credit	\$20/credit	\$20/credit
Department of Architecture 100 Level Courses	\$11/credit	\$11/credit	\$11/credit
Dept of Architecture 200-800 Level Courses	\$41/credit	\$41/credit	\$41/credit
UW-EAU CLAIRE			
<u>Resident</u>			
Undergraduate	\$4,710	\$2,355	\$1,178
<u>Nonresident</u>			
Undergraduate	\$12,185	\$6,093	\$3,046
Return to Wisconsin Program	\$9,174	\$4,587	\$2,294
Midwest Student Exchange - Undergraduate	\$6,994	\$3,497	\$1,749
UW-LA CROSSE			
<u>Resident</u>			
Undergraduate	\$4,623	\$2,312	\$1,156
Occupational Therapy - Returning Students	\$5,537	\$2,768	\$1,384
Graduate	\$5,965	\$2,983	\$1,657
Occupational Therapy - New Students	\$7,147	\$3,574	\$1,985
Business Masters	\$6,519	\$3,260	\$1,811
Physical Therapy/Physician Assistant	\$7,147	\$3,574	\$1,985
<u>Nonresident</u>			
Undergraduate	\$12,098	\$6,049	\$3,024
Return to Wisconsin Program	\$9,087	\$4,544	\$2,272
Midwest Student Exchange - Undergraduate	\$6,907	\$3,454	\$1,727
Occupational Therapy - Returning Students	\$14,506	\$7,253	\$3,627
Graduate	\$16,575	\$8,288	\$4,604
Midwest Student Exchange - Graduate	\$8,920	\$4,460	\$2,478
Occupational Therapy - New Students	\$19,879	\$9,940	\$5,522
Business Masters	\$17,155	\$8,578	\$4,765
Physical Therapy/Physician Assistant	\$19,879	\$9,940	\$5,522
UW-OSHKOSH			
<u>Resident</u>			
Undergraduate	\$4,678	\$2,339	\$1,169
<u>Nonresident</u>			
Undergraduate	\$12,153	\$6,076	\$3,038
Return to Wisconsin Program	\$9,142	\$4,571	\$2,285
Midwest Student Exchange - Undergraduate	\$6,962	\$3,481	\$1,740

TABLE B-2 (Continued)

Revised

UNIVERSITY OF WISCONSIN SYSTEM
PROPOSED 2006-07
DIFFERENTIAL TUITION SCHEDULE
(for semester rate, divide academic year by 2)

	2006-07		2007
	ACADEMIC YEAR TUITION	SEMESTER TUITION	SUMMER SESSION TUITION (a)
UW-PLATTEVILLE			
<u>Nonresident</u>			
Undergraduate Tri-State Initiative	\$8,568	\$4,284	\$2,142
UW-STOUT			
<u>Resident</u>			
Undergraduate - Per Credit Tuition	\$169.58	\$169.58	\$169.58
Undergraduate - Plateau Tuition	\$4,796	\$2,398	\$1,199
Graduate - Per Credit Tuition	\$284.03	\$284.03	\$284.03
Graduate - Plateau Tuition	\$6,206	\$3,103	\$1,724
<u>Nonresident</u>			
Undergraduate - Per Credit Tuition	\$424.57	\$424.57	\$424.57
Midwest Student Exchange - Undergraduate Per Credit	\$250.33	\$250.33	\$250.33
Undergraduate - Plateau Tuition	\$12,271	\$6,135	\$3,068
Graduate - Per Credit Tuition	\$509.84	\$509.84	\$509.84
Midwest Student Exchange - Graduate Per Credit	\$419.28	\$419.28	\$419.28
Graduate - Plateau Tuition	\$16,816	\$8,408	\$4,671
UW-SUPERIOR			
<u>Resident</u>			
Undergraduate	\$4,718	\$2,359	\$1,179
<u>Nonresident</u>			
Undergraduate	\$12,193	\$6,096	\$3,048
Midwest Student Exchange - Undergraduate	\$7,002	\$3,501	\$1,750
UW-WHITEWATER			
<u>Resident</u>			
Undergraduate	\$4,728	\$2,364	\$1,182
<u>Nonresident</u>			
Undergraduate	\$12,202	\$6,101	\$3,051
Return to Wisconsin Program	\$9,192	\$4,596	\$2,298
Midwest Student Exchange - Undergraduate	\$7,012	\$3,506	\$1,753
UW COLLEGES			
<u>Resident</u>			
Undergraduate	\$4,268	\$2,134	\$1,067
<u>Nonresident</u>			
Undergraduate	\$11,252	\$5,626	\$2,813
Midwest Student Exchange	\$6,402	\$3,201	\$1,600
RETURN TO WISCONSIN PROGRAM (c)	\$9,032	\$4,516	\$2,258
MIDWEST STDY EXCHANGE - UNDERGRAD (c)	\$6,852	\$3,426	\$1,713
MIDWEST STDY EXCHANGE - GRADUATE (c)	\$8,865	\$4,433	\$2,955

*The Board of Regents approved a phased per-credit tuition model for UW-Stout to accompany its mandatory laptop computer initiative. For 2006-07, all undergraduate students except returning Seniors will be assessed on a per-credit basis; 1st and 2nd year graduate students will also be assessed on a per-credit basis, while returning graduate students will continue under the previous plateau model.

(a) Represents tuition for a full-time summer session student, which is defined as half of the full-time academic year semester load.

(b) These per credit amounts are in addition to the regular per credit tuition for students taking courses in these disciplines.

(c) The program rate for Comprehensive campuses without differentials.

Tuition rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates .

TABLE B-3

UNIVERSITY OF WISCONSIN SYSTEM RECOMMENDED 2007 SUMMER SESSION TUITION SCHEDULE (a)
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	<u>2006 Tuition</u>	<u>Proposed 2007 Tuition</u>
UW-MADISON (b)		
<u>Resident</u>		
Undergraduate	\$1,405	\$1,500
Graduate	\$2,018	\$2,114
Business Masters	\$2,382	\$2,478
Law School	\$2,748	\$2,981
<u>Nonresident</u>		
Undergraduate	\$4,905	\$5,000
Graduate	\$5,836	\$5,931
Business Masters	\$6,242	\$6,337
Law School	\$7,051	\$7,522
UW-MILWAUKEE (b)		
<u>Resident</u>		
Undergraduate	\$1,374	\$1,467
Graduate	\$1,948	\$2,041
Business Masters	\$2,296	\$2,389
<u>Nonresident</u>		
Undergraduate	\$4,562	\$3,867
Graduate	\$5,539	\$5,632
Business Masters	\$5,905	\$5,998
UW COMPREHENSIVE UNIVERSITIES GENERAL RATES (b)		
<u>Resident</u>		
Undergraduate	\$1,069	\$1,142
Graduate (c)	\$1,561	\$1,642
Business Masters	\$1,715	\$1,796
<u>Nonresident</u>		
Undergraduate	\$3,581	\$3,011
Graduate (c)	\$4,508	\$4,589
Business Masters	\$4,669	\$4,750
UW COLLEGES		
<u>Resident</u>	\$994	\$1,067
<u>Nonresident</u>	\$3,169	\$2,813

(a) The rates shown represent the tuition paid by a full-time summer session student, which is defined as one-half of the full-time semester load for the academic year.

(b) Refer to Table B-2 for summer session tuition rates of differential tuition programs approved by the Board of Regents.

(c) Graduate students at UW-Eau Claire, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Superior pay tuition on a per credit basis.

Tuition rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates.

TABLE B-4

UNIVERSITY OF WISCONSIN SYSTEM
CONSOLIDATED SCHEDULE OF TUITION AND SEGREGATED FEES
2006-07 ACADEMIC YEAR
(Some Segregated Fees Rounded To The Nearest Dollar)

	ACADEMIC TUITION			SEGREGATED FEES PAID BY ALL STUDENTS (a)	TOTAL TUITION AND FEES			
	Residents	Nonresidents	Minnesota Reciprocity		Residents	Nonresidents	Minnesota Reciprocity	
<u>DOCTORAL UNIVERSITIES</u>								
<u>Undergraduate</u>								
Madison	\$6,000	\$20,000	NA	\$726	\$6,726	\$20,726	NA	
Milwaukee	\$5,868	\$15,470	NA	\$758	\$6,626	\$16,228	NA	
<u>Graduate</u>								
Madison	\$8,454	\$23,724	NA	\$726	\$9,180	\$24,450	NA	
Milwaukee	\$8,164	\$22,530	NA	\$758	\$8,922	\$23,288	NA	
Law	\$11,923	\$30,086	NA	\$726	\$12,649	\$30,812	NA	
Medicine	\$21,534	\$32,658	NA	\$726	\$22,260	\$33,384	NA	
Veterinary Medicine	\$15,652	\$23,724	NA	\$726	\$16,378	\$24,450	NA	
<u>COMPREHENSIVE UNIVERSITIES GENERAL RATES</u>								
<u>Undergraduate</u>								
EAU CLAIRE	\$4,710	\$12,185	NA	\$620	\$5,330	\$12,805	NA	
GREEN BAY	\$4,568	\$12,043	NA	\$1,148	\$5,716	\$13,191	NA	
LA CROSSE	\$4,623	\$12,098	NA	\$775	\$5,398	\$12,873	NA	
OSHKOSH	\$4,678	\$12,153	NA	\$682	\$5,360	\$12,835	NA	
PARKSIDE	\$4,568	\$12,043	NA	\$816	\$5,384	\$12,859	NA	
PLATTEVILLE	\$4,568	\$12,043	NA	\$742	\$5,310	\$12,785	NA	
RIVER FALLS	\$4,568	\$12,043	NA	\$755	\$5,323	\$12,798	NA	
STEVENS POINT	\$4,568	\$12,043	NA	\$756	\$5,324	\$12,799	NA	
STOUT	\$4,796	\$12,271	NA	\$585	\$5,381	\$12,856	NA	
SUPERIOR	\$4,718	\$12,193	NA	\$854	\$5,572	\$13,046	NA	
WHITEWATER	\$4,728	\$12,202	NA	\$712	\$5,439	\$12,914	NA	
<u>Graduate</u>								
EAU CLAIRE	\$5,910	\$16,520	NA	\$620	\$6,530	\$17,140	NA	
GREEN BAY	\$5,910	\$16,520	NA	\$1,148	\$7,058	\$17,668	NA	
LA CROSSE	\$5,965	\$16,575	NA	\$775	\$6,740	\$17,350	NA	
OSHKOSH	\$5,910	\$16,520	NA	\$682	\$6,592	\$17,202	NA	
PARKSIDE	\$5,910	\$16,520	NA	\$816	\$6,726	\$17,336	NA	
PLATTEVILLE	\$5,910	\$16,520	NA	\$742	\$6,652	\$17,262	NA	
RIVER FALLS	\$5,910	\$16,520	NA	\$755	\$6,665	\$17,275	NA	
STEVENS POINT	\$5,910	\$16,520	NA	\$756	\$6,666	\$17,276	NA	
STOUT	\$6,206	\$16,816	NA	\$585	\$6,790	\$17,400	NA	
SUPERIOR	\$5,910	\$16,520	NA	\$854	\$6,764	\$17,374	NA	
WHITEWATER	\$5,910	\$16,520	NA	\$712	\$6,622	\$17,232	NA	
<u>UW COLLEGES</u>								
BARABOO/SAUK	\$4,268	\$11,252	NA	\$337	\$4,605	\$11,589	NA	
BARRON	\$4,268	\$11,252	NA	\$244	\$4,512	\$11,496	NA	
FOND DU LAC	\$4,268	\$11,252	NA	\$262	\$4,530	\$11,514	NA	
FOX VALLEY	\$4,268	\$11,252	NA	\$218	\$4,486	\$11,469	NA	
MANITOWOC	\$4,268	\$11,252	NA	\$225	\$4,493	\$11,477	NA	
MARATHON	\$4,268	\$11,252	NA	\$230	\$4,498	\$11,482	NA	
MARINETTE	\$4,268	\$11,252	NA	\$209	\$4,477	\$11,461	NA	
MARSHFIELD/WOOD	\$4,268	\$11,252	NA	\$239	\$4,507	\$11,491	NA	
RICHLAND	\$4,268	\$11,252	NA	\$279	\$4,547	\$11,531	NA	
ROCK	\$4,268	\$11,252	NA	\$262	\$4,530	\$11,513	NA	
SHEBOYGAN	\$4,268	\$11,252	NA	\$256	\$4,523	\$11,507	NA	
WASHINGTON	\$4,268	\$11,252	NA	\$249	\$4,517	\$11,501	NA	
WAUKESHA	\$4,268	\$11,252	NA	\$229	\$4,497	\$11,481	NA	

(a) Excludes United Council of UW Student Government's Fee Assessment of \$4.00 annually.

NA = data not available at this time.

Tuition rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates.

UW System Tuition Refund Policy and Schedule

Refunds shall be made in accordance with Section Q. Refunds/Withdrawals/Drops and Attachment C of the Financial and Administrative Policy F44.

Q. Refunds/Withdrawals/Drops

UW System institutions are responsible for complying with federal regulations governing participation in the student financial assistance programs authorized under Title IV of the Higher Education Act of 1965, as amended. To the extent that these regulations require a larger refund to federal funding sources than the amount specified by the refund policy stipulated below, the student will be responsible for the difference.

For refund, withdrawal, drop/adds and late payment purposes, the first session week is defined to end as of the close of regular business on Friday of the first full calendar week or, at the institution's option, after five class days.

Up to the end of the second session week (as institutionally defined) or the end of the 10th day of class, refunds for any credit reduction shall be at 100 percent (less the optional withdrawal fee). During the third and fourth session week, the refund shall be reduced to 50 percent and after the fourth session week, there shall be no refunds of tuition. At the institution's option, a flat add/drop fee as approved by the Vice President for Business and Finance may be assessed after the 100 percent refund period to cover administrative costs. The fee shall be deposited to Fund 128.

The burden of proof in determining the date of withdrawal/drop shall be on the student. The same refund schedule shall apply to both withdrawals and class drops. During the 100 percent refund period, a student who adds and drops credits of concurrently offered classes within the same session week shall be assessed additional fees or receive a refund based on the net result of those adds and drops. After the 100 percent refund period, students will be assessed for all adds and drops. If a part-time student only adds credits during the session week, the credits should be assessed at the full per-credit rate disregarding any previous refunds. Undergraduate students who take 12 through 18 credits and graduate students should not pay more than full-time student fees. Undergraduates who take more than 18 credits shall have the refund schedule applied to those credits which exceed the 18 credit plateau. Exceptions to this provision must have the prior approval of the Vice President for Business and Finance or designee.

In those instances in which a student can document nonattendance at the institution after having enrolled in one or more courses, the student shall be assessed fees equal to 20 percent of the original fees due, reduced to resident rates, plus the late payment fee.

The refund policy may be adjusted for differences in starting dates and session lengths. Exceptions may be made, at the institution's option, for changing sections within a course.

At the institution's option, a withdrawal fee not to exceed \$50.00 may be assessed during the first session week and up to \$100 during the second session week. The withdrawal fee shall be deposited to Fund 128 and used to support the fee collection operations and defray the cost of processing withdrawals.

ATTACHMENT C

REFUND AND PAYMENT SCHEDULES FOR WITHDRAWALS OR DROPS

SESSION LENGTH	REFUND SCHEDULE FOR WITHDRAWALS OR DROPS					PAYMENT SCHEDULE FOR WITHDRAWAL, CANCELLATION OF REGISTRATION OR DROPS WITHOUT PAYMENT OF FEES (Assessment for administrative costs is in addition to percents noted.)				
	Week of Session					Week of Session				
	Week 1	Week 2	Week 3	Week 4	Thereafter	Week 1	Week 2	Week 3	Week 4	Thereafter
12 weeks and over	100%	100%	50%	50%	None	None	None	50%	50%	100%
8 weeks thru 11 weeks	100%	50%	25%	None	None	None	50%	75%	100%	
5 weeks thru 7 weeks	100%	50%	None	None		None	50%	100%	100%	
3 weeks thru 4 weeks	100%	25%	None	None		None	75%	100%	100%	
2 weeks	100%	None				None	100%			

NOTE: For sessions of shorter duration, campuses should extend schedules appropriately.

Source: Financial Policy and Procedure Paper #44.

C. UW AUXILIARY OPERATIONS

Summary of Auxiliary Rate Increases

As approved by the Board of Regents in 1996, explanations of auxiliary rate increases will focus on those above the 3 year rolling average increase in Wisconsin Disposable Income Per Capita (4.5 percent for 2006-07). General increases across the system included the following:

- **Segregated fee rate increases average 7.4 percent.**

Seven of the thirteen four-year institutions exceed the 4.5 percent threshold for the following reasons:

Student approved facility enhancements related to Student and Recreation Centers at UW-Madison, UW-Oshkosh, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Superior.

Other costs influencing segregated fee increases include higher compensation, student initiated programming, and supplies and expenses.

Table C-3 provides a more detailed explanation of all the segregated fee increases beyond the 4.5 percent threshold.

- **Segregated fee increases at the UW Colleges average 3.3 percent.**

Two of the thirteen Colleges exceed the 4.5 percent threshold due to student activity funding requirements and new athletic teams.

- **Room and Board rate increases average 5.3 percent**

Eight of the fourteen institutions offering student housing exceed the 4.5 percent threshold for the following reasons:

New and renovated residence halls at UW-Madison and UW-Milwaukee.

Facility maintenance projects at UW-Green Bay, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Whitewater.

Other costs influencing room and board increases include higher compensation, debt service, supply and expenses, and utilities. Table C-5 provides a more detailed explanation of all the room and board fee increases beyond the 4.5 percent threshold.

PROGRAM SUMMARY

Auxiliary operations are self-supporting programs whose primary purpose is to provide services to the students (e.g., residence halls, student centers/unions, student health clinics, bookstores) and whose secondary purpose is to provide services to staff (e.g., parking, clinics, conferences, printing and duplicating services), and occasionally the general public. User fees, segregated fees, merchandise sales, and interest earnings generate revenues for auxiliary operations, and the operations are allowed to maintain reserves with funds used for new facilities, remodeling/additions, deferred maintenance, high cost equipment, debt service obligations, and to ensure adequate funding for current operations. Students participate in the programming and budgeting process through institutional Segregated University Fee Allocations Committees (SUFACs).

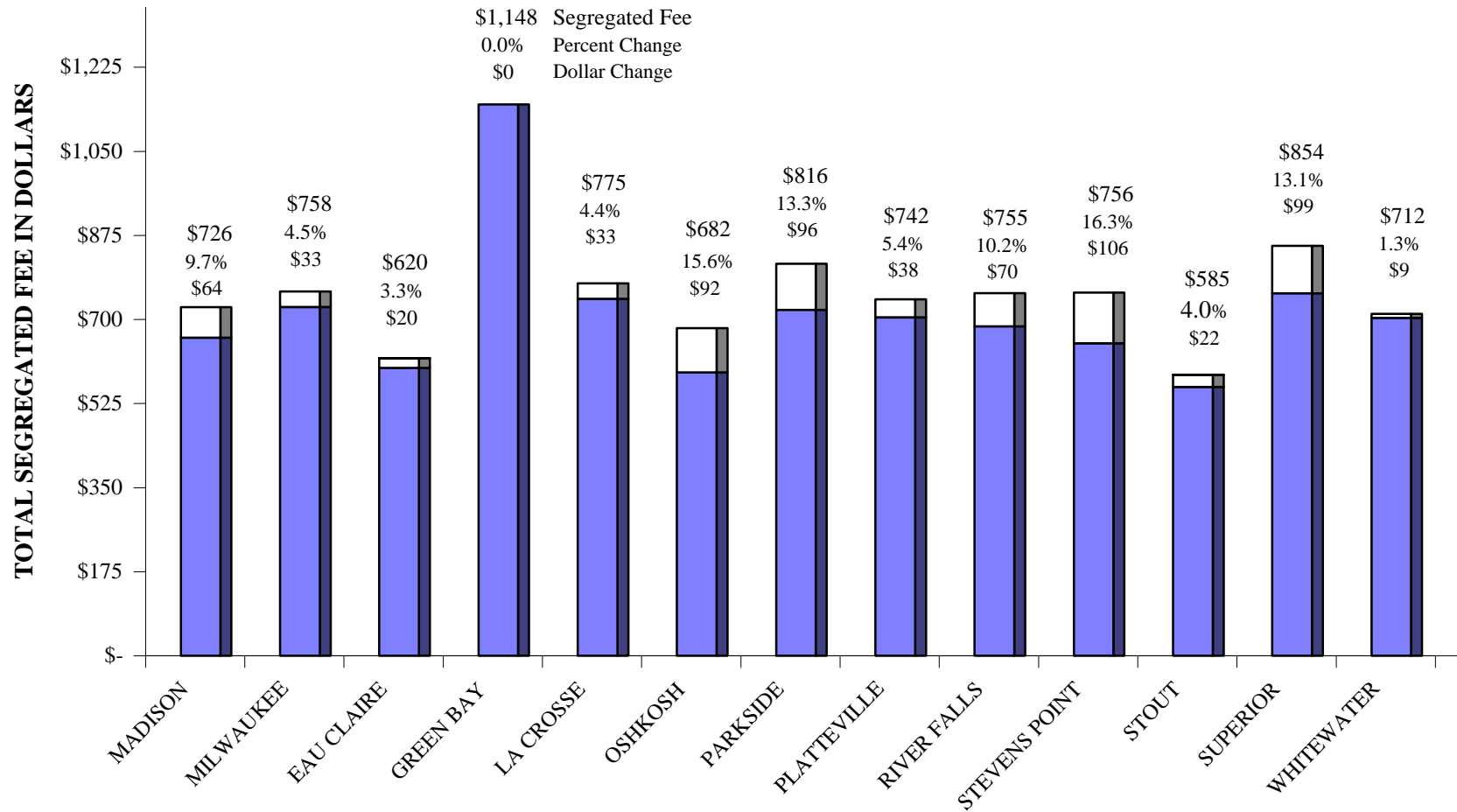
Based on direction from the Business, Finance, & Audit Committee of the Board of Regents, the increases in major auxiliary rates are subject to a reporting threshold equal to the 3-year rolling average change in Wisconsin Disposable Income Per Capita (**4.5 percent for 2006-07**). Institutions with rate increases below that threshold have reduced annual budget paperwork and those above must continue to provide detailed reporting on their rate increases. The threshold applies separately to the following major auxiliary categories: Segregated Fees (in total), Room and Board rates, Textbook Rental, and Apartment Rental rates. Table C-3 through C-6 includes an explanation of increases for those institutions above the **4.5 percent threshold**.

OPERATIONS HIGHLIGHTS

The 2006-07 auxiliary operations budget includes adjustments covering increased compensation, supply and expenses, new services, new buildings, and facility maintenance projects.

- Expenditures will **increase 8.4 percent in 2006-07 to \$592.58 million**.
- Revenues from charges to students for segregated and room and board fees will increase by **\$22.02 million or 8.5 percent**. Auxiliary fees and rates are determined by the institutions in cooperation with the students, and reviewed and approved at the system level.
- The average segregated fee (excluding UW Colleges) is **\$764** with an average increase of **\$52 (7.4 percent)**; institution rate changes range from **\$0 to \$106 (0.0 percent to 16.3 percent)**. The UW Colleges average segregated fee is **\$249** with an average increase of **\$7.90 (3.3 percent)**; institution rate changes range from **-\$9 to \$22 (-3.5 percent to 22.1 percent)**. At a majority of the institutions, student initiated or approved programs are the major reasons for the increases. Table C-1 shows the **2006-07** percent increase and total segregated fees by institution. Table C-3 explains the increases for those institutions above the **4.5 percent** threshold.
- The average room and board rate is **\$4,772** with an average increase of **\$240 (5.3 percent)**; institution rate changes range from **\$60 to \$450 (1.2 percent to 8.5 percent)**. For additional information see Table C-5.
- See Tables C-4 and C-6 for Textbook Rental and Apartment rates.

TABLE C-1
UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
SEGREGATED FEES*



*For additional information, see Table C-3

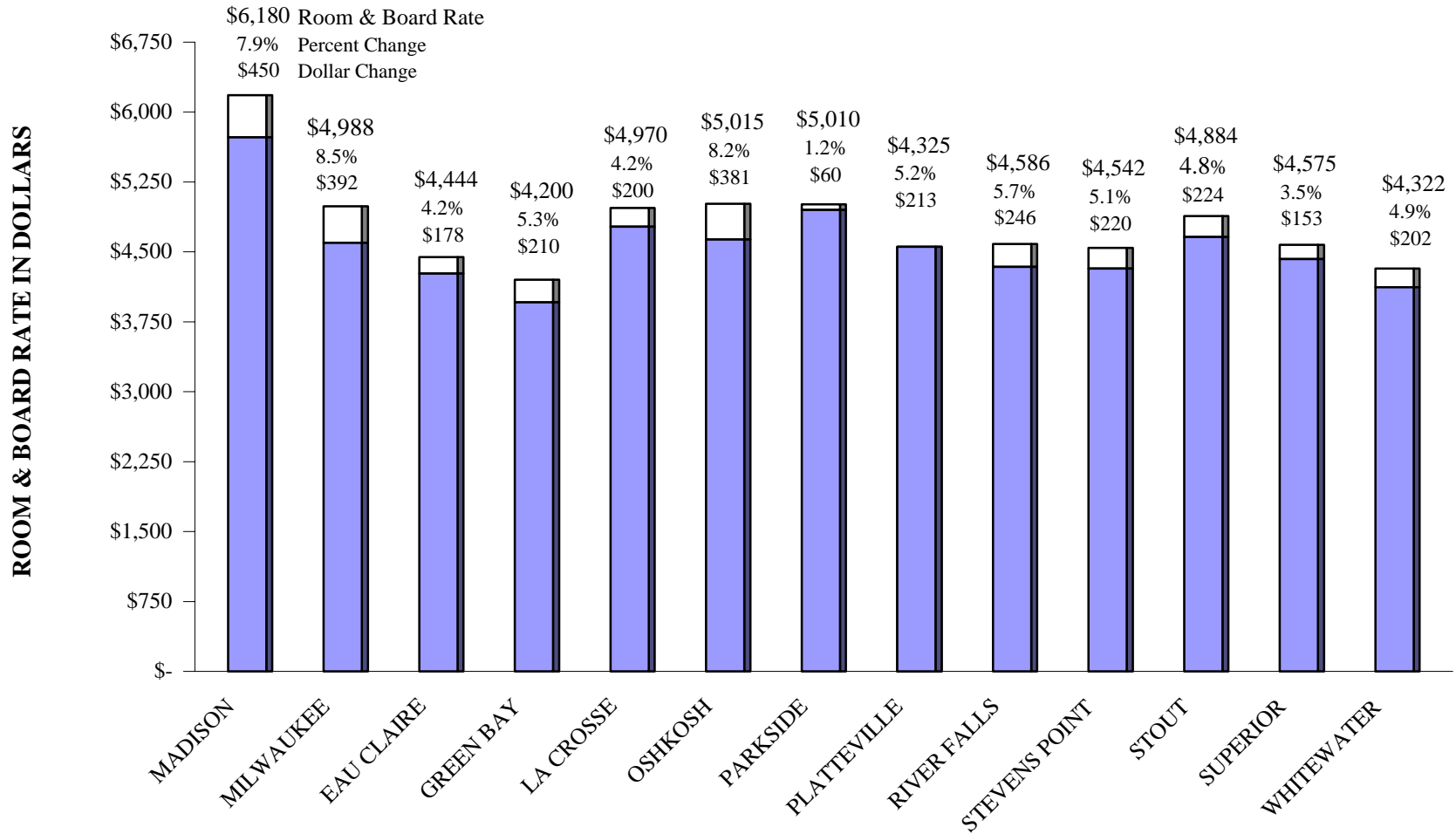
■ 2005-06 Rate

□ 2006-07 Increase

*Divide by 2 for semester rates

TABLE C-2

**UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
ROOM & BOARD RATES***



*For additional information, see Table C-5

■ 2005-06 Rate

□ 2006-07 Increase

*Divide by 2 for semester rates

TABLE C-3 (DETAIL)
UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
SEGREGATED FEES

<u>Institution</u>	<u>2005-06 Rate</u>	<u>2006-07 Rate</u>	<u>Increase</u>	<u>Percent Change</u>	<u>Explanation of Changes Above the 4.5 Percent Threshold</u> *(\$) indicates related segregated fee increases.
Madison	\$662.00	\$726.00	\$64.00	9.7%	Segregated fee rates increased \$40.00 for the new Student Activity and Health Center, approved by the students and the Board of Regents in 1999. The new fee funds debt service payments on the Center for 20 years. Health Center (\$10.68) and Student Union (\$7.62) fees also increased due to higher supply and expense costs, compensation, and maintenance.
Milwaukee	\$725.60	\$758.20	\$32.60	4.5%	
Eau Claire	\$599.50	\$619.50	\$20.00	3.3%	
Green Bay	\$1,148.02	\$1,148.00	-\$0.02	0.0%	
La Crosse	\$742.47	\$775.16	\$32.69	4.4%	
Oshkosh	\$590.00	\$682.00	\$92.00	15.6%	The Recreation Center fee change (\$71.45) explains most of Oshkosh's segregated fee increase. The fee increase funds debt service costs related to the student approved \$21 million Recreation and Wellness Center; this is the second increase associated with the new center. An additional segregated fee increase of \$70 is planned in 2007-08 to support the Center's operational costs. Student Union (\$6.61), Organized Activity (\$4.60), and Athletic (\$3.87) fees increased due to higher supply and expense costs, compensation, and student initiated programming.
Parkside	\$720.00	\$816.00	\$96.00	13.3%	The Student Union fee increased \$96.00 to cover costs associated with the student approved expansion project; this is the second fee increase for the expansion project. The Student Union fee will increase another \$100.00 in 2007-08 to cover debt service and operating costs.
Platteville	\$704.00	\$742.00	\$38.00	5.4%	The Student Union fee increased (\$20.00) to fund higher compensation, and address the Union's negative cash balance. The Student Parking fee increased (\$5.00) to cover additional parking spaces and existing lot maintenance. Organized Activity (\$4.00) and Recreation Center (\$4.00) fees increased due to student initiated programming and compensation increases.

TABLE C-3 (CONTINUED)
UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
SEGREGATED FEES

<u>Institution</u>	<u>2005-06 Rate</u>	<u>2006-07 Rate</u>	<u>Increase</u>	<u>Percent Change</u>	<u>Explanation of Changes Above the 4.5 Percent Threshold</u> *(\$) indicates related segregated fee increases.
River Falls	\$685.25	\$754.93	\$69.68	10.2%	Rates increased for three major components: Student Union (\$50.00), Health Center (\$8.68), and Recreation Center (\$8.55). The higher Student Union fee supports the new Union that goes online in January, 2007. Of the total \$50 increase, \$25 supports debt service and the other \$25 supports operating costs. The Health Center adds a counseling position to meet higher service demands. The increased Recreation Center fee funds planning costs associated with the new Health and Human Performance building. The new Recreation Center requires additional fee increases of approximately \$9.00 in 2007-08 to 2009-10, and \$22.60 in 2010-11.
Stevens Point	\$650.50	\$756.30	\$105.80	16.3%	Two operations contributed significantly to the rise in segregated fees: the Student Union (\$74.40) and Health Services (\$20.00). The Student Union fee increases at \$63.00 a year for the next three years to fund debt service associated with the student approved \$16.7 million renovation project; this is the second fee increase for the renovation project. Enrollment changes, supply and expense costs, and compensation increases contributed an additional \$11.40 to the Student Union fee. The Health Center fee increased to fully staff operations and restore cash reserves depleted by artificially suppressing fee increases in past years. Athletics (\$3.87), Intramurals (\$3.75), and Organized Activities (\$3.18) increased due to student initiated programming.
Stout	\$562.31	\$584.64	\$22.33	4.0%	The majority of the segregated fee increase came from two operations: Student Center (\$80.00), and Health Center (\$10.00). The Rothwell Student Center building project, approved by the students in December, 2004, increases segregated fees \$80 each year through 2010-2011 and an additional \$33 in 2011-2012. The 2006-07 increase represents the second increase associated with the project. The Health Center increase results from rising fringe benefit costs and to reverse both an operating deficit and negative cash balance. The Municipal Service fee (\$5.49) also increased due to higher costs.
Superior	\$754.56	\$853.65	\$99.09	13.1%	
Whitewater	\$702.72	\$711.60	\$8.88	1.3%	

TABLE C-3 (CONTINUED)
UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
UW COLLEGES
SEGREGATED FEES

<u>Institution</u>	<u>2005-06 Rate</u>	<u>2006-07 Rate</u>	<u>Increase</u>	<u>Percent Change</u>	<u>Explanation of Changes Above the 4.5 Percent Threshold</u>
					*(\$) indicates related segregated fee increases.
Baraboo	\$315.32	\$337.38	\$22.06	7.0%	Segregated fees increased for Athletics (\$15.54) and Student Activities (\$8.46). The Student approved increase supports new soccer and tennis athletic teams. The Student Activities fee increased due to higher compensation costs.
Barron	\$252.80	\$243.96	(\$8.84)	-3.5%	
Fond du Lac	\$253.12	\$261.98	\$8.86	3.5%	
Fox Valley	\$215.60	\$217.70	\$2.10	1.0%	
Manitowoc	\$207.36	\$225.32	\$17.96	8.7%	Athletics fees increased \$9.28 to support a new student initiated women's basketball program. The students also approved increases of \$8.68 for Organized Activities due to compensation increases and adjustments to reserve levels.
Marathon	\$220.16	\$230.04	\$9.88	4.5%	
Marinette	\$200.40	\$209.40	\$9.00	4.5%	
Marshfield	\$229.70	\$239.22	\$9.52	4.1%	
Richland	\$272.30	\$279.10	\$6.80	2.5%	
Rock	\$250.64	\$261.76	\$11.12	4.4%	
Sheboygan	\$248.10	\$255.54	\$7.44	3.0%	
Washington	\$242.60	\$249.42	\$6.82	2.8%	
Waukesha	\$228.98	\$228.98	\$0.00	0.0%	

Note: UW Colleges campus' segregated fee rates can vary significantly from one year to the next due to the small student populations.

TABLE C-4

UW SYSTEM AUXILIARY OPERATIONS 2006-07 ACADEMIC YEAR TEXTBOOK RENTAL RATES

<u>Institutions</u>	<u>2005-06 Rate</u>	<u>2006-07 Rate</u>	<u>Increase</u>	<u>Percent Change</u>
Eau Claire	\$161.00	\$168.00	\$7.00	4.3%
La Crosse	\$152.00	\$157.00	\$5.00	3.3%
Platteville	\$140.00	\$140.00	\$0.00	0.0%
River Falls	\$118.00	\$123.30	\$5.30	4.5%
Stevens Point	\$130.80	\$130.80	\$0.00	0.0%
Stout	\$134.88	\$140.88	\$6.00	4.4%
Whitewater	\$124.80	\$127.68	\$2.88	2.3%
<u>UW Colleges</u>				
Barron	\$120.00	\$121.36	\$1.36	1.1%
Richland	\$123.00	\$127.00	\$4.00	3.3%

**EXPLANATIONS OF INCREASES IN 2006-07
TEXT RENTAL RATES THAT ARE GREATER THAN 4.5 PERCENT**

Institutions

None of the institutions exceeded the 4.5 percent threshold.

TABLE C-5

**UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
RESIDENCE HALLS AND MEAL PLANS***

	Residence Halls (1)			Meal Plans (1)				Total			
	2005-06 Rate	2006-07 Rate	Increase	2005-06 Rate	2006-07 Rate	Increase	Type	2005-06 Rate	2006-07 Rate	Increase	Percent Change
Madison	\$3,491	\$3,868	\$ 377	\$2,239	\$2,312	\$ 73	Ala Carte	\$ 5,730	\$ 6,180	\$ 450	7.9%
Milwaukee	\$2,988	\$3,304	\$ 316	\$1,608	\$1,684	\$ 76	Ala Carte-1	\$ 4,596	\$ 4,988	\$ 392	8.5%
Eau Claire	\$2,540	\$2,640	\$ 100	\$1,726	\$1,804	\$ 78	Ala Carte	\$ 4,266	\$ 4,444	\$ 178	4.2%
Green Bay (2)	\$2,810	\$3,000	\$ 190	\$1,180	\$1,200	\$ 20	Ala Carte	\$ 3,990	\$ 4,200	\$ 210	5.3%
La Crosse	\$2,720	\$2,840	\$ 120	\$2,050	\$2,130	\$ 80	14 Meals	\$ 4,770	\$ 4,970	\$ 200	4.2%
Oshkosh	\$2,784	\$3,035	\$ 251	\$1,850	\$1,980	\$ 130	14 Meals	\$ 4,634	\$ 5,015	\$ 381	8.2%
Parkside	\$3,250	\$3,250	\$ -	\$1,700	\$1,760	\$ 60	Ala Carte-1	\$ 4,950	\$ 5,010	\$ 60	1.2%
Platteville	\$2,494	\$2,624	\$ 130	\$1,618	\$1,701	\$ 83	Average	\$ 4,112	\$ 4,325	\$ 213	5.2%
River Falls	\$2,550	\$2,716	\$ 166	\$1,790	\$1,870	\$ 80	14 Meals	\$ 4,340	\$ 4,586	\$ 246	5.7%
Stevens Point	\$2,574	\$2,726	\$ 152	\$1,748	\$1,816	\$ 68	10 Meals/200	\$ 4,322	\$ 4,542	\$ 220	5.1%
Stout	\$2,790	\$2,990	\$ 200	\$1,870	\$1,894	\$ 24	South Plan 3	\$ 4,660	\$ 4,884	\$ 224	4.8%
Superior	\$2,552	\$2,667	\$ 115	\$1,870	\$1,908	\$ 38	Block Plan	\$ 4,422	\$ 4,575	\$ 153	3.5%
Whitewater	\$2,440	\$2,576	\$ 136	\$1,680	\$1,746	\$ 66	14 Meals	\$ 4,120	\$ 4,322	\$ 202	4.9%
System Avg:	\$2,768	\$2,941	\$ 173	\$1,764	\$1,831	\$67		\$ 4,532	\$ 4,772	\$ 240	5.3%
Colleges (Marathon County)	\$2,479	\$2,498	\$ 19	\$1,273	\$1,266	\$ (7)		\$ 3,752	\$ 3,764	\$ 12	0.3%

Notes: (1) Residence Hall rate is for most popular double room and meal plan for most institutions. Madison meal plan includes a membership fee and average spending per student, while Platteville's includes an average of all meal plans.

(2) Green Bay's room rate represents a four-student per apartment rate. For other Residence Hall and Meal Plan rates, please see Table C-6.

*Divide by 2 for semester rate.

TABLE C-5 (CONTINUED)

**EXPLANATIONS OF INCREASES IN 2006-07
RESIDENCE HALLS AND MEAL PLAN RATES
ABOVE THE 4.5 PERCENT THRESHOLD**

Madison	Room and board increases are primarily the result of Smith Hall opening in August, 2006. Of the total \$450 increase, \$199 supports higher compensation and supply costs, while \$172 covers higher debt service. Higher ala carte food costs and capital projects account for the remaining \$79.
Milwaukee	Room and board rates increased to pay for maintenance and remodeling (\$274), the Kenilworth Project (\$76), higher utilities (\$82), and reduced conference revenue (\$60). Milwaukee also increased fees in response to lower interest earnings and fewer cash reserves (\$26). Increases were off-set by decreases in compensation and supplies (\$126) due to fewer contracted services and increases in student help that lowered fringe benefit costs.
Green Bay	Residence hall rates increased due to higher utilities (\$97) and maintenance projects (\$93), such as roof replacements, new door locks, fire alarm upgrades, and new carpeting.
Oshkosh	Room rates increased by \$38 for higher compensation costs, \$98 for capital projects (fire alarm and HVAC upgrades), and \$115 to fund debt service payments on Taylor Hall renovations as well as planning costs for a new apartment style hall. 2006-07 meal plan includes an upgrade to the program to include meals for the spring interim. The percentage change comparing equal meal plans is a 2.7 percent decrease.
Platteville	Room and board rates fund deferred maintenance projects (\$117), increased supply and expense costs (\$25), employee compensation (\$33), and to address a negative cash balance in the Student Union operation (\$38).
River Falls	Of the total \$166 room rate increase, \$100 supports an aggressive deferred maintenance plan approved by the students, \$35 covers higher compensation costs, and \$31 covers programming and service enhancements. The meal plan rate increase of \$80 is associated with moving food service operations to the new student center.
Stevens Point	The meal plan increased \$68 to cover debt service costs on the renovated dining center. The \$152 residence hall increase includes \$125 for higher compensation and supply and expense costs, \$22 is due to fewer contracts, and \$5 funds furniture replacements.
Stout	Residence hall rates increased due to higher utilities (\$86), compensation (\$11), and debt service (\$103) for the new Red Cedar Hall.
Whitewater	Rate increases resulted from higher compensation (\$26), food contract increases (\$66), and capital project costs (\$110).

TABLE C-6
UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
OTHER RESIDENCE HALLS AND MEAL PLAN RATES*

<u>Single Room Rates</u>		<u>Other Room Rates</u>		<u>Other Board Plans</u>	
Madison	\$4,368	Large Single	\$4,898	Base meal rate is \$1,268 and students may deposit any amount for purchase of food	
		Large Double	\$3,968		
		Triple	\$3,680		
		Smith Hall	\$4,618		
		Merit Hall	\$4,468		
		Friedrick Center	\$4,468		
Milwaukee	\$4,000	Triple	\$2,926	Plan 2	\$1,884
		Large Single	\$5,000	Plan 3	\$2,010
		Large Double	\$3,700	Plan 4	\$2,216
				Plan 5	\$2,770
				Plan 6	\$3,166
Eau Claire	\$3,750			Ten Meal	\$1,804
				Fourteen Meal	\$2,002
				Nineteen Meal	\$2,296
				Seven Meal + \$160	\$2,002
				Seven Meal + \$335	\$2,296
Green Bay	\$4,100	Double Apartment	\$3,800		
La Crosse	\$3,840			19 Meals + Points	\$2,180
				10 Meals + Points	\$2,100
				7 Meals + Points	\$2,060
				Block Plan	\$450
				Off-Campus Block Plan 1	\$520
				Off-Campus Block Plan 2	\$1,080
Oshkosh	\$4,207			21 Meal	\$2,130
				145/120 block	\$1,980
				Titan Dollar	\$2,110
				90 block + \$100	\$1,150
				All Access Plan	\$2,350
				235 Block Plan	\$2,630
Parkside	\$3,690	Single (Univ. Apts.)	\$3,690	Plan 2	\$1,960
		Single (Ranger Hall)	\$3,780	Plan 3	\$2,160
		Small Double	\$2,820	Plan 4	\$2,360
		Double (Univ. Apts.)	\$3,160		
Platteville	\$3,136			19 Meals	\$2,256
				15 Meals	\$2,166
				14 Meals/week +\$50	\$2,220
				200 Meals/sem + 100	\$2,460
				110 Meals/sem +\$125	\$1,542
				90 Meals/sem +\$100/sem	\$1,252
				175 meals + \$100/sem	\$2,244
				150 Meals/sem +\$100/sem	\$2,136
				50 Meals/sem	\$632
				50 Meals/sem +\$75/sem	\$744
				75 Meals/sem +\$100/sem	\$1,056

*Divide by 2 for semester rate

TABLE C-6 (Continued)

**UW SYSTEM AUXILIARY OPERATIONS
2006-07 ACADEMIC YEAR
OTHER RESIDENCE HALLS AND MEAL PLAN RATES***

<u>Single Room Rates</u>		<u>Other Room Rates</u>		<u>Other Board Plans</u>	
River Falls	\$3,416	Suite	\$3,616	10 Meal Plan	\$1,800
				19 Meal Plan	\$1,930
				Upper Option	\$1,150
				Take 5 Meal Plan	\$1,664
Stevens Point	\$3,860			20 Meals + 20 Points	\$1,816
				7 Meals + 270 Points	\$1,816
				14 Meals + 100 Points	\$1,816
				All Points	\$1,816
				Off campus-50 Meal	\$530
Stout	\$3,860	North Campus Single	\$3,860	North Campus Dining 1	\$1,366
	\$3,990	South Campus Single	\$3,990	North Campus Dining 2	\$1,468
		North Campus Double	\$2,860	North Campus Dining 3	\$1,578
		Suite	\$4,270	North Campus Dining 4	\$1,698
				South Campus Dining 1	\$1,666
				South Campus Dining 2	\$1,776
				South Campus Dining 4	\$2,000
Superior	\$3,852	Large Single	\$4,343		
Whitewater	\$3,960	Regular Single	\$3,960	7 Meals	\$1,686
		Large Single	\$3,400	10 Meals	\$1,716
				19 Meals	\$1,796
				Full Point	\$1,920
				Mega Point	\$2,120
				100 Meal Block	\$1,746
Colleges				UW-14	\$1,330
				UW-19	\$1,374

*Divide by 2 for semester rate

TABLE C-7

UW SYSTEM AUXILIARY OPERATIONS 2006-07 ACADEMIC YEAR MONTHLY APARTMENT RATES

	<u>2005-06</u> <u>Rate</u>	<u>2006-07</u> <u>Rate</u>	<u>Increase</u>	<u>Percent</u> <u>Change</u>
<u>Student Apartments</u>				
<u>Madison (Eagle Heights)</u>				
One Bedroom	\$585	\$605	\$20	3.4%
Two Bedroom	\$665	\$685	\$20	3.0%
Three Bedroom	\$790	\$815	\$25	3.2%
Large One Bedroom	\$610	\$630	\$20	3.3%
Large Two Bedroom	\$765	\$790	\$25	3.3%
Large Three Bedroom	\$895	\$915	\$20	2.2%
Three Bedroom Townhouse	\$925	\$945	\$20	2.2%
<u>Madison (Harvey Street)</u>				
One Bedroom	\$525	\$545	\$20	3.8%
Two Bedroom	\$700	\$720	\$20	2.9%
<u>Milwaukee (Kenilworth) (1)</u>				
One Bedroom Standard	\$0	\$850	N/A	N/A
One Bedroom Upgrade	\$0	\$900	N/A	N/A
Two Bedroom Standard	\$0	\$540	N/A	N/A
Two Bedroom Upgrade	\$0	\$580	N/A	N/A
Three Bedroom Standard	\$0	\$440	N/A	N/A
Three Bedroom Upgrade	\$0	\$485	N/A	N/A
<u>Faculty Apartments</u>				
<u>Madison</u>				
One Bedroom	\$720	\$740	\$20	2.8%
Two Bedroom	\$850	\$875	\$25	2.9%
Three Bedroom	\$935	\$955	\$20	2.1%

(1) Kenilworth rates are per individual contract.

**EXPLANATIONS OF INCREASES IN 2006-07
APARTMENT RATES THAT ARE GREATER THAN 4.5 PERCENT**

Institutions

Milwaukee Kenilworth Square will open as graduate student apartments in the fall of 2006.

TABLE C-8
UNIVERSITY OF WISCONSIN SYSTEM
AUXILIARY OPERATIONS BUDGET SUMMARY
(FUNDS 123, 128, 129, 528, AND 530)¹

Table below shows the change in the source of revenue supporting the 2006-07 auxiliary operations (Source of Funds), and how the revenue will be expended (Expenditures)

<u>Source of Funds</u>	<u>2005-06</u>	<u>2006-07</u>	<u>Percent Change</u>
Receipts			
Segregated University Fee	\$ 100,229,363	\$ 108,186,260	7.9%
Room and Board	159,983,165	\$ 174,038,374	8.8%
Other Receipts	263,087,948	\$ 296,718,866	12.8%
Interest Receipts	<u>1,820,726</u>	<u>2,998,908</u>	<u>64.7%</u>
Total Receipts	\$ 525,121,202	\$ 581,942,408	10.8%
Operating Contributions from Reserves ²	<u>21,326,765</u>	<u>10,639,237</u>	<u>-50.1%</u>
Total	\$ 546,447,967	\$ 592,581,645	8.4%
<u>Expenditures</u>			
Operations ³			
Salaries and Wages	\$ 158,208,343	\$ 166,070,737	5.0%
Fringe Benefits	53,061,121	56,555,448	6.6%
Supplies & Expenses	353,206,131	365,242,833	3.4%
Sales Credits	(96,795,828)	(89,448,233)	-7.6%
Aids to Individuals/Special Purpose	12,557,084	15,319,424	22.0%
Capital	<u>26,280,015</u>	<u>30,137,125</u>	<u>14.7%</u>
Sub-total	\$ 506,516,866	\$ 543,877,334	7.4%
Debt Service	<u>39,931,101</u>	<u>48,704,311</u>	<u>22.0%</u>
Total	\$ 546,447,967	\$ 592,581,645	8.4%

¹ Funds 123 - Debt Service, Fund 128 - Auxiliaries, Fund 129 - Stores, Fund 528 - Athletic Auxiliaries, and Fund 530 - Athletic Nonincome Sports. Does not include Physical Plant Service Departments (Fund 120) of \$2,075,700

² Operating Contributions from Reserves shows the difference between Total Expenditures and Other Receipts, drawn from Auxiliary Reserve Balances

³ Amounts do not include unallocated spending authority for debt service of \$7,405,923 in 2005-06 and \$7,140,171 in 2006-07

TABLE C-9
UNIVERSITY OF WISCONSIN SYSTEM
2006-07 ANNUAL BUDGET
AUXILIARY RESOURCES AND EXPENDITURES
BY INSTITUTION

	Revenues					Operating Contributions From Reserves	Total Resources Required	Expenditures (1)		
	Segregated Fees	Room and Board	Other (2)	Interest	Subtotal			Fund 123 (4)	Funds 128 & 129 528 & 530 (3)	Total
Madison	\$ 26,817,400	\$ 46,566,600	\$ 162,165,700	\$ 1,022,900	\$ 236,572,600	\$ (1,706,275)	\$ 234,866,325	\$ 23,608,300	\$ 211,258,025	\$ 234,866,325
Milwaukee	19,153,800	14,855,820	33,549,713	196,000	67,755,333	2,022,456	69,777,789	3,790,920	65,986,869	69,777,789
Eau Claire	5,002,683	12,618,899	7,036,864	200,000	24,858,446	2,299,152	27,157,598	1,355,529	25,802,069	27,157,598
Green Bay	5,497,330	1,601,842	9,527,565	266,368	16,893,105	3,430,788	20,323,893	413,509	19,910,384	20,323,893
La Crosse	7,537,574	14,599,890	9,772,735	123,697	32,033,896	(439,031)	31,594,865	2,545,070	29,049,795	31,594,865
Oshkosh	6,288,525	14,790,670	14,822,157	185,520	36,086,872	942,980	37,029,852	3,728,258	33,301,594	37,029,852
Parkside	3,315,179	3,750,589	3,368,331	43,930	10,478,029	494,450	10,972,479	1,214,839	9,757,640	10,972,479
Platteville	5,146,373	11,900,000	6,888,686	66,147	24,001,206	(1,247,592)	22,753,614	3,261,619	19,491,995	22,753,614
River Falls	4,726,149	10,220,440	4,752,408	139,910	19,838,907	2,076,763	21,915,670	2,191,316	19,724,354	21,915,670
Stevens Point	7,207,400	13,348,600	11,270,857	237,000	32,063,857	(364,624)	31,699,233	2,311,933	29,387,300	31,699,233
Stout	5,490,933	13,754,929	5,842,951	96,160	25,184,973	147,786	25,332,759	2,269,161	23,063,598	25,332,759
Superior	1,632,058	2,441,214	3,435,037	18,600	7,526,909	(419,901)	7,107,008	148,830	6,958,178	7,107,008
Whitewater	8,230,943	13,009,449	14,914,980	237,554	36,392,926	547,411	36,940,337	1,750,687	35,189,650	36,940,337
Colleges	2,139,913	579,432	4,444,891	35,922	7,200,158	111,910	7,312,068	-	7,312,068	7,312,068
Extension	-	-	3,702,506	129,200	3,831,706	2,742,984	6,574,690	114,340	6,460,350	6,574,690
SYS/SA	-	-	1,223,485	-	1,223,485	(20)	1,223,465	-	1,223,465	1,223,465
TOTAL	\$ 108,186,260	\$ 174,038,374	\$ 296,718,866	\$ 2,998,908	\$ 581,942,408	\$ 10,639,237	\$ 592,581,645	\$ 48,704,311	\$ 543,877,334	\$ 592,581,645

(1) Fund 123 - Debt Service, Fund 128 - Auxiliaries, Fund 129 - Stores, Fund 528 - Athletic Auxiliaries, and Fund 530 - Athletic Nonincome Sports

(2) Includes transfers

(3) Includes amounts for Athletics - Fund 528 (\$52,124,200) and Fund 530 (\$251,200)

(4) 2006-07 amounts do not include unallocated spending authority for debt service of \$7,140,171 in Fund 123 and \$2,075,700 in Fund 120 for Physical Plant Service Departments

<p>D. 2006-07 ADMINISTRATIVE AND JOINT FINANCE BUDGET REDUCTIONS</p>

UNIVERSITY OF WISCONSIN SYSTEM 2006-07 ADMINISTRATIVE AND JOINT FINANCE BUDGET REDUCTIONS

BACKGROUND

The University of Wisconsin System's 2006-07 budget includes a \$20,000,000 GPR administrative efficiency reduction initiated in the Governor's budget, and an additional \$10,000,000 GPR reduction initiated by the Joint Committee on Finance.

This document reports the details of each UW institution's base budget reductions.

This biennial budget also required the reduction of 100 FTE in 2005-06 and an additional 100 FTE in 2006-07. A report to the Secretary of the Department of Administration was required, and was approved for submission by the Board of Regents at its May 2006 meeting.

DISCUSSION

Highlights of the 2006-07 Base Budget Reductions

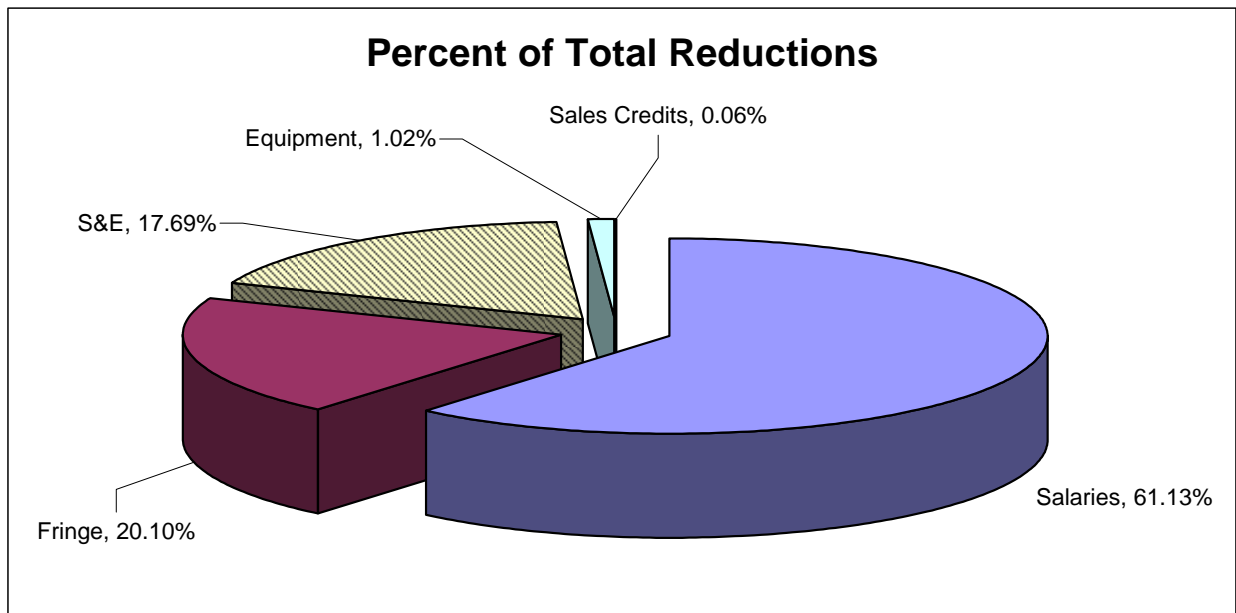
Base budget reductions were allocated, except where prescribed through legislation, by institutional share of the UW System GPR/Fee budget excluding debt service, utilities, financial aid, and Extension credit programs. UW System base budget reductions have resulted in:

- Reduced clerical support which increases workload for faculty and academic staff in areas such as scheduling, purchasing supplies, and other administrative functions. This detracts from the time that faculty and academic staff are able to spend with students.
- Reduced funding for travel which limits professional development opportunities that help faculty and staff remain current in their fields, recruitment efforts, and the ability to pay for travel when recruiting prospective faculty.
- Increased use of salary savings for reallocations which lessens the ability to recruit and retain faculty, especially at UW-Madison.
- The realignment of some administrative units, with some managers/directors assigned to manage more than one unit, will result in greater workloads for middle management and senior administration. These greater workloads have the effect of reducing the time available to do strategic planning, process enhancement and redesign, and collaborate with other units for service quality improvements.

- Cuts to campus contingency funds which reduce the ability of the UW campuses to meet unanticipated expenditures in areas such as technology, utility shortfalls, veterans' remissions, facility needs, and support for campus based initiatives.
- Increased class sizes will reduce the level of interaction between faculty and students, directly affecting the quality of education.
- Deferred hiring of tenured faculty, which is changing the nature of teaching and impacting the scholarly quality that students typically expect at University of Wisconsin institutions.
- Reductions to campus libraries will result in fewer book purchases, serial subscriptions, databases, microfilm and reference books as well as shorter library hours.
- Reduced IT staff and supplies and expense funds will result in less-frequent updates to software, and a slow-down in the current replacement cycle for desktop computers.
- Physical Plant reductions which will have a significant impact on the ability to perform preventative maintenance. As maintenance is put off, the potential for significantly increased repair costs grows.
- Reduced staffing in student affairs and administrative offices, which includes student financial aid processing, cashiering, and human resources services. These reductions will result in other administrative staff taking on greater workloads, resulting in delayed processing and services to students, faculty and staff.
- Reduced academic and career advising, increasing the potential for poor planning as students enroll in courses, which may lead to an increase in time to degree.
- Increased charges to the public, students, faculty and staff for such things as parking, event tickets and fees to the public and students for various services provided.

UNIVERSITY OF WISCONSIN SYSTEM
2006-07 Administrative and Joint Finance Budget Reductions

<u>Institution</u>	<u>Salaries</u>	<u>Fringe</u>	<u>S&E</u>	<u>Equipment</u>	<u>Sales Credits</u>	<u>Reduction Total</u>
Madison	-\$6,438,915	-\$2,254,087	-\$2,069,238	-\$100,000	\$0	-\$10,862,240
Milwaukee	-\$2,689,391	-\$763,619	-\$125,194	-\$105,998	\$0	-\$3,684,202
Eau Claire	-\$1,032,856	-\$395,586	\$0	\$0	\$0	-\$1,428,442
Green Bay	-\$245,508	-\$75,709	-\$372,621	\$0	\$0	-\$693,838
La Crosse	-\$884,987	-\$338,949	\$0	\$0	\$0	-\$1,223,936
Oshkosh	-\$859,442	-\$264,839	-\$239,895	\$0	\$0	-\$1,364,176
Parkside	-\$504,359	-\$153,557	\$4,418	\$0	\$0	-\$653,498
Platteville	-\$684,618	-\$167,382	\$0	\$0	\$0	-\$852,000
River Falls	-\$139,866	-\$40,211	-\$528,382	-\$100,000	\$0	-\$808,459
Stevens Point	-\$954,604	-\$285,721	\$0	\$0	\$0	-\$1,240,325
Stout	-\$967,819	-\$339,483	\$193,500	\$0	\$0	-\$1,113,802
Superior	-\$324,572	-\$96,834	-\$7,087	\$0	\$0	-\$428,493
Whitewater	-\$741,294	-\$214,089	-\$293,581	\$0	-\$17,249	-\$1,266,213
Colleges	-\$206,018	-\$78,905	-\$795,213	\$0	\$0	-\$1,080,136
Extension	-\$482,985	-\$178,785	-\$552,970	\$0	\$0	-\$1,214,740
Systemwide	-\$1,182,540	-\$382,166	-\$520,794	\$0	\$0	-\$2,085,500
Total	-\$18,339,774	-\$6,029,922	-\$5,307,057	-\$305,998	-\$17,249	-\$30,000,000
Percent of Total	61.13%	20.10%	17.69%	1.02%	0.06%	100%

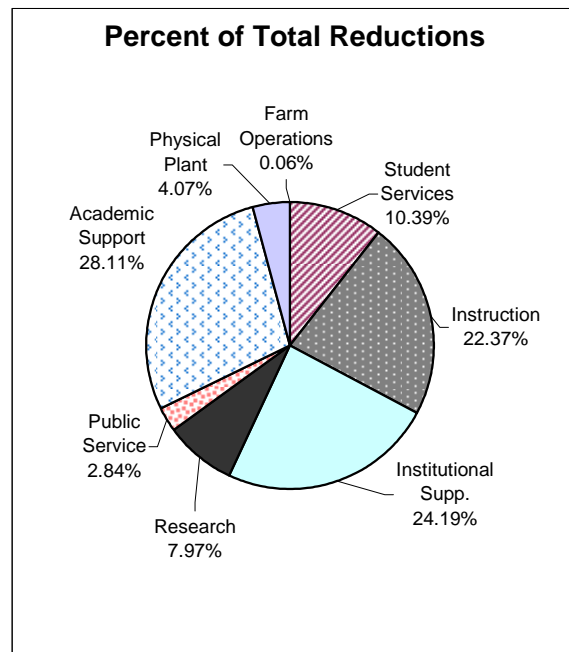
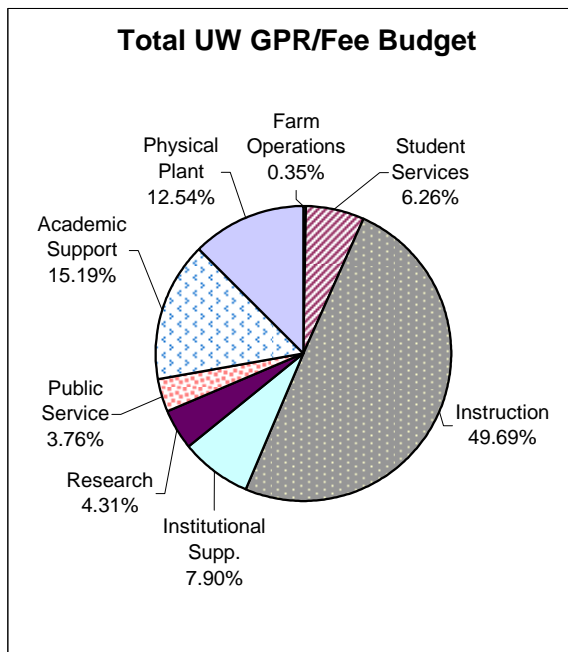


UNIVERSITY OF WISCONSIN SYSTEM

2006-07 Administrative and Joint Finance Budget Reductions

Percent of Total by Activity

<u>Activity</u>	<u>UW GPR/Fee Budget</u>	<u>% of Total UW GPR/Fee Budget</u>	<u>Reduction</u>	<u>% of Total Reductions</u>
Farm Operations	\$5,979,095	0.35%	-\$18,413	0.06%
Student Services	\$107,393,628	6.26%	-\$3,117,373	10.39%
Instruction	\$852,021,230	49.69%	-\$6,711,333	22.37%
Institutional Supp.	\$135,468,038	7.90%	-\$7,257,014	24.19%
Research	\$73,893,243	4.31%	-\$2,388,094	7.97%
Public Service	\$64,461,554	3.76%	-\$853,618	2.84%
Academic Support	\$260,490,818	15.19%	-\$8,434,188	28.11%
Physical Plant	\$214,962,295	12.54%	-\$1,219,967	4.07%
Total	\$1,714,669,901	100.00%	-\$30,000,000	100.00%

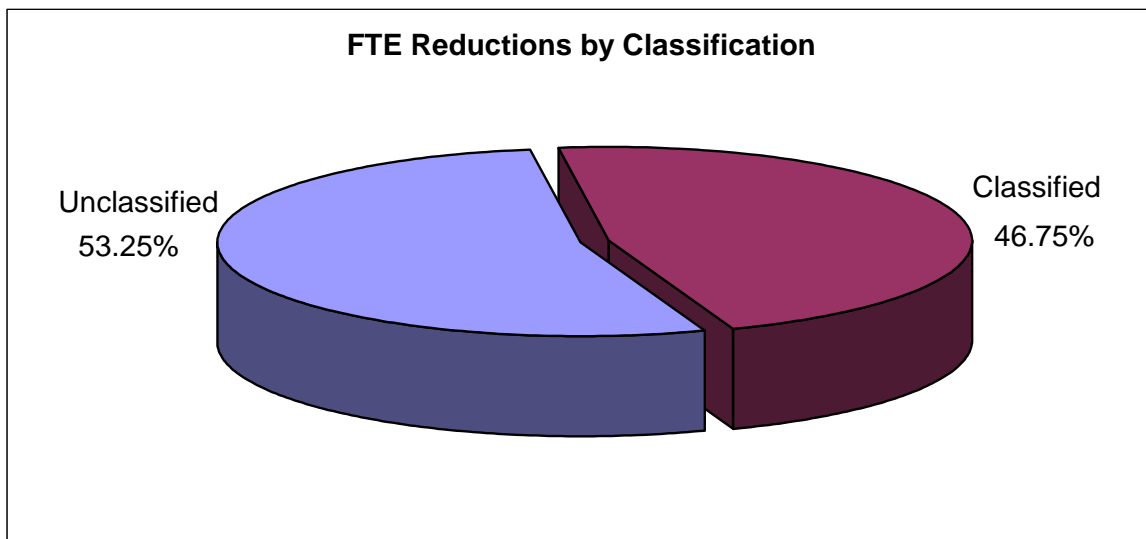


UNIVERSITY OF WISCONSIN SYSTEM

2006-07 Administrative and Joint Finance Budget Reductions

FTE Reductions by Campus and Classification

Campus	Unclassified FTE Reductions	Classified FTE Reductions	Total FTE Reduction
Madison	33.73	46.79	80.52
Milwaukee	7.58	2.00	9.58
Eau Claire	8.17	10.83	19.00
Green Bay	0.47	3.00	3.47
La Crosse	10.00	7.00	17.00
Oshkosh	3.00	2.17	5.17
Parkside	4.00	2.00	6.00
Platteville	0.50	1.08	1.58
River Falls	1.00	1.53	2.53
Stevens Point	8.00	1.00	9.00
Stout	9.85	3.77	13.62
Superior	1.75	2.75	4.50
Whitewater	3.05	6.00	9.05
Colleges	2.17	1.33	3.50
Extension	4.73	0.00	4.73
Systemwide	8.50	2.25	10.75
Total	106.50	93.50	200.00
<i>Percent of Total</i>	<i>53.25%</i>	<i>46.75%</i>	<i>100.00%</i>



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UW-Madison

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-441,449	-163,714	-157,018	0	0	-762,181
Instruction	-1,440,285	-493,112	286,115	0	0	-1,647,282
Institutional Supp.	-541,716	-191,069	-1,364,887	0	0	-2,097,672
Hospitals	0	0	0	0	0	0
Research	-1,679,487	-580,996	-24,918	0	0	-2,285,401
Public Service	-72,956	-21,826	-7,500	0	0	-102,282
Academic Support	-1,994,452	-700,508	-801,030	-100,000	0	-3,595,990
Physical Plant	-268,570	-102,862	0	0	0	-371,432
Total	-6,438,915	-2,254,087	-2,069,238	-100,000	0	-10,862,240

FTE Reductions			
	Unclassified	Classified	Total
FTE	-33.73	-46.79	-80.52

Budget Reduction Process or Goals:

Reduction targets, including FTE reductions, were established and allocated to budget units based on principles developed by the Deans' Council. A few units were identified as strategic institutional priorities and targeted for reinvestment of discretionary funding. These units were exempted from staffing reductions, but were still required to implement targeted reductions for travel, printing, memberships, and cellular telephone usage.

Budget reduction approaches used by UW-Madison schools and colleges reflect the following themes:

- Maintaining and building the excellence of core program areas, access to core classes, and promotion of research areas. For example, the Business School is investing heavily in its MBA program. On the other hand, some programs like English as a Second Language (ESL) in the School of Education are being discontinued.
- Merging, consolidating and making more efficient use of administrative resources. The campus has adopted new fiscal allotment strategies in order to make more efficient use of administrative resources. They are also reducing or sharing administrative support staff and developing technological fixes.
- Travel, cell phone, membership, and publication expenses were reduced first.

Budget reduction strategies employed by central administrative support units on campus include: deep but unsustainable cuts to supplies and expenses; automating the delivery of information, processes, and services; reducing the use of student staff; eliminating key positions of retiring staff and/or replacing retiring senior staff with less experienced, less costly new staff; extending

the time that vacant positions are open; delaying new technology initiatives; cutting professional development opportunities and reducing association affiliations.

Adverse Impacts of Budget Reductions:

- Steady erosion of the status of departments in terms of teaching and research. As one dean said: “Our greatest fear is the attainment of mediocrity. The continuing cuts erode excellence by the loss of key faculty, less effective recruitment and retention, a decline in research programs and grant funding, and a decline in quality of instruction.” This trend represents a serious competitive disadvantage in the marketplace for grant funding, students, and faculty.
- Faculty retention and recruitment difficulties. Low competitive salaries compared with other Big Ten and private schools as well as decreasing administrative support means that departments are having a more difficult time keeping quality faculty and recruiting others. While reports show that UW-Madison is increasing its efforts to retain professors, departments are being confronted with more cases than in the past of faculty actively seeking employment at other universities. Since 1999-00 the annual number of outside offers received by UW-Madison faculty has doubled. Over that same period of time, the proportion of faculty who received outside offers that were successfully retained by UW-Madison declined by well over 10 percent.
- Reduced resources for administrative duties including: grant writing, tracking, documentation and compliance; IT support; recruitment, student assistants, and central administration. This leads to staff that are overburdened with multiple duties; reduced ability to offer campus-wide services; reduced effectiveness and efficiency of undergraduate recruiting; the delay of new initiatives that could greatly increase campus efficiencies in the future; and fewer dollars to provide support to faculty and academic staff lecturers, resulting in a serious challenge to fulfilling state and federal requirements for servicing grants.
- Reductions to, or elimination of, classroom instruction and learning opportunities in new areas of research. Departments are increasing class sizes and eliminating some class sections; reducing summer programs; and increasing the instructional workload of faculty and staff. While the market is asking for more graduates in nursing, pharmacy and other fields, schools can not turn out enough students because of reduced funding. This is also making it more difficult for departments to compete for the best and brightest students. Innovative and needed programs like English as a Second Language (ESL) and professional certificates are being discontinued in favor of supporting “core” classes.

UW-Milwaukee

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-146,617	-41,608	-13,500	0	0	-201,725
Instruction	-939,683	-267,257	-51,106	0	0	-1,258,046
Institutional Supp.	-401,642	-118,943	-2,475	0	0	-523,060
Hospitals	0	0	0	0	0	0
Research	-50,559	-19,363	-600	0	0	-70,522
Public Service	-54,768	-13,061	0	0	0	-67,829
Academic Support	-991,978	-280,580	-70,477	-105,998	0	-1,449,033
Physical Plant	-104,144	-22,807	12,964	0	0	-113,987
Total	-2,689,391	-763,619	-125,194	-105,998	0	-3,684,202

FTE Reductions			
	Unclassified	Classified	Total
FTE	-7.58	-2.00	-9.58

Budget Reduction Process or Goals:

The distribution of the 2006-07 base budget reductions at UW-Milwaukee is consistent with the UW-System 2005-06 Annual Budget Decision principles:

- I.** Faculty and Instructional Academic Staff positions will not be reduced as part of the Administrative savings.
- II.** Budget reductions should first target administrative expenses that are least related to serving students, meeting legal accountability responsibilities, achieving Plan 2008 Goals, and providing opportunities to generate (non-GPR) revenues.
- III.** One-time reduction opportunities should be considered in the short term to give Provosts and Chancellors time to plan more permanent modifications including changes to program array.

Budget reductions have been allocated to all divisions in an across-the-board manner, based on the 2004-05 GPR/Fee budget. Each division was also required to eliminate at least one administrative FTE. The decision to assign reductions across-the-board was in response to the methodology employed to absorb the \$5.2M base cut imposed on UW-Milwaukee in the 2003-05 biennium. At that time - in order to protect research, instruction, and student services - administrative divisions absorbed disproportionately larger cuts than did academic and student support divisions. The current cut's across-the-board distribution reflects concern for the viability of administrative divisions. However, all divisions – whether academic, student support or administrative – have targeted their reductions to minimize the impact on research and instruction.

For the Joint Finance budget reductions, instruction and research activities were held harmless. The reduction was applied on an across the board basis for all other activities based on their 2004-05 budget. The budget reduction was limited to 1% for any administrative unit or school/college. Any resulting excess was shared by all divisions.

Adverse Impacts of Budget Reductions:

- UW-Milwaukee's strategic focus, as highlighted by Chancellor Santiago and Provost Cheng at the June 2005 Board of Regents meeting, is to raise exponentially the research capacity and output of UW-Milwaukee while also creating student access to increased academic success. While these research and student initiatives depend heavily on faculty, the research enterprise must be supported with extensive infrastructure, technology and physical plant support to assist the faculty in their research and in garnering extramural support. Student success depends on advisors, retention services, admissions and enrollment services and countless other operations that are all considered "administrative" while being key to any student retention program.
- FTE Position reductions at UW-Milwaukee are split between unclassified and classified staff. Unclassified positions being eliminated included Assistant and Associate Deans, Directors and other administrative and student support positions. On the classified side, UW-Milwaukee is eliminating IT positions, a human resource position, and several program and clerical assistants. While faculty positions are not being reduced, decreasing infrastructure support will reduce faculty effectiveness.
- On the non-salary side, reductions in S&E will result in fewer publications, less funding available for start-up needs of new faculty, elimination of faculty and staff travel, fewer books purchased by the library, expanding the replacement cycle for technology equipment, deferral of furniture and equipment replacements and reduced marketing expenditures.
- All of these reductions will directly compromise research and teaching at UW-Milwaukee. For example, UW-Milwaukee's research enterprise is highly dependent on start-up support for new faculty. Without that support, UW-Milwaukee simply cannot compete with other institutions for productive faculty. Research and instruction are both highly dependent on the maintenance of technology that is up-to-date and supportive of education today. Cuts in technology are very difficult to overcome.
- By protecting instruction and research when allocating the Joint Finance reductions, administrative and infrastructure divisions received a larger share of the campus reduction, 42% versus 30% on a straight across the board basis. Although instruction and research were protected in this process, there will be a decrease in supporting administrative functions within schools and colleges, including student services, library resources, technology support and physical plant services.

UW-Eau Claire 2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-194,897	-74,646	0	0	0	-269,543
Instruction	-167,500	-64,153	-2,876	0	0	-234,529
Institutional Supp.	-248,059	-95,007	0	0	0	-343,066
Hospitals	0	0	0	0	0	0
Research	-2,000	-766	-2,576	0	0	-5,342
Public Service	-13,904	-5,325	-8,164	0	0	-27,393
Academic Support	-163,505	-62,623	13,616	0	0	-212,512
Physical Plant	-242,991	-93,066	0	0	0	-336,057
Total	-1,032,856	-395,586	0	0	0	-1,428,442

FTE Reductions			
	Unclassified	Classified	Total
FTE	-8.17	-10.83	- 19.00

Budget Reduction Process or Goals:

UW-Eau Claire has accommodated the loss of more than \$5.7M of base funding and more than fifty positions in the most recent six years while being required to maintain enrollment levels. It is therefore not surprising that the campus faces significant challenges in its ability to meet its mission responsibilities. Maintaining instructional and academic support services for students, and institutional physical facilities, while simultaneously attempting to sustain academic quality has become increasingly difficult and may be impossible in the future. If support for UW-Eau Claire does not increase, either access to the institution or the campus academic program array (or both) will have to be modified in the near future in order to insure the financial survival of the institution. The result will be a fundamental change in both academic quality and the nature of the University.

In an effort to maintain operational viability, reductions and required savings have been targeted to a selected number of institutional areas. Each of the operating divisions of the institution (Chancellor's Division, Business and Student Services, Facilities Planning and Management, Academic Affairs, and Information and Technology Management) were required to develop a reduction plan and meet targeted reduction amounts. Both dollar and FTE reductions were determined.

Adverse Impacts of Budget Reductions:

- With the loss of the Purchasing Manager, procurement services will be reduced, including hours of operation. Some procurement actions will be delayed and certain purchasing processes may be shifted to employees outside of the Purchasing Office. Purchasing Office staff now report to the Director of Business Services.
- Affirmative action processes will be delayed and reporting capabilities reduced with the loss of the Assistant Director Educational Opportunity Specialist position.
- Building maintenance functions will be slowed. Significant maintenance and skilled craft work will either not be done or be outsourced depending upon the maintenance category and funding available. Overall maintenance supervision will be weakened and in some cases not occur. Building appearance will deteriorate.
- Career Counseling services will be reduced with the loss of a counselor position.
- Advising of non-traditional students will be re-assigned to other staff members with a resulting reduction in service levels with the loss of an advising position.
- Counseling services availability will be reduced.
- Financial support services within Academic Affairs will be reduced, services slowed, or not done in certain cases due to the loss of a Financial Specialist position.
- Selected duties of the Chief Information Officer have been reassigned to other staff members with the elimination of that position. Information technology planning and strategy development capabilities will be diminished.
- Director responsibilities have been combined for Learning and Technology Services and the former Teaching and Learning Technology Development Center (TLTDC). The former TLTDC Director position was eliminated. Continuing managerial staff will assume these duties and responsibilities. Some service degradation is anticipated while managerial workloads on remaining supervisors will increase.
- Library services and operations will be reduced in certain areas due to the loss of one full time position.
- Instructional and academic supports services will be diminished due to the reduction of positions and reductions in supplies and equipment support. Larger class sizes, course availability difficulties, and reduced educational supplies will result.
- Computing and library materials and expense budgets, as well as part time staffing budgets have been reduced. Computing services, software acquisition, and library patron support will be diminished as a result.

UW-Green Bay

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-16,147	-3,536	-37,525	0	0	-57,208
Instruction	-58,471	-12,805	-211,838	0	0	-283,114
Institutional Supp.	-99,105	-31,874	-89,468	0	0	-220,447
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	-3,022	0	0	-3,022
Academic Support	-71,785	-27,494	-30,768	0	0	-130,047
Physical Plant	0	0	0	0	0	0
Total	-245,508	-75,709	-372,621	0	0	-693,838

FTE Reductions			
	Unclassified	Classified	Total
FTE	-0.47	-3.00	- 3.47

Budget Reduction Process or Goals:

Budget reductions at UW-Green Bay were addressed as part of the institution's strategic budgeting process through the involvement of the budgetary units, the Chancellor's cabinet, and a broadly representative Strategic Budgeting Committee. Reductions were reviewed in the context of campus strategic initiatives and goals and initiatives within the units. The magnitude of administrative reductions meant that it was neither possible nor prudent to continue to protect instructional funding in allocating the legislative reductions.

Adverse Impacts of Budget Reductions:

The 2006-07 administrative and joint finance budget reductions at UW-Green Bay had the following impacts:

- Elimination of a budget analyst in the office of the Dean of Liberal Arts and Sciences; responsibilities were distributed to the Dean, Program Assistant, Associate Provost, and University Budget Officer.
- The Associate Dean for Graduate Studies was eliminated with these responsibilities going to the two academic Dean positions remaining at UW-Green Bay.
- The elimination of the Internal Auditor and all functions not statutorily required.

- A reduction in GPR support for one police officer position, requiring the transition to a security officer or alternative sources of funding.
- The elimination of the library virtual reference capacity resulting in students being unable to access a reference librarian 24 hours a day, 7 days a week.
- The reduction in the appointments of two graphic artists in Marketing and Communications resulting in slower response time, fewer communications publications for the university, and outsourcing (at higher costs) for departmental publications.
- The elimination of one stock clerk in the mail room/shipping and receiving; these responsibilities were distributed to other staff or eliminated, resulting in slower delivery and reduced capacity to receive and respond to mailed documents.
- A grants accountant was funded with overhead funds, thereby reducing the funds available for allocation to units that generate intramural funding.
- Portions of the Chief Information Officer were funded with fund 115, thereby reducing support for the Institute for Learning Partnership and eliminating GPR support for its part-time director.
- A reduction in central funds held in reserve for unfunded mandates relating to students with disabilities, insurance premiums, DOA chargebacks, unfunded utilities increases, tuition shortfalls from non-resident enrollment decreases, and unanticipated expenses necessitating further reductions in programs and operations during the fiscal year.
- Salary budgets were decreased in the schools of Liberal Arts and Sciences and Professional and Graduate Studies, thereby decreasing ad hoc instruction resulting in fewer course offerings and larger classes.
- Salary budgets were decreased for graduate assistants, within an already reduced graduate program.
- Salary budgets were decreased in Planning and Budget, Human Resources, and Student Affairs through turnover, reductions in appointments, and reassigning duties to other employees. In some cases, this will require a reduction in services.
- Supplies and expenses were decreased in the Chancellor's Office, Planning and Budget, Office of Assessment, University Advancement, Business and Finance, and the Office of Outreach and Adult Access resulting in reduced project management, reduced support for campus-community relations efforts and reduced capacity to raise private funds.

UW-La Crosse 2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-374,045	-143,259	0	0	0	-517,304
Instruction	11,181	4,282	0	0	0	15,463
Institutional Supp.	-175,424	-67,187	0	0	0	-242,611
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-334,683	-128,183	0	0	0	-462,866
Physical Plant	-12,016	-4,602	0	0	0	-16,618
Total	-884,987	-338,949	0	0	0	-1,223,936

FTE Reductions			
	Unclassified	Classified	Total
FTE	-10.00	-7.00	- 17.00

Budget Reduction Process or Goals:

The budget reduction process at UW-La Crosse is inclusive. The Joint Strategic Planning and Budget Committees meet weekly and are reviewing the UW-La Crosse Strategic Planning initiatives in light of required budget cuts. The Chancellor's Budget Reduction Guiding Principles and timeline is the guide for making the budget cuts at UW-La Crosse. The Joint Planning and Budget committee is holding listening sessions that include all campus constituents and allow all to be engaged in the process. UW-La Crosse is looking at short and long term options to increase productivity, reduce costs, or enhance revenue streams.

The Joint Strategic Planning and Budget Committee membership is comprised of faculty, academic staff, students, Deans of all Colleges, the Provost, Vice Chancellor for Administration and Finance, and the Dean of Students.

Adverse Impacts of Budget Reductions:

- UW-La Crosse has asked for voluntary contract reductions, additional teaching assignments for administrators, pooling positions, reducing release time opportunities for faculty to participate in administrative internship programs, reducing sabbatical opportunities and deferring the hiring of tenure track positions. Some instructional academic staff loads will also increase from 12 credits to 15 credits.

- Deferred hiring of tenured faculty change the nature of the teaching and impacting the scholarly quality of interactions that students have traditionally enjoyed with tenured faculty at UW-La Crosse.
- Reductions in sabbaticals reduce the ability of faculty to develop specialized solutions or analyses to problems in their particular fields of scholarship that can be shared with others and transferred to businesses, health care, education or other organizations that are able to move these results into a potentially commercial venture or other practical application.
- Reductions in administrative clerical assistant support in the academic departments and Deans' offices will increase the workload of faculty and instructional academic staff for scheduling, purchasing supplies, and other administrative functions. Where possible, students will be hired to answer phones and file documents. Expertise on various issues will be lost and best judgment decisions will be made by those employees with other primary job responsibilities. Reduction of staff in Administrative Systems will increase turnaround time for IT project management and upgrades to software maintenance.
- The elimination of a purchasing position will result in fewer reviews for contract compliance and the functions inherent to procurement activity.
- Reduction of staff in Business Services will of necessity increase turnaround time for requests for reimbursements and reporting.
- Continuing Education classified support staff have been shifted to self-supporting programs.
- UW-La Crosse eliminated the college of Education, Exercise Science, Health, and Therapeutic Recreation to save administrative costs in the Dean's office. All academic departments except for Educational Studies moved to the College of Science and Health. Educational Studies moved to the College of Liberal Studies. Both Colleges are expected to absorb the additional college management responsibilities with existing staff and resources in the respective Deans' offices. Reduction of staff in Administrative Systems will increase turnaround time for IT project management and upgrades to software maintenance.
- Reduction of support staff will increase turnaround time for work order related paperwork and reporting.
- In addition, UW-La Crosse is increasing the replacement cycle for computers in classrooms and labs, reducing travel costs, reducing paper purchases, and reducing the number of cellular phones to reduce costs.

UW-Oshkosh

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-95,472	-29,583	-10,795	0	0	-135,850
Instruction	-262,722	-64,263	-171,525	0	0	-498,510
Institutional Supp.	-212,339	-74,119	-28,787	0	0	-315,245
Research	-466	-7	0	0	0	-473
Public Service	-230	-3	-9,596	0	0	-9,829
Academic Support	-176,575	-57,944	-11,995	0	0	-246,514
Physical Plant	-111,638	-38,920	-7,197	0	0	-157,755
Total	-859,442	-264,839	-239,895	0	0	-1,364,176

FTE Reductions			
	Unclassified	Classified	Total
FTE	-3.00	-2.17	- 5.17

Budget Reduction Process or Goals:

The process used at UW-Oshkosh to implement the administrative and Joint Finance reductions was based on the need to continue to budget for activities which add value and are central to the mission of the campus. It is necessary to protect the direct instructional undergraduate and graduate teaching mission and the integrity of services supporting the University's central mission. UW-Oshkosh would like to continue its commitment to the University's strategic plan and priorities. Furthermore, the campus must value its employees and abide by contracts, policies and established procedures.

Adverse Impacts of Budget Reductions:

Reductions on the UW-Oshkosh campus consisted of:

- Elimination of the full-time Affirmative Action Director by including these responsibilities within the Human Resources office and eliminating a Human Resource assistant. These changes may result in reduced employee benefit liaison services such as benefit orientation and assistance with health care and retirement issues.
- Elimination of a cashiering position which will result in delays in returned calls to students and staff and longer lines for students,
- Elimination of a position in central stores, which may result in delays in delivery of packages including same day delivery service of medication to the Student Health Center and the Nursing Education Clinic.

- Reductions in Facilities Management which will decrease services related to University fleet scheduling and customer service questions and will result in a reduction of custodial services provided to the campus.
- Reductions in the Information Services division will result in decreased technical support for student, financial and human resource systems, reduced general computer access lab hours and the elimination of extended hours at the Polk Library.
- Administrative reductions at UW-Oshkosh will result in decreased office support and fewer services to students in financial aid and intramural sports. The student employment budget has also been reduced.
- A reduction in both salary and non-salary operating budgets which will result in delayed searches for faculty and key administrators in FY 2005-06 and a reduced budget for student employment. The summer salary offered to college department chairs will be reduced, which will affect services to students, impact morale and delay the completion of duties routinely performed in the summer. There will be a reduction in ad hoc instructional staff which will reduce course selections for our students and increase class size.
- The impact of the decreases in non-salary operating budgets will result in reduced travel which includes professional development, recruiting efforts and candidate travel.
- Computer and equipment replacements will also be suspended. This will likely result in more computer breakdowns and lead to students not receiving materials in a timely matter. This will also reduce the introduction of new technology to students and therefore they will be less prepared to be productive employees.
- The reduction in operating budget will result in fewer resources for recruiting new faculty, staff and administrators and reduced materials for classroom instruction.
- Elimination of the full-time Director of Purchasing will result in a loss of experience and longer processing times for complicated acquisitions where RFP's, negotiations, and complex contract writing are involved.

UW-Parkside

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-56,875	-11,431	0	0	0	-68,306
Instruction	-95,000	-20,805	18,127	0	0	-97,678
Institutional Supp.	-217,637	-71,888	-13,709	0	0	-303,234
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-90,147	-39,644	0	0	0	-129,791
Physical Plant	-44,700	-9,789	0	0	0	-54,489
Total	-504,359	-153,557	4,418	0	0	-653,498

FTE Reductions			
	Unclassified	Classified	Total
FTE	-4.00	-2.00	- 6.00

Budget Reduction Process or Goals:

UW-Parkside has followed the legislative and UW System principles regarding the administrative and Joint Finance budget reductions. The Provost has met with the Shared Governance Groups. A Budget Sub-Committee of the University Planning committee has reviewed the decision processes and developed the following campus principles:

- Value employees and foster positive campus climate through employee involvement
- Give high priority to mission-related programs, activities and services
- Pursue growth strategies through recruitment and retention efforts
- Promote academic programs and services to support student success
- Pursue opportunities for collaboration and consolidation of administrative support
- Promote efforts that generate additional revenue (fundraising, grants, other innovative pursuits)

Adverse Impacts of Budget Reductions:

- A department was eliminated due to declining enrollment, with the freed up funds scheduled to be redistributed to other academic departments to strengthen their financial base for instructional staff. But as the result of the loss of these funds to the required reductions, the redistribution has to be delayed until new funding is found.

- Some administrative units have been realigned, and some managers/directors have been assigned to manage more than one unit, resulting in greater workloads for middle management and senior administration. These greater workloads have the effect of reducing the time available to do strategic planning, process enhancement and redesign, and collaborate with other units for service quality improvements.
- A reduction of some instructional assignments impacts availability of certain classes for students
- Professional development travel has been reduced for faculty and staff. In addition, the promised savings due to new State contracts in both travel and goods have not yet appeared, resulting in required reductions of supplies and equipment budgets.
- Reductions of LTE and student help budgets will cause service levels to be reduced, and students and others may have to wait longer for services. Many LTE and student help positions assist in offices which have an uneven workflow throughout the year. Their assistance helps to keep service levels to students, faculty and staff at an even level.
- A support position in Purchasing was eliminated, which increases the workloads of other members of the department, and increases the cycle time to fulfill some purchasing decisions.
- An associate position in Mail Services was eliminated, and to adjust for that, the mail delivery to campus departments was reduced from twice a day to once a day. This causes other staff to sometimes pick up and deliver their own mail from Mail Services, especially relating to payroll deadlines.

UW-Platteville

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	-\$15,105	-\$3,308	\$0	\$0	\$0	-\$18,413
Student Services	-48,753	-16,275	0	0	0	-65,028
Instruction	-374,346	-77,856	0	0	0	-452,202
Institutional Supp.	-104,603	-26,805	0	0	0	-131,408
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-121,597	-38,711	0	0	0	-160,308
Physical Plant	-20,214	-4,427	0	0	0	-24,641
Total	-684,618	-167,382	0	0	0	-852,000

FTE Reductions			
	Unclassified	Classified	Total
FTE	-0.50	-1.08	- 1.58

Budget Reduction Process or Goals:

The goal of the 06-07 Budget reduction process at UW-Platteville was to minimize the negative impact on instruction and the impact on employees in terms of lay-offs. For the administrative reduction, all division leaders were given listings of their “administrative” positions defined by the Legislative Audit Bureau. Each area reviewed its current staffing levels and vacant positions to determine the best way to achieve the reduction.

For the Joint Finance Committee reduction, all division leaders were given a dollar target to achieve. Through their own due processes, the leaders provided methods to achieve that amount. Some areas chose to seek alternative funding for positions while others chose not to replace vacancies.

Adverse Impacts of Budget Reductions:

The 2006-07 administrative and joint finance budget reductions at UW-Platteville had the following impacts:

- The campus is eliminating an Outreach Program Manager position, which will result in less collaboration and interaction with businesses.

- Vacant positions were reviewed and eliminated in Library Services and Counseling Services. This reduction will result in less service to students, instructors and the public that use the library and less counseling services available to students and employees.
- Some positions will also be shifted to program revenue funding, which in turn will increase user fees for students.
- The number of Teaching Academic Staff contracts to be issued for Semester II will be reduced.

UW-River Falls

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-34,288	-7,742	-26,855	0	0	-68,885
Instruction	0	0	-436,457	-100,000	0	-536,457
Institutional Supp.	-90,484	-29,163	0	0	0	-119,647
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	-68	0	0	-68
Academic Support	-15,094	-3,306	-60	0	0	-18,460
Physical Plant	0	0	-64,942	0	0	-64,942
Total	-139,866	-40,211	-528,382	-100,000	0	-808,459

FTE Reductions			
	Unclassified	Classified	Total
FTE	-1.00	-1.53	- 2.53

Budget Reduction Process or Goals:

In the process of allocating the administrative base budget reduction, it was the intent of UW-River Falls to protect the instructional line as much as possible. There were salary savings from several retirements, which were “donated” to the reduction cause.

UW-River Falls utilized its institutional reserve in order to cover the Joint Finance reduction, which hampers the ability of the campus to respond to institutional emergencies or provide additional sections to fulfill students’ needs.

Adverse Impacts of Budget Reductions:

- A position in the admissions office was moved from GPR to PR, as was support for the Career Services Office. These functions will be funded by the “New Student Fee” which is paid by students when they come to campus for summer registration. The result is increasing fees to incoming freshman – downloading costs that have historically been covered by GPR. The GPR support for ad hoc athletic coaches was also reduced and salary costs for those individuals were also passed on to students through their athletic segregated fee.

- The library budget was reduced by over \$42,000 – This will come from the collections budget. Salary savings from vacant library positions were also used to fund the reduction. These salary savings would normally be used to supplement the collections budget. UW-River Falls library's budget is already funded at a level below its peers. In addition, the position of Associate Director of the Library has been eliminated.
- The Dean of the Graduate School and Outreach position is being covered for a two year period, on an interim basis, by two individuals on staff. UW-River Falls will evaluate the effectiveness of this move over the upcoming year.
- Preventive maintenance and general care of the campus is a continual issue only exacerbated by a reduction to the Facilities budget. A portion of this reduction was in the student assistance line, which will limit summer project hiring of students.
- A position was eliminated that has historically provided assistance with the People Soft student information system. This placed an additional burden on staff as UW-River Falls went through a conversion during 2005-06.
- The funding available for an internal auditor, and the FTE to accompany these dollars, was reduced significantly. Other alternatives to cover auditing responsibilities are currently being explored.
- The Information Technology Services unit was reduced by almost \$34,000. These dollars were used primarily for student salaries in our web applications support unit.
- Salary savings from retirements in the academic colleges, which are normally used to supplement for departments within these units, were removed from these units in an effort to preserve uncommitted reserves.
- UW-River Falls delayed hiring for the Registrar and Director of Financial Aid positions in its Enrollment Services unit. The delayed hiring resulted in additional workload for other staff in these units.
- UW-River Falls' institutional reserve figure has been reduced. The purpose of these dollars is to not only cover institutional emergencies, but also to cover the additional sections needed to fulfill students' needs. The institutional reserve at UW-River Falls is extremely limited. UW-River Falls will have less ability to fund new initiatives, emergencies, or even smaller items such as an unexpected sick leave of a professor, for whom classes must be covered.
- The budgets of several administrative and support units were reduced in order to fund institutional efforts that would normally be funded through the institutional reserve.

UW-Stevens Point

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-67,978	-21,166	0	0	0	-89,144
Instruction	-278,724	-61,040	0	0	0	-339,764
Institutional Supp.	-95,984	-30,860	0	0	0	-126,844
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-511,918	-172,655	0	0	0	-684,573
Physical Plant	0	0	0	0	0	0
Total	-954,604	-285,721	0	0	0	-1,240,325

FTE Reductions			
	Unclassified	Classified	Total
FTE	-8.00	-1.00	- 9.00

Budget Reduction Process or Goals:

The administrative reductions at UW-Stevens Point were debated and then formulated by its Line Officers and Deans. All administrative units were reviewed to find functions that could be eliminated or scaled back causing the least amount of disruption to the academic mission of the campus. In addition, the Budget Review and Advisory Committee, a group made up of faculty and staff, reviewed the budget in an effort to insure that the cuts caused the least amount of harm possible to academic programs.

Adverse Impacts of Budget Reductions:

- Salary savings from retirements were utilized to cover a portion of the reductions. These savings would historically have been used to fund promotions and to help replenish S&E budgets that are continually eroded by inflation without any offsetting budget adjustments.
- University reserve funding, normally used to cover extra course sections, was reduced. This reduction will mean slightly larger sections for some courses as well as more creative scheduling of some upper division courses to free up faculty to teach freshman sections.
- The Director of Continuing Education has been eliminated. This program will be decentralized with each dean being responsible for the offerings within the college's area of expertise. This change may cause a reduction in workforce development offerings.

- The Director of the Semester Abroad program will be funded from fees of students taking advantage of this program, rather than GPR. This will add additional costs to this program at a time when UW-Stevens Point is trying to encourage all students to go abroad.
- The assistant coaching positions in both the Men's and Women's hockey programs have been eliminated. There is concern that this will hurt UW-Stevens Point's recruiting efforts as well as have an adverse effect on the quality of these programs.
- The network manager and the Director of Telecommunications positions have been eliminated. These reductions will result in the closing of UW-Stevens Point's Telecommunications unit as well as the loss of services to the public and private sector and some support to distance education programs.
- Staff reductions at UW-Stevens Point's library will impact services to students and the public through reduced hours and availability of services.
- A graphic design position from Extension and Continuing Education has been eliminated. This will result in decreased services available to units offering course work for workforce development.
- The elimination of the photography operation within the News and Information office will result in the need for photographs for brochures and other advertising to be contracted with private vendors, most likely at a considerably higher per unit cost.
- UW-Stevens Point has eliminated a clerical position in its Career Services office. This position was responsible for coordinating the schedules of all recruiters coming to campus to meet with students. The campus will try to staff these functions with LTE's and students, but there is concern about how effective this will be.
- A manager position was eliminated in the accounts payable operation. The work will be spread out to the remaining staff, but invoices will not get processed as fast and the campus may miss out on some prompt pay benefits.
- A program assistant in Registration and Records was eliminated. The person in this position has been responsible for Veteran certification and NCAA athletic eligibility. The consequences of not filling this position will result in loss of accuracy, may lead to audit exceptions and require that a part-time person and student help will be picking up greater responsibilities.
- In addition to the reductions outlined, UW-Stevens Point will also be increasing charges to the public, students, faculty and staff for such things as parking, event tickets and fees to the public and students for various services provided.

UW-Stout

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-295,287	-104,142	12,843	0	0	-386,586
Instruction	-82,267	-22,557	93,808	0	0	-11,016
Institutional Supp.	-275,843	-101,313	42,418	0	0	-334,738
Hospitals	0	0	0	0	0	0
Research	-19,057	-7,299	0	0	0	-26,356
Public Service	-100,868	-38,632	0	0	0	-139,500
Academic Support	-194,497	-65,540	34,718	0	0	-225,319
Physical Plant	0	0	9,713	0	0	9,713
Total	-967,819	-339,483	193,500	0	0	-1,113,802

FTE Reductions			
	Unclassified	Classified	Total
FTE	-9.85	-3.77	- 13.62

Budget Reduction Process or Goals:

UW-Stout's planning for 2006-2007 considered resource principles, current biennial budget reduction principles, and long-range planning (FOCUS 2010) initiatives on the campus. In addition, the plan identified full FTE wherever possible for elimination.

Resource principles as approved by the UW-Stout Strategic Planning Committee include: identify budget priorities through the use of participatory processes, guided by the mission statement and strategic planning; fund activities that are central to the mission, add value, or are required; protect the integrity of the undergraduate and graduate mission; protect the integrity of services supporting the central university mission; maintain flexibility at all levels of the organization through the use of reserves to fund strategic initiatives, emergencies and other discretionary purposes; reallocate resources and redesign functions to provide funding for high priority strategic initiatives; ensure near-term allocation decisions complement longer term planning; manage operations within allocated resources; make informed budget decisions through the use of data, analyses and projections.

Adverse Impacts of Budget Reductions:

- An Associate Dean of Students position, a Student Services Coordinator position, and a Student Services support position were eliminated. This results in less service to students in the areas of freshmen advising, judicial incident processing, responsible alcohol use initiatives, and placement activities.

- An administrative position in the Stout Vocational Rehabilitation Institute was eliminated. The loss of this position will reduce the institute's ability to provide match dollars to secure future grant funding.
- The Director of University Services position was eliminated. This requires other directors of administrative units to assume substantial workload for direction and supervision of safety and risk management, and procurement and materials management.
- State funding for a University Development position was eliminated. This requires the Stout Foundation to reallocate funding from grants, scholarships, and other operating initiatives to this position.
- State funding for two administrative positions was eliminated, one in Curriculum, Research, and Graduate Studies, and the other in Business and Financial Services. These positions will be covered by Customized Instruction tuition revenue.
- State funding for a Financial Aid Services position was eliminated. This requires the position to be covered by federal financial aid overhead dollars.
- The Assistant Chancellor for Continuous Improvement and Assessment was eliminated. This position develops and implements a comprehensive framework for campus-wide assessment and accountability efforts related to student learning. These functions will either be eliminated or assigned elsewhere.
- The Executive Director for University Relations, who also served as the legislative liaison, was eliminated. Functions of this position will be eliminated or managed through reorganization of positions in University Relations and University Development.
- State funding was eliminated for the Director of Stout Solutions. Stout Solutions provides coordination for industry, schools, government agencies and individuals seeking customized learning and/or research. This unit will now be self-supporting.
- University special projects funding was reduced. Reduction of flexible funds impacts the Chancellor's ability to provide start-up funds for strategic initiatives, respond to one-time needs for large equipment purchases and laboratory remodeling and renovation, for example.
- A position that directly supported the library administrative office was eliminated, which will require that all other library staff assume responsibility for day-to-day administrative office management, word processing, ordering and maintaining supplies, managing and processing equipment repairs in a timely manner, and travel arrangements.

UW-Superior

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Indiv	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-39,528	-9,781	0	0	0	-49,309
Instruction	-77,756	-21,175	28,364	0	0	-70,567
Institutional Supp.	-161,222	-56,511	-35,451	0	0	-253,184
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-46,066	-9,367	0	0	0	-55,433
Physical Plant	0	0	0	0	0	0
Total	-324,572	-96,834	-7,087	0	0	-428,493

FTE Reductions			
	Unclassified	Classified	Total
FTE	-1.75	-2.75	- 4.50

Budget Reduction Process or Goals:

UW-Superior utilized the Strategic Planning & Budget committee (SPBC) to formulate base reduction recommendations for the administrative reductions that were approved by the Chancellor. Included in this process were several open forums at which campus community members voiced concerns, and suggestion boxes in which community members could place anonymous reduction suggestions. This information was considered by the SPBC before making final reduction recommendations.

Due to the very short decision time frame imposed by the JFC biennial budget reductions to be implemented in FY06, the Chancellor and members of Chancellor's cabinet initially formulated short-term budget reduction decisions for FY06. While the plan was to engage the SPBC to formulate permanent base budget reductions, the process was put on hold with the resignation of the provost in Fall, 2005. With the hiring of a new provost in February, 2006, a campus-wide, comprehensive strategic planning process was immediately launched. UW-Superior's goal is to have a draft strategic plan identifying priorities and implementation plans/timelines, including implementation steps to affect the permanent base budget reduction requirements, for campus review in the fall of 2006. In the meantime, the campus will continue to implement those short-term strategies identified in summer 2005. The campus will also rely on anticipated excess fee revenue to meet the JFC budget reductions in FY07.

Adverse Impacts of Budget Reductions:

The following descriptions illustrate how the UW-Superior campus continues to perform necessary services with decreased resources. The adverse impacts of these reductions are employees who are stressed and overworked, increased costs for employee assistance programs and workers' compensation claims, and the inability to meet some of the student and/or employee basic support needs.

- The development function reduced staffing by 2.0 FTE. The annual fund coordination and public relations efforts, previously staffed with 2.0 FTE will be reconfigured into 1.0 FTE. Clerical support for the operation is being reduced by 1.0 FTE. A number of resignations made this reconfiguration possible.
- A director of faculty development position, previously funded with release time, is being eliminated. This faculty member will revert to a full-time teaching load and faculty development efforts will be reassigned.
- The intramurals coordinator is being reduced from a 12-month appointment to a 9-month appointment. Any summer programming will need to be funded with program revenue and/or grant funds.
- A Computer Support Tech 1.0 FTE made vacant due to retirement will not be refilled.
- Positions currently vacant in Network and Programming Services, Continuing Education, and Disabilities Support Service programs are temporarily being held vacant.
- Use of LTE services is being reduced in the Business Office, Mail Room, Financial Aid, Registrar, International Programs, and the Center for Teaching/Learning/Technology areas.
- All Administration and Finance areas are reviewing position openings (retirements, resignations) for potential reassignment within existing staffing assignments as well as the opportunity for strategic reorganization to affect long-term savings and increased efficiencies. Compounding this problem is the requirement that the campus must reinstate the internal audit function thereby adding to budget reduction considerations. The goal at UW-Superior is to minimize service implications and create a more efficient operation.

UW-Whitewater

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Sales Credits	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-164,606	-56,448	-67,077	0	0	-288,131
Instruction	-170,513	-48,535	-75,816	0	0	-294,864
Institutional Supp.	-150,183	-37,331	-68,441	0	-17,249	-273,204
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	-255,992	-71,775	-72,247	0	0	-400,014
Physical Plant	0	0	-10,000	0	0	-10,000
Total	-741,294	-214,089	-293,581	0	-17,249	-1,266,213

FTE Reductions			
	Unclassified	Classified	Total
FTE	-3.05	-6.00	- 9.05

Budget Reduction Process or Goals:

UW-Whitewater's overall budget reduction goal is to maintain and enhance excellence in education. Highlights of the campus' guiding principles for budget reductions include:

1. Considering the long-term impact on the education of students by first targeting administrative expenses that are least related to serving students, meeting legal accountability responsibilities, achieving Plan 2008 goals, and providing opportunities to generate (non-GPR) revenues.
2. Taking into account impacts on university accreditations.
3. Distributing cuts reasonably across units/divisions/employee classifications.
4. Exploring all options that allow for an array of course offerings that will result in a reasonable time to graduation, considering especially class size and accessibility.
5. Consolidating programs and services to avoid duplication while maintaining service to constituents.
6. Considering outsourcing of services for cost-effectiveness.
7. Considering the impact on fee rates when GPR/PR shifts must be done.
8. Making strategic, rather than across-the-board, reductions.
9. Where position cuts are necessary, they will be guided by: student needs; the elimination of unfilled positions, where possible; consideration of employees for other campus employment opportunities; elimination of LTE's within a classification before permanent employees.

Adverse Impacts of Budget Reductions:

- Student help positions were reduced in the offices of the Registrar and News & Public Affairs. This results in fewer student job opportunities and less efficient use of staff time for performing routine tasks.
- Reductions in unclassified salary savings for the Center for Students with Disabilities and the Financial Aid Office results in fewer resources available to attract high quality applicants for vacancies. Services may suffer with less experienced, less qualified new hires.
- Reductions to supplies and expenses accounts across the UW-Whitewater campus will result in:
 - an increased reliance on fees for services;
 - fewer opportunities to add courses as needed to meet student demands;
 - fewer services provided by the faculty senate and academic staff assembly;
 - fewer technology upgrades and replacements;
 - reduced professional development opportunities;
 - increased reliance on differential tuitions;
 - reduced marketing and advertising of the university;
 - reduced budget to address university wide contingencies;
 - potentially detrimental impact on enrollment numbers and quality.
- Reduction in classified and unclassified salary savings will reduce reserves thus causing a number of adverse effects including:
 - fewer opportunities to add courses needed to meet student demands, resulting in lengthened time to graduation for some students;
 - reduced ability to meet contingencies within the colleges;
 - fewer student job opportunities and less efficient use of staff time for performing routine tasks;
 - reduced new and replacement equipment purchases;
 - reduced ability to offer market salaries to fill faculty and instructional academic staff vacancies;
 - reduced faculty development opportunities;
 - fewer technology upgrades and replacements;
 - reduced ability to accommodate wages for new classified hires without cannibalizing S&E, student help, or other salary savings;
 - increased delays in filling vacant positions, longer backlogs of jobs waiting to be completed, and less flexibility to address contingencies on a one-time basis.

UW-Colleges

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Individuals	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	-38,458	-14,729	-192,343	0	0	-245,530
Instruction	0	0	-261,982	0	0	-261,982
Institutional Supp.	-167,560	-64,176	-69,632	0	0	-301,368
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	-1,237	0	0	-1,237
Academic Support	0	0	-221,150	0	0	-221,150
Physical Plant	0	0	-48,869	0	0	-48,869
Total	-206,018	-78,905	-795,213	0	0	-1,080,136

FTE Reductions			
	Unclassified	Classified	Total
FTE	-2.17	-1.33	- 3.50

Budget Reduction Process or Goals:

The process used at the UW Colleges to implement the administrative reduction involved a Budget Development Group made up of executive staff consulting with the Senate Budget Committee and making recommendation to the Chancellor. For the Joint Finance Committee reduction, a Budget Reduction Committee made up of two executive staff and two Deans was convened which made recommendation to the Chancellor regarding how to handle these additional cuts.

Certain principles guided the recommendations that were provided to the Chancellor for both levels of reductions. As an institution with a primary mission of access, many reductions were to be made while preserving enrollments. As an institution with a strong strategic plan, a commitment to the institutional priorities identified within the plan were supported. As the least staffed institution in the UW system, all attempts were made to avoid staff reductions. All UW Colleges staff directly support enrollments.

Adverse Impacts of Budget Reductions:

The administrative reduction was offset entirely by the new base revenue generated from increased enrollments. This resulted in continued weakening of the UW Colleges' ability to provide services students require. This was seen as preferable to reducing access.

The Joint Finance Committee reduction has resulted in cuts to:

- First year college success programming for freshmen
- Student Career Assessment
- Enrollment Management
- Financial management staff
- Information technology staff
- Student services staff

Where staff reductions were made, they were achieved primarily by reduced appointment percentages. Eliminating entire positions, in many cases, would eliminate an entire function. The one exception was that of a financial specialist, where the duties were combined with that of an accountant. Some needs continue to go unmet.

UW-Extension

2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Individuals	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	0	0	0	0	0	0
Instruction	0	0	0	0	0	0
Institutional Supp.	-106,216	-43,059	0	0	0	-149,275
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	-109,837	-40,045	-352,576	0	0	-502,458
Academic Support	-241,592	-90,131	-200,394	0	0	-532,117
Physical Plant	-25,340	-5,550	0	0	0	-30,890
Total	-482,985	-178,785	-552,970	0	0	-1,214,740

FTE Reductions			
	Unclassified	Classified	Total
FTE	-4.73	0	- 4.73

Budget Reduction Process or Goals:

The nature and magnitude of the budget reductions were discussed with key leadership (i.e. Chancellor/Provost/Deans/Directors) within UW-Extension. Decisions on how the reductions were to be handled among UW-Extension divisions/departments were based on discussions regarding the ability/flexibility of respective areas to absorb both permanent and one-time reductions. In keeping with the Governor's emphasis on the reduction of administrative expenses, UW-Extension targeted both phases of the administrative reduction to the Chancellor's and Dean's administrative areas. Positions left vacant due to retirements and non-renewals were targeted for elimination.

The reduction in the Chancellor position is the result of the decision by the Board of Regents to appoint one Chancellor as the head of UW-Extension and UW Colleges. An Integrated Administrative Steering Committee has been formed to guide efficiencies/integration discussions between the two institutions. The results of these discussions won't be known for some time.

Adverse Impacts of Budget Reductions:

- With the appointment of one Chancellor to lead UW-Extension and UW Colleges, both institutions will be experiencing significant change in the upcoming year. Efforts continue to identify opportunities to integrate/consolidate administrative functions/responsibilities that will result in savings. In addition, UW-Extension will lose several of its top administrators (i.e. Deans and Directors) to retirements in the upcoming year. At this time, decisions have

yet to be made regarding the status of those positions. As a result, in the short-term, a portion of the reductions will be handled on a one-time basis by limiting special projects, initiatives and/or purchases that might have otherwise occurred.

- Positions left vacant due to retirements and non-renewals in the Chancellor's and Dean's administrative areas were targeted for elimination, which will result in additional workload for current, fully employed staff.
- The elimination of the Associate Dean for Outreach and E-Learning could potentially eliminate research activities (i.e. CDR) that are currently conducted or result in the outsourcing of those activities to external agencies/institutions.
- Southeast District counties of Cooperative Extension (Kenosha, Milwaukee, Ozaukee, Racine, Sheboygan, Walworth, Washington, Waukesha) were going through a reorganization effort prior to the 2005-06 reductions. As a result of the reorganization, the Southeast District Counties were split. It was determined that a District Director position was no longer needed and a team leader approach could be used. Cost savings would have been used to address urban issues in the Quad counties. The Administrative Officer position was eliminated following a retirement. Responsibilities associated with this position were reassigned to existing staff.
- Administrative reductions were absorbed by initiating various organizational changes in UW-Learning Innovations resulting in salary savings.
- Reductions were allocated to all departments within Broadcasting & Media Innovations division based upon the departmental proportional share of total divisional GPR. As a result, fewer dollars are available for on-going and new programming initiatives. GPR supply budgets have been decreased placing greater reliance on generating program revenue.
- Web design and development in Business and Manufacturing Extension was outsourced in an effort to reduce divisional resources.
- Outreach & E-Learning will manage a portion of its reduction by re-balancing continuing education priorities and investments (e.g. Adult Student Initiative, Continuing EDvantage program), which focus on economic development.
- Wisconsin Geological and Natural History Survey will forgo hiring geotechnical support staff. This will create workload issues for existing staff.
- Business & Manufacturing Extension absorbed a share of the reduction through salary savings by re-assigning responsibilities (e.g. reporting and program evaluation) to existing staff.

UW-System Administration / Systemwide 2006-07 Administrative and Joint Finance Budget Reductions

GPR Reductions						
Activity	Salaries	Fringe	S&E	Equipment	Aids to Individuals	Reduction Total
Farm Operations	\$0	\$0	\$0	\$0	\$0	\$0
Student Services	0	0	0	0	0	0
Instruction	0	0	-454,500	0	0	-454,500
Institutional Supp.	-1,182,540	-382,166	-66,294	0	0	-1,631,000
Hospitals	0	0	0	0	0	0
Research	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Academic Support	0	0	0	0	0	0
Physical Plant	0	0	0	0	0	0
Total	-1,182,540	-382,166	-520,794	0	0	-2,085,500

FTE Reductions			
	Unclassified	Classified	Total
FTE	-8.50	-2.25	- 10.75

Budget Reduction Process or Goals

President Reilly appointed a committee to consider options for addressing the required budget reductions. Staff provided input on how best to manage the latest in a series of permanent budget cuts to UW System Administration through the Academic Staff Council, the System Administrative Council (SAC), and direct conversations with President Reilly. In addition, the President's Cabinet considered ideas generated in the context of other developments and strategic directions of UW System Administration.

The committee ultimately recommended that the majority of the cuts be taken as carefully targeted permanent reductions in specific service areas. These areas, while quite valuable and well-functioning, were deemed to least impair UW System Administration's ability to efficiently and effectively serve UW System institutions and the Board of Regents, while still carrying out its state-mandated functions.

Adverse Impacts of Budget Reductions

The UW System Administration eliminated and restructured a variety of positions and functions to manage these cuts. In general, as staffing levels continue to be reduced, staff are not able to perform many functions in a thorough or timely manner, and some important functions are no longer performed. Workload for individual staff has dramatically increased. It is clear that current UWSA staffing levels have meant a reduction in the services provided to UW institutions and the state.

The UW System Administration has:

- Eliminated one full-time accountant and one internal auditor position. The accountant's financial reporting duties have been absorbed by other staff including the Director. The university's financial statements will be less thoroughly analyzed prior to submission to the auditors. The elimination of an internal auditor diminishes the university's ability to perform this important function at a time when the university is striving for the most effective and effective use of resources. As a result, fewer audits and/or reviews will be performed, and some reviews may be less comprehensive. With increased Board emphasis on audit and oversight, this will place increased demands on remaining staff.
- Eliminated the Market Research Unit, forcing UW System institutions to rely on internal efforts or outside contractors for critical analyses when evaluating institutional and/or program directions. As a result, such analyses will be severely curtailed due to cost and other resource constraints.
- Eliminated the Vice President for University Relations and another position in the Office of University Relations. President Reilly, Executive Senior Vice President Mash, Chancellors, and other senior UW System staff are now expected to handle much of this activity.
- Eliminated a Director of Budget Planning and Development. With the loss of a Director, the Assistant Vice President must now supervise all budget staff, as well as manage budget and tuition-related issues, serve in an advisory role to internal working groups, and serve as deputy to the Associate Vice President. Specific responsibilities of the position eliminated included biennial budget planning and coordination, tracking new reporting requirements, coordinating responses to questions from Communications, Government Relations, the Department of Administration, and the Legislative Fiscal Bureau. These responsibilities have now been distributed to other staff and the Associate Vice President and may result in delayed responses to requests for information or assistance.
- Eliminated a Policy Analyst position in the Office of Policy Analysis and Research. This diminishes the office's ability to provide analytical support for transfer issues and projects, delays or eliminates research and definition development related to non-traditional students, and reduces the office's capacity to meet ad hoc data requests.
- Eliminated an Employment Relations Coordinator, and reduced a University Benefits Analyst to 50%. These changes will result in reduced service and support levels to all levels of the institutions, as well as reduced service to UW System Administration executives, supervisors, and staff. UW System Administration will also necessarily reduce its participation in ongoing labor negotiations. The cuts will leave only limited opportunities and resources to investigate and implement new and improved programs and workforce-management tools. Increased turnaround times in responding to information requests from the Board, the President, staff from UW System and its institutions, and outside parties are expected. Workload will shift to the institutions, which could exacerbate challenges staff face following their own institutional cuts.

- Eliminated a Civil Engineer, a position originally created when the Office of Capital Budget and Planning removed a Senior Budget Planner position, and the Office of Budget and Planning eliminated another position. The new position was to manage the real property affairs of the UW System, including land acquisitions, conveyances, trades, easements, and use agreements. The position was only filled for a short time and had been held vacant since.
- Eliminated an Office of Information Systems (OIS) position, placing further demands on remaining staff and resulting in slower recovery and response time for services such as networking or e-mail services when information technology systems go down.
- Eliminated a ½ time Program Assistant (PA), impacting all staff in the Budget and Human Resources departments. A remaining Program Assistant in the Budget Office now provides assistance for both Budget and Human Resources on important matters, but is not able to regularly provide in-depth information on the functions of these departments.
- Eliminated an Administrative Program Specialist position that supported policy development, legislative relations and analysis, and emergency-management efforts in the Office of the Senior Executive Vice President. The elimination of this position has also resulted in delays regarding state and federally mandated emergency management and continuity of operations planning.
- Eliminated funding for the Systemwide Institute for Global Studies. This was a particularly difficult choice at a time when the importance of preparing students for the global challenges they will face is greater than ever, but fewer resources are available to invest in study abroad, international students, and integrating international and global issues into the curriculum.
- Reduced systemwide transfer and holding accounts, which were included in base funding for systemwide operations. General holding accounts, Library Automation, BadgerNet, and PK-16 Initiatives were reduced most significantly, although all transfer accounts were affected. These cuts have decreased grants to institutions to advance implementation of PI-34, led to the cancellation of electronic library resources for faculty, staff, and students, reduced funds to support integrating technology into the curriculum, decreased professional development opportunities for faculty and staff, and reduced resources to explore and share faculty research on student learning.
- Changed funding sources to support Federal Relations, an Auditor in the Office of Operations Review and Audit, and a portion of the Office Services supply budget. These items were moved from State GPR funding to program revenue generated through federal indirect cost recovery receipts. While these activities are still being supported through other funding sources, the loss of GPR support means that this program revenue funding can no longer be used to support other UWSA activities.

E. 2006-07 ANNUAL DISTRIBUTION ADJUSTMENTS

2006-07 ANNUAL DISTRIBUTION ADJUSTMENTS

Annual budget distribution adjustments are provided for those 2005-07 budget initiatives that affect second-year (2006-07) funding.

I. DISTRIBUTION ADJUSTMENTS FOR NEW FUNDING

A. NEW UW SYSTEM DISTRIBUTION ADJUSTMENTS

1. FACULTY RETENTION FUNDING

Wisconsin Act 25 provides an additional \$1,666,000 in 2006-07 for retention of high demand faculty. Funding will be distributed to all UW System institutions, as faculty retention is a systemwide concern. Funding for faculty retention will be allocated based on each institution's proportion of UW System GPR/Fee faculty FTE from the October 2004 payroll.

2. LAWTON UNDERGRADUATE MINORITY RETENTION GRANT/ADVANCED OPPORTUNITY PROGRAM (AOP)

The budget increases funding for the Lawton Grant by \$313,100 and the AOP by \$272,700 in 2006-07. Total funding for 2006-07 will be allocated based on each institution's proportion of a three-year rolling average headcount of students of color.

3. UTILITIES

The budget provides an increase of \$6,821,500 for utilities in 2006-07. The total budget (\$108 million) for utilities will be redistributed. The base level of funding is the 2004-05 expenditure level. The base is adjusted using Department of Administration (DOA) inflation scalers by commodity code. Funding for utilities for new space and other cost increases is added based on the amounts requested, and funded, in the biennial budget by campus. An anticipated shortfall in 2006-07 funding has been distributed proportionately to all institutions.

4. STUDENT TECHNOLOGY FEE

The 2005-07 biennial budget provided an additional \$1,662,000 in 2006-07 to meet student needs for instructional technology and information access. Allocation of this funding is proportional to 2004-05 combined academic year and summer session tuition budgets excluding the student technology fee.

B. CAMPUS SPECIFIC FUNDING

Funding for institution specific items will be allocated to the designated institution based on gubernatorial and legislative intent.

1. UW-FOX VALLEY ENGINEERING

The budget provides \$105,000 GPR to UW-Platteville in 2006-07 to fund the expansion of an engineering program at UW-Fox Valley.

2. UW-PLATTEVILLE ROCK COUNTY ENGINEERING

The budget deletes \$203,700 GPR in 2006-07 for this initiative. Remaining funding for the program includes \$174,600 GPR and \$203,700 PR.

II. ALLOCATION DISTRIBUTION ADJUSTMENTS FOR EXISTING (BASE) FUNDING

A. LAWTON UNDERGRADUATE MINORITY RETENTION GRANT/ADVANCED OPPORTUNITY PROGRAM

Funding for 2006-07 will be allocated in the same manner as in prior years. Allocations will be based on each institution's proportion of a three-year rolling average headcount of students of color.

III. ADMINISTRATIVE REDUCTIONS AND BASE REALLOCATION OF UW RESOURCES

The 2005-07 biennial budget includes additional administrative reductions and base reallocations in 2006-07. Specifically,

- a return of the one time \$20 million asset management savings,
- an increase in required administrative reductions from \$15 million to \$20 million,
- and a decrease in the additional Joint Finance Committee (JFC) imposed reductions from \$15 million to \$10 million.

The \$20 million asset management savings was a one-time cut and will be returned to the institutions in the same amount that was lapsed in 2005-06. The \$5 million increase in the administrative reduction will be allocated based on each institution's share of the UW System's 2004-05 GPR/Fee budget excluding debt service, utilities, financial aid, separately budgeted academic tuition, and Extension credit programs. However, due to the \$5 million decrease in JFC reductions, the two reductions have a net effect of \$0 for the System and each institution. This is illustrated in the table below. The biennial budget also reduces the number of GPR positions in the UW System by 100 FTE in 2006-07.

The allocations are as follows:

	Return of \$20 Million Asset Management	Decrease by \$5 Million Joint Finance Reduction	Increase by \$5 Million Administrative Reduction	Total
Madison	3,773,000	1,886,500	(1,886,500)	3,773,000
Milwaukee	1,280,000	640,000	(640,000)	1,280,000
Eau Claire	496,000	248,000	(248,000)	496,000
Green Bay	241,000	120,500	(120,500)	241,000
La Crosse	425,000	212,500	(212,500)	425,000
Oshkosh	474,000	237,000	(237,000)	474,000
Parkside	227,000	113,500	(113,500)	227,000
Platteville	296,000	148,000	(148,000)	296,000
River Falls	281,000	140,500	(140,500)	281,000
Stevens Point	431,000	215,500	(215,500)	431,000
Stout	387,000	193,500	(193,500)	387,000
Superior	149,000	74,500	(74,500)	149,000
Whitewater	440,000	220,000	(220,000)	440,000
Colleges	375,000	187,500	(187,500)	375,000
Extension	422,000	211,000	(211,000)	422,000
System Admin	303,000			303,000
Systemwide	<u>10,000,000</u>	<u>151,500</u>	<u>(151,500)</u>	<u>10,000,000</u>
Total	20,000,000	5,000,000	(5,000,000)	20,000,000

IV. DISTRIBUTION ADJUSTMENTS FOR COMPENSATION

A. 2006-07 UNCLASSIFIED PAY PLAN

The 2005-07 unclassified pay plan, approved by the Joint Committee on Employment Relations (JCOER) in July 2005, provides phased increases for 2006-07. Two percent is to be paid on July 1, 2006 and an additional 1% paid on April 1, 2007. Since the unclassified pay plan is more than 2% overall, pay plan increases will be distributed on the basis of merit/market (at least one-third) and solid performance (at least one-third). Allocations will be calculated based on the approved October 2004 payroll base, adjusted to reflect the 2% increases paid in 2005-06.

B. 2006-07 CLASSIFIED PAY PLAN

The 2005-07 nonrepresented classified pay plan was acted upon by JCOER in July 2005. The 2006-07 pay plan provides phased increases with 2% being paid on July 1, 2006 and an additional 1% paid on April 1, 2007. These allocations will be made based on the approved October 2004 payroll base, adjusted to reflect the 2% increases paid in 2005-06.

**APPENDIX A. SUMMARY OF DIFFERENTIAL,
PER CREDIT, AND SERVICE-BASED PRICING
TUITION PROGRAMS**

UW SYSTEM DIFFERENTIAL, PER CREDIT, AND SERVICE-BASED PRICING BY CAMPUS

Institution	Tuition Program	Description	Pricing
UW-Madison	Doctor of Pharmacy Program	Implemented Fall 1997. Six year professional program, with the first two years in pre-pharmacy.	The Doctor of Pharmacy program was initially priced at \$6,050 in the Fall 1997-98.
UW-Milwaukee	Peck School of the Arts - Undergraduate	Implemented Fall 2004. Differential rate applies to all undergraduate courses provided by the Peck School of the Arts, with the exception of eight 100 level General Education Requirement courses. Will be reviewed, in consultation with student government, in 2007-08.	\$10 per credit in 2004-05, \$15 per credit in 2005-06, and \$20 per credit in 2006-07.
	College of Engineering and Applied Science – Undergraduate and Graduate	Implemented Fall 2004. Applies to all undergraduate and graduate courses provided by the college. Will be reviewed, in consultation with student government, in 2007-08.	\$5 per credit in 2004-05, \$10 per credit in 2005-06, \$15 per credit in 2006-07, and \$20 per credit in 2007-08.
	School of Business Administration – Undergraduate	Implemented Fall 2004. Differential rate applies to all 200 to 600 level courses provided by the School. Will be reviewed, in consultation with student government, in 2006-07	\$10 per credit in 2004-05, \$15 per credit in 2005-06 and \$20 per credit in 2006-07.
	College of Nursing – Undergraduate	Implemented Fall 2004. Applies to all undergraduates enrolled in clinical major courses within the College. Will be reviewed, in consultation with student government, following the 2005-06 academic year.	Differential of \$30 per credit applied to all 300 level courses in 2004-05, and to all 300 and 400 level courses beginning in 2005-06.
	School of Architecture and Urban Planning (SARUP) – Undergraduate and Graduate	Implemented Fall 2006. Supports a desktop computer workstation program with enhanced support services for architecture students. Will be reviewed by the Student Senate after the third year of operation.	\$11 per credit hour for all Department of Architecture courses, and an additional \$30 (\$41 total) per credit hour for all courses at the 200-800 levels.

UW-Milwaukee (cont'd)	Allied Health Programs - Graduate	Implemented in 1997. General tuition for Allied Health Graduate Programs was increased to help defray the costs of these health science programs.	Tuition was increased by 10% in 1998-99 and an additional 10% in 1999-00. Differential rate is 20% above regular tuition.
UW-Eau Claire	Institution-wide Undergraduate Differential	Implemented in 1997. Funds opportunities such as faculty/student collaborative research, service-learning programs, internships, and freshman seminars/capstone courses.	Began at \$50 per semester in Fall 1997, and was increased to \$55 per semester in Spring 2003, \$60 per semester in Fall 2003, and \$65 per semester in Spring 2004. In 2004-05, the differential began increasing 4.5% annually, rounded to the nearest half dollar, until the Student Senate directs otherwise. The 2006-07 differential is \$71.25 per semester.
UW-La Crosse	Allied Health – Undergraduate and Graduate	Implemented Fall 1997 to help defray costs for operating the undergraduate Occupational Therapy and Physician Assistant programs and the graduate Physical Therapy program.	Tuition increased by 10% in 1997-98 and an additional 10% in 1998-99. Differential rate is 20% above regular tuition.
	Academic Excellence Initiatives – Undergraduate and Graduate	Implemented Fall 2003 to provide direct financial support for undergraduate research, advising, diversity and international education.	Tuition increased by \$20 per semester in Fall 2003. Beginning 2006-07, the differential will increase 3% annually, rounded to the nearest ten cent. In 2006-07, it will be \$27.60 per semester.
UW-Oshkosh	Oshkosh Personal Development Compact – Undergraduate	Implemented Fall 2003 to provide funding to enhance assessment, advising, co-curricular involvement and emotional adjustment and wellness. Heavy emphasis is placed on student retention, reduced time to graduation and increased graduation rates.	Undergraduate tuition increased \$25 per semester in 2003-04 and increased to \$55 per semester in 2004-05. The differential rate will remain at \$55 per semester through the 2006-07 academic year.

UW-Platteville	Regional Enrollment Plan – Undergraduate	Implemented Fall 2005. Offers differential tuition to new entering nonresident undergraduate students from Illinois and Iowa who enroll in fields that address the workforce needs of both new and established Wisconsin businesses.	Eligible students will be charged the resident tuition rate plus a premium of \$4,000 per year in 2005-06 and 2006-07. The initiative will be reviewed by the Board no later than Spring 2009.
UW-Stout	Customized Instruction	Implemented Fall 1999. Provides tuition flexibility to determine and charge market rates for customized programs, certificates, and courses to meet the needs of business and industry. Courses will be typically provided in alternative time frames (i.e. summer, evenings, and/or weekends.)	Market tuition rates will vary by program. It was estimated in 1999 that market rates would typically fall into the \$600 to \$1,200 range for a two-credit course.
	Access to Learning – Undergraduate and Graduate	Implemented Fall 1999. Differential tuition helps provide access to active learning principles which promote critical and creative thinking abilities in students.	Both residents and nonresidents pay the same differential tuition amount which equals five percent of undergraduate and graduate tuition.
UW-Superior	Academic Excellence – Undergraduate	Implemented Fall 2003 to provide funding for library initiatives with an immediate emphasis on the Jim Dan Hill library operation and support structure.	All undergraduate students are assessed an additional \$75 per semester. The differential fee is prorated for part-time students.
UW-Whitewater	Advising and Integrated Freshman Experience Program – Undergraduate	Implemented Fall 2003 to promote continual student success through a multilevel advising model and an integrated freshman experience program.	Undergraduate tuition increases by an additional amount equal to 3.5% of the resident undergraduate tuition rate.
UW-Eau Claire UW-Green Bay UW-La Crosse UW-Oshkosh UW-Parkside UW-River Falls UW-Stevens Point UW-Whitewater	Return to Wisconsin Program – Undergraduate	Implemented Fall 2004 and applies to undergraduate nonresident students who are the children and/or grandchildren of a specific institution's qualifying alumni. The nonresident student must be a legal resident of a state other than Wisconsin or Minnesota.	The differential rate is equal to the nonresident tuition rate less 25%, but not less than the projected cost of a student's education. The 2006-07 tuition rate is \$9,032 plus any campus differential rate (if applicable).

UW-Eau Claire UW-Green Bay UW-La Crosse UW-Platteville UW-Stevens Point UW-Stout UW-Superior UW-Whitewater	Midwest Student Exchange Program	Implemented Fall 2006 and applies to undergraduate and graduate nonresident students from Kansas, Michigan, Missouri, Nebraska, and North Dakota.	The differential rate is equal to 150% of resident tuition. The 2006-07 tuition rates are \$6,852 for undergraduates and \$8,865 for graduates, plus any campus differential rate (if applicable).
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PER CREDIT TUITION

UW-Stout	Per Credit Tuition - Undergraduate and Graduate Students	Implemented Fall 2002, simultaneously with UW-Stout's laptop computer per credit user fee, in order to promote administrative simplicity, support for adult and part-time access, equity and infusing the digital environment into all aspects of campus life.	Per credit tuition is being phased in since beginning in 2002. Students enrolled when per credit tuition was implemented in 2002 have until 2008 to complete their degrees under the plateau system.
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SERVICE-BASED PRICING

UW-Madison	Evening MBA Program	The evening MBA program is designed only for adults with an undergraduate degree and several years of work experience. Flexible scheduling packages and full ancillary services are offered through this program.	This program was priced at \$9,164 in 2004-05.
UW-Milwaukee	Engineering Management Masters Program	Implemented Spring 2002 as a graduate level program offered jointly through the School of Business Administration and College of Engineering and Applied Science. This program's Friday afternoon / all day Saturday cohort structure is specifically tailored to meet the needs of working adults seeking new skills to enhance their careers.	Initially priced at \$25,500 which not only covers all costs of the program, but also contributes support to UW-Milwaukee campus initiatives.
UW-La Crosse	Certificate Program in Medical Dosimetry	Implemented Fall 2003 to serve existing Certified Radiation Therapists located in affiliate regional medical centers. Program is primarily web-based instruction with limited, resident, weekend intensive training.	Initially priced at \$400 per credit and meets all expenses of the program.

SERVICE-BASED PRICING (cont'd)

UW-River Falls	Master of Management	Implemented Fall 2000 as a means of providing continuing education to adult students in locations determined by student demand and using a combination of web-based and face to face delivery. Enrolled students have access to library materials, textbook acquisition, and career planning and advising.	Initially priced at \$325 per credit which covers all direct costs associated with the Master of Management program.
UW-Whitewater	Online Masters of Business Administration Program	Implemented as a service-based pricing program in the Fall of 2003. Provides additional support, online assessment, and training workshops to students in the online MBA program.	Initially priced at \$550 per credit in 2003-04, which is more than 200% of the resident graduate rate.

I.1. Education Committee -

Thursday, June 8, 2006
University of Wisconsin-Milwaukee
Union - E280
1:30 p.m.

10:30 a.m. All Regents

- UW-Milwaukee Presentation: “Balancing Increased Access and Economic Growth through Research”

11:30 a.m. All Regents

- 2007-09 Biennial Operating Budget
 - Resolution in Support of the Wisconsin Covenant [Resolution I.A.]
- 2007-09 Biennial Capital Budget – Plans and Priorities

12:30 p.m. Box Lunch

1:00 p.m. All Regents

- 2006-07 Annual Operating Budget [Resolution I.B.]

1:30 p.m. Education Committee – Union - E280

- a. Approval of the minutes of the May 4, 2006, meeting of the Education Committee.
- b. Program Authorizations:
 - (1) B.S. in Information and Communication Technologies, UW-Stout;
[Resolution I.1.b.(1)]
 - (2) Bachelor of Fire and Emergency Response Management, UW-Oshkosh;
[Resolution I.1.b.(2)]
 - (3) M.S. in Nonprofit Management and Leadership, UW-Milwaukee.
[Resolution I.1.b.(3)]
- c. Revised Faculty Personnel Rules: UW-River Falls.
[Resolution I.1.c.]
- d. UW System Waukesha Study Report.

- e. Report of the Senior Vice President for Academic Affairs:
 - (1) UW-Milwaukee Presentation on *Access to Success: Pathway to Regional Competitiveness*;
 - (2) An Overview of Holistic Admissions;
 - (3) Report on Remedial Education in the UW System: Demographics, Remedial Completion, Retention, and Graduation;
 - (4) Report on Promotions, Tenure Designations, and Related Academic Approval Items.
[Resolution I.1.e.(4)]
- f. Additional items that may be presented to the Education Committee with its approval.

Program Authorization (Implementation)
B.S. in Information and Communication Technologies
University of Wisconsin-Stout

EDUCATION COMMITTEE

Resolution I.1.b.(1):

That, upon recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Information and Communication Technologies.

NEW PROGRAM AUTHORIZATION
Bachelor of Science in Information and Communication Technologies
University of Wisconsin-Stout
(IMPLEMENTATION)

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 Science in Information and Communication Technologies (BS-ICT) at UW-Stout is presented to the Board of Regents for consideration. If approved, the program will be subject to a regent-mandated review to begin five years after its implementation. The institution and System Administration will conduct that review jointly, and the results will be reported to the Board.

Information and Communication Technology is the broad study of the technology and applications used to manage and process information, especially in large organizations. The proposed BS-ICT program has been designed in response to state, national and global need for workers in information and communications technologies. It is a degree-completion program that has been developed in close collaboration with Wisconsin Indianhead Technical College.

REQUESTED ACTION

Approval of Resolution I.1.b.(1), authorizing the implementation of the B.S. in Information and Communication Technologies, UW-Stout.

DISCUSSION

Program Description

The targeted student population for this program is place-bound, working adults who have graduated from a Wisconsin Technical College with an Associate of Applied Science degree. The program and its curriculum were developed with the assistance of an advisory committee, several technical colleges faculty members who assisted with the articulation between their programs and the proposed program, and outside reviewers.

Students will complete 120 credits: 40 credits in general education; 40 credits in professional studies; and 40 credits in the Information and Communication Emphasis area. Typically, the 40-credit Information and Communication Emphasis will have been completed by the student in her/his Associate of Applied Science degree.

The UW-Stout 40-credit general education requirement provides breadth in the areas of communication, analytical reasoning, humanities and the arts, social and behavioral

sciences, and the natural sciences. Also included are ethnic studies and global perspectives courses, which are designed to prepare the student to work in a diverse workplace and a global economy.

The professional studies component consists of two parts, a 20-credit common core, which will be taken by all students, and an elective 20-credit upper-division emphasis area in either Computer Networking or Media. The emphasis area requirements for each student are developed in close consultation with the program director and provide the depth and rigor typical of a baccalaureate degree.

Program Goals and Objectives

UW-Stout has identified the following expectation for all graduates of baccalaureate degree programs. Graduates will possess:

1. The fundamental skills and knowledge defined by the University's approved goals for General Education;
2. The skills needed to perform successfully at the entry level in a career of their choice, and the ability to learn and adapt that will support their continuing career growth and development; and
3. The skills and attitudes necessary to have healthy interpersonal relationships in professional, civic and personal life.

In addition, upon completion of the BS-ICT program, graduates will be able to:

1. Understand information and communication technologies systems and their effect on society;
2. Evaluate and implement a variety of components of information and communication technologies for personal, educational and professional growth, as well as promote increased organizational performance;
3. Analyze and apply information and communication technologies appropriately in work settings;
4. Understand and use information and communication technologies to expand and expedite the services used in a diverse workplace and global economy;
5. Integrate different information and communication technologies methods in a manner to facilitate organizational effectiveness and efficiency; and
6. Develop personal and social responsibility in the digital world regarding privacy, protection of violation of intellectual property concepts, and the social and economic value of information.

Relation to Institutional Mission –

The BS-ICT program is consistent with UW-Stout's select mission and long-term goals. The select mission of UW-Stout recognizes its "distinctive array of programs leading to professional careers focused on the needs of society." Specifically, the proposed program responds to the state need to increase the number of baccalaureate degree holders. It reflects UW-Stout's "approach to learning which involves combining theory, practice

and experimentation,” and a longstanding commitment to build “collaborative relationships with business, industry, education, community and government.”

Goal One in UW-Stout’s long-term plan is to “offer high-quality, challenging academic programs that influence and respond to a changing society.” One key strategy in meeting that goal is to join forces with the Wisconsin Technical College System to design programs in which students can seamlessly transfer credits into baccalaureate programs. A second strategy is to use distance education and online classes so students will be able to stay in their home areas and finish their degrees. The long-range plan and these strategies guided the design of this program.

Diversity

UW-Stout Admissions and the ICT program director will work with technical college teachers, advisors, and administrators to help identify women and minorities who are interested in the areas of information and communication technologies. UW-Stout will offer this degree-completion program in urban and other targeted areas that have higher proportions of ethnic minority populations, as well as online, therefore working to attain a more diverse student population. There are initial plans to offer the program in Rice Lake to provide greater access for Native American students.

The UW-Stout Multicultural Student Services Office provides a comprehensive support system that encompasses academic support, advising and advocacy. The programs and services offered through this office are aimed at the recruitment, retention, and graduation of ethnic minorities. The College of Technology, Engineering and Management also has several initiatives encouraging women and minorities to consider technology programs as a career.

Need

The need for qualified professionals in the fields of information and communication technologies nationwide has been documented in the Organization of Economic Cooperation and Development (OECD) Information Technology Outlook 2004. The OECD has identified the top 70 high-demand industries in the United States as classified within the definition of ICT-skilled employment.

The Chippewa Valley and the state of Wisconsin have experienced considerable growth in the number of these high-demand industries in the last decade. It is estimated that these companies in the Chippewa Valley employ more than 9,000 people in professional, technical, and production jobs. Many of the jobs require individuals with baccalaureate degrees. The proposed program will address that need by providing a pathway for working adults to complete a degree through distance delivery. Program graduates will also be prepared for employment in new markets seeking advanced users of Information and Communication Technology including manufacturers, banks and savings institutions, computer and data processing services, and credit and insurance agencies.

Typical job titles of graduates may include Technical Support Manager, Field Engineer, Network Analyst, Systems Engineer, Telecommunications Manager, and Network Systems Consultant.

Comparable Programs in Wisconsin

UW-Platteville offers a B.S. in Communications Technology. Graduates of that program are prepared for positions in radio, television, newspapers, magazines, corporations, and associations. The proposed ICT program differs from the UW-Platteville program in several ways. The BS-ICT will be offered through distance education and will accept transfer of Associate of Applied Science degrees in related fields of study. The initial focus of this degree will be in networking and media, providing a more focused degree than the B.S. in Communications Technology.

Comparable Programs Outside Wisconsin

There are several degree-completion programs outside Wisconsin that were used as models for the Bachelor of Science in ICT. This degree is partially modeled after Arizona State University's Bachelor of Applied Science degree. Dickinson State University of North Dakota also offers several degree-completion programs including a Bachelor of Applied Science in Technology, which builds on Associate of Applied Science degrees. These degrees are more general in nature while the BS-ICT is focused on a specific industry segment.

Collaboration

UW-Stout makes a concerted effort to facilitate transfer of coursework that allows students to complete a bachelor's degree in an efficient manner. UW-Stout continues to work closely with the Wisconsin Technical College System on articulation agreements. The ICT program will use this collaborative spirit with other UW institutions and technical colleges to deliver curriculum via distance education and have faculty travel to sites to provide some of the coursework on nights and/or weekends.

Use of Technology/Distance Education

Because the primary target of the proposed program is the working professional living in Wisconsin, a majority of the course offerings will be offered through methods of delivery and at times that meet the needs of those students. The program will be offered as a distance program, although there will be occasions for students to meet face-to-face as a group. Selected courses will also be available on campus.

Academic and Career Advising

Career advising and job placement services are available to students through the University Offices of Career Services, Career Exploration Services, and the Advisement Center. At UW-Stout, academic advisement of distance education students is carried out by the program directors associated with the major. The program directors provide the

attention and assistance required by distance education students and adult learners in the planning and fulfillment of the degree requirements. Customized tuition revenues provide the flexibility and the budget to support program director and support staff release time for this higher level of advising.

Program Enrollment

The projected enrollment assumes 90 percent retention. The numbers reflect the projected enrollment reached by the end of each academic year.

	Implementation year	2 nd year	3 rd year	4 th year	5 th year
New students admitted	25	25	30	30	30
Continuing students	0	23	44	67	67
Total enrollment	25	48	74	97	97
Graduating students				23	23

Assessment and Program Evaluation

All degree programs offered at UW-Stout are evaluated based on the eleven criteria listed as standards for a UW-Stout baccalaureate degree, as well as the program-specific goals and objectives. Program assessment will be conducted annually. Methods used to assess student learning will correlate with program objectives and will be developed to include standardized tests, portfolios, course-embedded assessment, and other direct measures of student learning and performance. Results of the program assessment will be shared with key instructors, the department, the program advisory committee and other stakeholders. With input from these constituents the program director will develop plans for improvement which may include proposed modifications in course content, course sequencing, changes in teaching methods, or other proposed changes designed to improve student performance.

The campus Planning and Review Committee (PRC) conducts formal reviews of all degree programs every seven years. The program director develops a self-assessment report based on student, program advisory committee member, and faculty input, which is then reviewed in a formal hearing conducted by the PRC with final results presented to the Faculty Senate and the Provost. The reviews are informed by graduate and employer surveys that are conducted to track one- and three-year alumni and assess employer satisfaction with program graduates. The surveys contain questions related to the general education, as well as the technical and professional aspects of the program.

Evaluation from External Reviewers

Two individuals knowledgeable about this area of study reviewed the program. The reviewers affirmed the need for a degree-completion program in this field, but expressed concerns in two areas: (1) the adequacy of resources to offer the complete program through distance education; and (2) the impact of not having a block credit transfer from an Associate of Applied Science degree.

The BS-ICT will be self-funded through customized tuition, which was approved by the Board of Regents in December 2001 (Resolution 7841). Resources and technology will be shared between the BS-ICT and the Bachelor of Science in Management, both distance education programs with some common courses. Students starting the BS-ICT can take select courses (such as management courses or general education courses) currently being offered in a distance format from the B.S. in Management program. The ICT program director will work closely with each student to facilitate course transfer.

Although a standard block of transfer credits has not been identified, the program director will develop articulation agreements with related technical college programs. UW-Stout currently has numerous articulation agreements in place with Wisconsin and Minnesota technical colleges. These agreements facilitate the transfer of credits between associate degree and bachelor's degree programs. Transfer courses not included in these agreements will be evaluated by UW-Stout's Transfer Credit Coordinator in consultation with the program director.

Resource Needs

The customized tuition of \$250 per credit will provide salaries for a .25 FTE program director and up to 1.0 FTE faculty member within the first three years of program delivery. Programs supported by customized tuition are assessed 18 percent in indirect costs to support the administrative cost incurred by the institution in serving these students. In addition, a grant from the Committee on Baccalaureate Expansion (COBE) will provide start-up funds for the program. Marketing costs will be shared with the B.S. in Management, which is also a degree-completion program targeting a similar audience. The program director for the BS-ICT will be an additional cost for program start-up. As the enrollment increases, additional costs for faculty will be incurred.

Budget projections are based on the average number of students enrolled in the program per year, the average number of credits taken per year and the cost-per-credit. Because this is a self-funding program, the cost of benefits for faculty has also been added. Salaries in the budget reflect a two percent increase in wages per year.

Budget based as follows:

- First year: 20 students x 9 credits x \$250 per credit
- Second year: 40 students x 9 credits x \$250 per credit
- Third year: 65 students x 9 credits x \$250 per credit

CURRENT COST	First Year		Second Year		Third Year	
	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Faculty/Instructional Staff	0.25	\$12,500	0.25	\$12,750	0.25	\$13,005
Benefits (42.5%)	0.25	\$5,313	0.25	\$5,419	0.25	\$5,527
Non-instructional Staff	0.25	\$6,240	0.25	\$6,365	0.25	\$6,493
Benefits (42.5%)	0.25	\$2,652	0.25	\$2,705	0.25	\$2,760
Supplies & Equipment						
Marketing						
Subtotal		\$26,705		\$27,239		\$27,785
ADDITIONAL COST						
Faculty/Instructional Staff	0.25	\$12,500	0.5	\$25,500	0.75	\$39,015
Benefits (42.5%)	0.25	\$5,313	0.5	\$10,838	0.75	\$16,581
Supplies & Equipment		\$5,000		\$6,000		\$6,000
Marketing		\$9,000		\$10,000		\$10,000
Subtotal		\$31,813		\$52,338		\$71,596
18% Overhead		\$5,726		\$9,421		\$12,887
Subtotal		\$37,539		\$61,759		\$84,483
TOTAL COST		\$64,244		\$88,998		\$112,268
RESOURCES						
GPR						
Gifts (COBE Grant)		\$20,000				
Customize Tuition		\$45,000		\$90,000		\$146,250
TOTAL RESOURCES		\$65,000		\$90,000		\$146,250

RECOMMENDATION

UW System recommends approval of Resolution I.1.b.(1), authorizing the implementation of the B.S. in Information and Communication Technologies, UW-Stout.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review
(November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised, revised
February 10, 2006)

Program Authorization (Implementation)
Bachelor of Fire and Emergency Response Management
University of Wisconsin-Oshkosh

EDUCATION COMMITTEE

Resolution I.1.b.(2):

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Chancellor be authorized to implement the Bachelor of Fire and Emergency Response Management.

NEW PROGRAM AUTHORIZATION

Bachelor of Fire and Emergency Response Management University of Wisconsin-Oshkosh (IMPLEMENTATION)

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 Fire and Emergency Response Management at UW-Oshkosh is presented to the Board of Regents for consideration. If approved, the program will be subject to a regent-mandated review to begin five years after its implementation. The institution and System Administration will conduct that review jointly, and the results will be reported to the Board.

The Bachelor of Fire and Emergency Response Management (FERM) degree program is designed for non-traditional students who have completed an associate degree in fire protection at a technical college. The planning for this program was done in collaboration with UW-Extension, UW-Green Bay, Fox Valley Technical College, Wisconsin Technical College System (WTCS) Fire Training Centers, professional firefighter organizations in the state, and firefighters in Wisconsin.

REQUESTED ACTION

Approval of Resolution I.1.b.(2), authorizing the implementation of the Bachelor of Fire and Emergency Response Management, UW-Oshkosh.

DISCUSSION

Program Description

The Bachelor of Fire and Emergency Response Management is a degree-completion program that articulates with WTCS fire science programs. It is designed to provide individuals who have basic technical training in fire science with the knowledge and skills required to occupy supervisory, administrative, and management positions. Program graduates will be prepared to provide leadership in the prevention of, preparation for, and effective response to a variety of emergency incidents. It is anticipated that most of the students will be employed at the time of enrollment. The curriculum meets the curricular and learning components for the standard UW-Oshkosh university baccalaureate degree, as well as the requirements for general education, upper-level coursework, total credits, and credits earned at UW-Oshkosh.

The curriculum consists of 42 credits in general education, 38 credits in the major, and elective courses to meet the minimum graduation requirement of 120 credits. The typical student will transfer 48-51 credits from the fire protection program from which he or she received an associate degree, including 14-17 general education credits.

The 38-credit major will encompass an array of courses on topics including: leadership; law; policy; politics; organizational, resource, medical and emergency management; fire dynamics; communication; research; diversity; and strategic planning. Special sections of existing UW-Oshkosh courses in communication, English, mathematics, public administration, and urban and regional studies will be taught at various off-campus locations. Five new courses will be developed: an orientation to the major, a capstone course, and three courses in the departments of Chemistry, Physics, and the College of Nursing. As part of the collaboration with UW-Green Bay, students will complete two UW-Green Bay courses in emergency management.

Program Objectives

This program will provide learning experiences that address the nine curricular and learning components of a baccalaureate degree at UW-Oshkosh. Those components are:

- Inquiry, Abstract Logical Thinking, Critical Analysis;
- Literacy: Writing, Reading, Speaking, Listening;
- Understanding Numerical Data;
- Historical Consciousness;
- Science;
- Values;
- Art;
- International and Multicultural Experiences;
- Study in Depth.

Upon completion of the major, the student will be prepared to:

- Demonstrate knowledge, competencies and values in leadership, public service management, professional ethics, critical thinking, strategic planning, decision-making, communication, and diversity issues.
- Explain the professional role of a fire and emergency response manager.
- Relate theoretical concepts of leadership to fire and emergency response management.
- Relate legal, ethical, moral, political and regulatory standards to public service management.
- Examine theoretical concepts of natural science as they relate to technical aspects of fire and emergency practice.
- Recognize the role of systematic planning in the problem-solving process.
- Critically examine the professional literature and apply it to fire and emergency response management.
- Apply knowledge of diverse perspectives to fire and emergency practice and public service management.

Relation to Institutional Mission

The proposed program is reflective of the Core Mission of the University Cluster, UW-Oshkosh's mission and strategic plan. In particular, it is responsive to the Core Mission to "support activities designed to promote the economic development of the state." One component of UW-Oshkosh's mission is to "meet emergent societal educational needs by developing and offering programs and services that respond to the needs of the people . . . and communities which it serves." Because it provides an accessible bridge from the associate level to the baccalaureate level, the program contributes to the development of an educated workforce. It

also reflects a UW-Oshkosh Strategic Direction to “expand regional outreach and . . . partnerships.

Diversity

Fire and emergency response personnel work in diverse communities and neighborhoods, and must exercise sensitivity and competence in working with people from different cultures, races, ages, and abilities. Therefore, significant value is placed on attracting a diverse population into the profession, and on helping students develop the intercultural competence they need in working with the changing demographics of Wisconsin and elsewhere. Program faculty will work with WTCS representatives to develop strategies to recruit students from diverse backgrounds into the program. The UW-Oshkosh Division of Academic Support will ensure that services and programs that support retention are readily accessible, with particular attention directed toward underrepresented students.

As they pursue the baccalaureate degree, students will encounter diverse perspectives integrated into the communication and ethnic studies courses that are part of the program, including Intercultural Communication, Ethnicity and Demography in Wisconsin, and Race and Ethnicity in United States Politics. Intercultural understanding and competence are infused into such courses as Management of Emergency Medical Services and Managing People at Work. Students will learn ethical, legal, and moral concepts relating to the diverse populations served by fire and emergency response professionals.

Need

According to data from the U.S. Department of Labor Bureau of Labor Statistics, firefighters, emergency management specialists, emergency medical technicians, and paramedics are among the occupations projected to have the largest numerical increases in employment between 2004 and 2014. Nationally, it is projected that there will be a 25.4 percent increase in the need for firefighters during that time. In Wisconsin and nationally, it is increasingly common to require that career firefighters have a baccalaureate degree, preferably in fire science or public administration, to be qualified to advance beyond entry-level positions.

In response to three statewide market research surveys, 90 percent of Wisconsin fire chiefs from the state’s 77 career fire departments reported that nearly 3,000, or roughly 90 percent, of currently employed career firefighters have an associate, but not a baccalaureate-level degree. Almost one-half of the firefighters from these fire departments indicated high interest in enrolling in the proposed baccalaureate program. A high percentage of students enrolled in the Wisconsin Technical College System’s fire protection programs also expressed interest in pursuing a bachelor’s degree directed towards fire and emergency personnel.

Comparable Programs

There are no comparable programs in any private or public institution in the state. Regionally, there are four baccalaureate programs in Minnesota, Iowa, Illinois and Michigan. Nationwide, there are relatively few university programs that offer a baccalaureate degree for fire and emergency personnel at this point in time.

Collaboration

Faculty from multiple disciplines collaborated in the planning of the proposed program. The program was designed based on collaboration with multiple external stakeholders through discussion, statewide focus groups, formal written surveys, meetings, and statewide conferences. Partnerships were developed with UW-Extension, UW-Green Bay, Fox Valley Technical College, WTCS fire protection program faculty, the WTCS state fire training agent, professional fire associations, and fire and emergency personnel.

Use of Technology/Distance Education

This program will be delivered in hybrid format utilizing face-to-face and online delivery. Ultimately, the goal is to make the program available throughout Wisconsin through use of online education and off-campus delivery. Courses will be designed in collaboration with instructional designers from UW-Extension Learning Innovations.

Academic and Career Advising

The need for career advising will be minimal for the students enrolled in the FERM program because they will already hold an associate degree in fire protection or a related area of emergency response, and will typically be already employed in this field. However, the full range of UW-Oshkosh career and academic advising and educational planning will be available to students through the Center for New Learning, a unit which specializes in working with the non-traditional student. Students will also have access to academic and career advising through career service websites, phones, and e-mail. WTCS personnel will also be involved in career planning and placement.

Projected Enrollment

Projections assume 90 percent retention.

	Implementation Year Fall 2006 through Summer 2007	2 nd Year Fall 2007 through Summer 2008	3 rd Year Fall 2008 through Summer 2009	4 th Year Fall 2009 through Summer 2010	5 th Year Fall 2010 through Summer 2011
New students admitted	25	25	25	25	25
Continuing students	0	23	43	41	39
Total enrollment	25	48	68	66	64
Graduating students	0	0	23	23	23

Assessment and Program Evaluation

Multiple internal and external stakeholders will be involved in the program assessment and evaluation process. A program advisory group composed of both internal and external stakeholders will provide feedback related to program administration and operation, which will guide program adjustments.

Oversight of the curriculum and assessment of student learning will be guided by the FERM faculty program steering committee. Students will complete multiple course-level and program-level assessments throughout the program. A principal component of the assessment plan is the student portfolio, which will be initiated in the orientation class and maintained throughout the program. The portfolio will be completed during the capstone course and evaluated for evidence of mastery of the program objectives and the ability to integrate and apply theoretical and practical knowledge.

Evaluation from External Reviewers

The program proposal was reviewed by two external experts who are associated with well-respected fire management degree programs. Both noted the program's quality and potential for success, and cited strengths which include program development based on formal statewide surveys of workforce needs, the interdisciplinary nature of the curriculum, qualifications of faculty, diverse resources, appropriate courses, and course delivery modes. Each reviewer felt that the program is consistent with other fire and emergency management baccalaureate programs that emphasize management and administration.

Resource Needs

This self-supporting program will have an initial cost per-credit of \$280. The total budget requirement to implement the program and support it for the first three years is approximately \$865,926. Personnel costs, including fringe benefits, are \$755,790. This includes estimated instructional costs, faculty costs for development of new courses, a .25 FTE faculty coordinator, a .25 FTE academic staff coordinator, a .25 FTE classified staff assistant, and lab assistants as appropriate. Non-personnel costs are projected at approximately \$110,136.

The table on the following page summarizes projected costs and resources.

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.b.(2), authorizing the implementation of the Bachelor of Fire and Emergency Response Management, UW-Oshkosh.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review (November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised, revised February 10, 2006).

SUMMARY OF ESTIMATED COSTS AND RESOURCES

CURRENT COSTS	First Year		Second Year		Third Year	
	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Non-personnel						
Subtotal		\$0		\$0		\$0
ADDITIONAL COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	1.72	\$88,139	2.37	\$132,305	3.42	\$184,161
Graduate Assistants						
Non-instructional Academic /Classified Staff	0.5	\$18,500	1	\$42,220	1.5	\$74,525
Fringe Benefits @ 40%		\$42,656		\$69,810		\$103,474
Non-personnel						
Supplies & Equipment		\$11,168		\$14,488		\$17,330
Capital Equipment						
Computing						
Library						
Other (Define)						
Expended program planning & development costs		\$5,000		\$22,160		\$23,240
Differential Tuition		\$3,125		\$5,625		\$8,000
Subtotal		\$168,588		\$286,608		\$410,730
TOTAL COSTS		\$168,588		\$286,608		\$410,730
CURRENT RESOURCES						
GPR		\$0		\$0		\$0
Subtotal		\$0		\$0		\$0
ADDITIONAL RESOURCES						
GPR Reallocation (list sources)						
Gifts and Grants						
Fees		\$168,000		\$308,880		\$453,285
Other (Define)						
Subtotal		\$168,000		\$308,880		\$453,285
TOTAL RESOURCES		\$168,000		\$308,880		\$453,285

Program Authorization (Implementation)
M.S. in Nonprofit Management and Leadership
University of Wisconsin-Milwaukee

EDUCATION COMMITTEE

Resolution I.1.b.(3):

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 M.S. in Nonprofit Management and Leadership.

**NEW PROGRAM AUTHORIZATION
M.S. in Nonprofit Management and Leadership
University of Wisconsin-Milwaukee**

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 Nonprofit Management and Leadership (MS-NPML) at UW-Milwaukee is presented to the Board of Regents for consideration. 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.

The College of Letters and Science and the Sheldon B. Lubar School of Business at UW-Milwaukee request authorization to implement an M.S. in Nonprofit Management and Leadership. The proposed program addresses the need to educate and train the future leaders and managers of nonprofit organizations in the state. The largest concentration of nonprofit organizations in the state is in the greater Milwaukee area, and the nonprofit sector accounts for 12.5 percent of the workforce in Milwaukee County. There are strong ties between UW-Milwaukee and the nonprofit sector in the Greater Milwaukee area. In the 1990's, several local foundations and community leaders committed time, energy, and financial resources to support the creation of the Helen Bader Institute for Nonprofit Management, which has a core mission to coordinate educational programs in the area of nonprofit management.

REQUESTED ACTION

Approval of Resolution I.1.b.(3), authorizing the implementation of the Master of Science in Nonprofit Management and Leadership at University of Wisconsin-Milwaukee.

DISCUSSION

Program Description

During the past decade, community interest in nonprofit management coalesced with growing teaching and research interests of UW-Milwaukee faculty, resulting in the development of several academic options related to nonprofit management: (1) a 12-credit nonprofit "concentration" as an option within the Master of Public Administration program; (2) a 12-credit nonprofit "track" as an option within the Master of Business Administration program; and (3) a 15-credit Graduate Certificate in Nonprofit Management. The proposed 39-credit Master's program in Nonprofit Management and Leadership will equip students with a broader array of skills and a more comprehensive mastery of knowledge than is possible in a concentration or certificate program.

The program is a joint venture of the College of Letters and Science and the Sheldon B. Lubar School of Business at UW-Milwaukee. It is designed to provide students with the essential knowledge and skills needed to be successful in managing and leading nonprofit organizations. It has been developed in adherence with curricular guidelines and standards of excellence for graduate degrees in philanthropy, nonprofit management, or nonprofit sector studies that were established by the Nonprofit Academic Centers Council, Inc., an association of university-based nonprofit academic centers and programs. The curriculum emphasizes:

- A broad understanding of the social, economic, and political roles and functions of nonprofit sector organizations and their interdependent relationships with government, business, and the public at large;
- The governance and executive leadership of nonprofit organizations and the legal, ethical, and public policy contexts within which nonprofit managers and leaders function;
- The core management and leadership functions related to generating and managing financial and human resources in nonprofit organizations and providing services in pursuit of the missions of these organizations; and
- The ability to measure and assess performance to achieve the institutional mission and enhance operational efficiency.

Students will complete 39 credit hours of course work, 27 credits in required courses, and 12 credits of elective credit. The curriculum is drawn from courses in social science disciplines and business management. An integrative capstone course is required of all students. Entering students will be required to have a B.A./B.S. degree with coursework in accounting principles and economics.

About three-quarters of the students in the program are expected to be working professionals. All courses will be offered in the evening. Based on UW-Milwaukee's experience with working adult students in other master's level programs, it is expected that the students in the proposed program will take 2 courses per semester, allowing the average student to complete the program in about three years

Program Goals and Objectives

Graduates of this program will be able to:

1. Understand the distinctive roles and functions of nonprofit sector organizations in order to lead and manage them.
2. Comprehend local, ethical and public policy contexts, and design and implement effective policies and procedures.
3. Understand the major models of nonprofit governance and executive leadership and formulate strategic, mission-driven, operational plans.
4. Develop plans to generate revenues from all three of the principal sources of revenues for nonprofit organizations: philanthropic gifts and grants, government grants and contracts, and earned income.

5. Use the financial resources of nonprofit organizations efficiently and effectively to achieve organizational missions.
6. Create and implement effective nonprofit human resources management systems appropriate for both volunteers and professional staff.
7. Develop and implement plans to influence public policy.
8. Develop and implement marketing and communications plans to communicate with clients, consumers, donors, and the general public.
9. Conduct operations assessments and communicate the results to principal organizational stakeholders and the general public.

Relation to Institutional Mission

The proposed MS-NPML program is consistent with the mission and strategic academic plans for UW-Milwaukee. Given the magnitude and importance of the nonprofit sector to the economy of Milwaukee, Southeastern Wisconsin, and Wisconsin as a whole, strengthening the management and leadership of nonprofit organizations can be expected to enhance regional economic development and growth. This is an outcome consistent with UW-Milwaukee's Strategic Plan, to "Expand UW-Milwaukee's urban mission and reinforce the University's commitment to enhancing the quality of life and economic base of the Milwaukee metropolitan area and the State of Wisconsin."

Diversity

The College of Letters and Science and the Sheldon B. Lubar School of Business have a strong commitment to foster diversity among faculty, students and staff, and within their curricula. Diversity topics and issues are infused in course content through the appropriate use of historical and contemporary contexts and references, examples, case studies, audio-visual teaching and learning aids, guest speakers, and other pedagogical methods and supporting materials. For example, understanding of, and compliance with equal employment opportunity law and policy are addressed in a course on Law of Nonprofit Organizations.

Research undertaken by faculty and students affiliated with this program will address issues of diversity and culture. For example, research projects funded through the Helen Bader Institute's nonprofit collaborative research program are examining the extent and impact of African-American voices on nonprofit organization boards of directors and the tradition of mutual assistance in African-American nonprofit organizations engaged in building and revitalizing communities.

The College of Letters and Science and the Sheldon B. Lubar School of Business have been working actively to attract and retain a diverse body of faculty and staff. Of the 20 faculty who will participate in the proposed program, 50 percent are women and 20 percent are racial and ethnic minorities. The participating academic units will continue their efforts towards meeting the campus diversity goals with respect to UW-Milwaukee's action plan for Plan 2008.

Providing opportunities for underrepresented minorities is a key goal of the academic units participating in this program. Of the 101 students who have registered in the Non profit Management Certificate Program, 23 percent are minorities. Student diversity in the proposed program is expected to mirror these statistics. Targeted marketing efforts, which include publicizing the program to underrepresented populations using print and broadcast media, will enable the program to reach out to, and recruit minority students. Over the last three years, over \$80,000 in scholarship funds have been allocated to students in the certificate program. A similar commitment is being made through private fundraising efforts so that scholarship funds will be available for economically disadvantaged students to enable them to pursue the master's degree.

Need

The program is designed to meet the projected local and state workforce needs of the nonprofit sector, as well as to meet the educational needs of the nonprofit management workforce. A 2002 study by the Wisconsin Bureau of Workforce information showed that the nonprofit sector workforce totaled more than 57,000 people in Milwaukee County, 76,000 in greater Milwaukee, and 242,000 in the state. Employment in the nonprofit sector has been growing at a pace exceeding that of the for-profit and government sectors over the past few years. A nationwide study, *The Nonprofit Sector's Leadership Deficit*, by the Bridgespan Group (March 2006), reports that over the next decade, nonprofit organizations with revenues greater than \$250,000, excluding hospitals and institutions of higher education, will need to attract and develop 640,000 new senior managers. A 2004 study of leadership transition in nonprofit organizations located in the Greater Milwaukee area found that 66 percent of these organizations are likely to experience an executive transition in the next five years. In a 2003 survey, executive directors of three-quarters of the small- and medium-sized nonprofit organizations that serve Latino populations in the Greater Milwaukee area indicated that they and their staff members would benefit from additional education and training in such areas as organizational evaluation, fundraising, management growth and expansion, strategic planning, legal issues, technology acquisition and management, and budget management— all topics covered in the proposed program. Given the size of the nonprofit sector workforce in the greater Milwaukee area, the student interest, and the need for managers, the enrollment in the program is expected to be steady.

Comparable Programs

There are no comparable master's degree programs in the State of Wisconsin. There are four master's programs that offer nonprofit management concentrations: (1) the M.B.A. at UW-Milwaukee; (2) the Master of Public Administration at UW-Milwaukee; (3) the Master of Arts in Public Service at Marquette University; and (4) the Master of Leadership Studies at Marquette University. There are also nonprofit concentrations offered as part of a degree at the University of Minnesota, Northwestern University, DePaul University, and Grand Valley State University. These concentrations usually consist of three to four courses with a nonprofit focus. The proposed program will be the first master's degree program in Wisconsin that addresses all of the educational needs of students preparing for careers in managerial and leadership positions in the entire range of nonprofit organizations.

Comparable programs in nonprofit management and leadership or philanthropic studies include: (1) the Master of Management in Nonprofit Administration at North Park University in Chicago, Illinois; (2) the MPA degree in nonprofit management at Indiana University; and (3) the Master of Nonprofit Organizations at the Case Western Reserve University.

Collaboration

UW-Parkside and UW-Oshkosh have expressed interest in collaborating with the proposed program. Preliminary discussions between UW-Oshkosh faculty in the Department of Public Affairs and UW-Milwaukee faculty have addressed several collaborative options including: students in the M.P.A. program at UW-Oshkosh taking courses in the proposed program for elective credit; students enrolled in the proposed degree program taking courses on the UW-Oshkosh campus for credit toward the UW-Milwaukee Master's degree; and team-teaching or teacher exchange between the two programs. Preliminary conversations have also been held with university officials and academic staff members at UW-Parkside about possible collaborative activities between the “nonprofit focused” educational and service programs offered at UW-Parkside.

Use of Technology/Distance Education

Web-based course management and learning systems are currently used in many of the courses that will be in the program. Such systems allow for course materials including library resources to be available through the Internet to students. The two new courses in the program will also utilize this technology. Such use of learning technology is particularly important for the working professionals who will comprise the majority of the students in the program. The computer labs in the Sheldon B. Lubar School of Business and the College of Letters and Science will support software-based projects in the curriculum.

Academic and Career Advising

Advising will be available to students in the proposed program from faculty advisors in the College of Letters and Science and from a “liaison advisor” to MS-MPML, to be appointed by the Sheldon B. Lubar School of Business. The advisors will assist students in planning their programs of study, course selection, registration, credit transfer, and appeal procedures.

Career advising and placement services will be provided by the program directors of the Master's programs in Public Administration and Urban Studies, the chairs of other academic programs in the College of Letters and Science, the academic staff members of the Sheldon B. Lubar School of Business's Career Services Center, and the academic staff members of the Helen Bader Institute for Nonprofit Management.

Projected Enrollment (5 years)

Year	Implementation year	2 nd year	3 rd year	4 th year	5 th year
New students admitted	15	20	25	25	25
Continuing students		12	26	33	36
Total enrollment	15	32	51	58	61
Graduating students			10	13	16

Assessment and Program Evaluation

The proposed program will be assessed at the course and at the program level. A set of nine learning competencies covering the broad discipline of nonprofit management has been developed. Projects, case studies, and papers from courses throughout the curriculum, and summaries prepared each semester will be used to measure how well students acquire these competencies. The MS-NPML Faculty Committee will review these summaries and examples of student work on a two-year cycle as part of the program level assessment. The program assessment will also review results from surveys of students, alumni, and employers of the graduates of the program to consider how well students are achieving the competencies and to consider if the competencies themselves need review. Additionally, the program will seek accreditation by the Association to Advance Collegiate Schools of Business AACSB, according to its guidelines.

Evaluation from External Reviewers

The proposal was evaluated by two nationally respected scholars. One reviewer stated, “The proposal sets forth a well designed, comprehensive degree program that holds promise for an outstanding curriculum that should meet the needs of your students and the communities you seek to serve.” The other reviewer stated, “If mounted as outlined, it (the proposed program) will align well in scope and focus with other major nonprofit master’s programs serving students similar in educational needs but distinct in geography from the Greater Milwaukee community.” Curricular modifications in new and existing courses are being made as a result of suggestions from the reviewers about adding curricular content on civic engagement and social entrepreneurship.

Resource Needs

No new resources are needed for this program. Current GPR and extramural funding in the College of Letters and Science and the Sheldon B. Lubar School of Business will support the infrastructure and basic operating expenses associated with the proposed program. Current resources include FTE faculty/staff in the College of Letters and Science, the Sheldon B. Lubar School of Business, and the Helen Bader Institute for Nonprofit Management who are currently teaching and providing support to the certificate program in Nonprofit Management. The FTE faculty and staff listed in “additional costs” are other faculty members with academic interest in nonprofits who will participate in the proposed program. In year three, an additional full-time tenure-track faculty member in the area of nonprofit management will be funded through reallocation in the College of Letters and Science and the Sheldon B. Lubar School of Business.

Extramural support for the educational, research, and service programs of the Helen Bader Institute for Nonprofit Management at UWM has exceeded \$2.3 million in its first five years of operations. Continuing support for the proposed program will be an important focus of the recently announced fund raising campaign for the Helen Bader Institute. These extramural funds support costs associated with marketing and scholarships. Should there be a shortfall in this funding stream, the essential aspects supported by these funds will be covered through reallocation within the two academic units.

Estimated Total Costs and Resources

	FIRST YEAR		SECOND YEAR		THIRD YEAR	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty	2.25	\$271,350	2.25	\$279,491	2.25	\$287,875
Academic Staff	0.625	\$50,216	0.625	\$51,723	0.625	\$53,275
Classified Staff	0.5	\$15,000	0.5	\$15,000	0.5	\$15,000
Non-Personnel						
S&E		\$5,000		\$5,000		\$5,000
Capital Equipment		\$1,000		\$1,000		\$1,000
Library		\$1,000		\$1,000		\$1,000
Computing		\$1,000		\$1,000		\$1,000
Marketing		\$20,000		\$20,000		\$20,000
Scholarships		\$25,000		\$25,000		\$25,000
Sub-total Current Costs		\$389,566		\$399,214		\$409,150
ADDITIONAL COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty	0.75	\$90,450	0.75	\$93,164	1.75	\$223,903
Academic Staff	0.375	\$35,203	0.375	\$36,259	0.375	\$37,347
Non-personnel						
Capital Equipment		\$2,000		\$0		\$2,000
Library		\$1,000		\$1,000		\$1,000
Scholarships		\$15,000		\$15,000		\$15,000
Sub-total Additional Costs		\$143,653		\$145,423		\$279,250
TOTAL COSTS		\$533,219		\$544,637		\$688,400
CURRENT RESOURCES	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
GPR	3.375	\$339,566	3.375	\$349,214	3.375	\$359,150
Gifts and Grants		\$50,000		\$50,000		\$50,000
Sub-total Current Resources		\$389,566		\$399,214		\$409,150
ADDITIONAL RESOURCES	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
GPR Reallocation (through College of L&S and Sheldon B. Lubar School of Business)	1.125	\$128,653	1.125	\$130,423	2.125	\$264,250
Gifts and Grants		\$15,000		\$15,000		\$15,000
Sub-total Additional Resources		\$143,653		\$145,423		\$279,250
TOTAL RESOURCES		\$533,219		\$544,637		\$688,400

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.b.(3), authorizing the implementation of the M.S. in Nonprofit Management and Leadership, University of Wisconsin-Milwaukee.

RELATED REGENT POLICIES

University of Wisconsin System Academic Planning and Program Review (November 10, 1995), Academic Informational Series #1 (ACIS-1.0 revised; revised February 10, 2006).

Amendments to
Faculty Personnel Rules
University of Wisconsin-River Falls

EDUCATION COMMITTEE

Resolution I.1.c.:

That, upon recommendation of the Chancellor of the University of Wisconsin-River Falls and the President of the University of Wisconsin System, the Board of Regents approves the amendments to the UW-River Falls Faculty Personnel Rules.

FACULTY PERSONNEL RULES UNIVERSITY OF WISCONSIN-RIVER FALLS

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 amendments to the UW-River Falls Faculty Personnel Rules have been developed and approved by the appropriate faculty governance bodies throughout 2005 and 2006, and are recommended by Chancellor Donald Betz. These revisions have also been reviewed by the UW System Office of the General Counsel and the Office of Academic Affairs.

The amendments to the UW-River Falls Faculty Personnel Rules are extensive, although in most instances they involve title and wording changes only. The changes to the rules comprise Chapters III, IV, and V of the Faculty Handbook and are summarized below. The attached documents include only those sections of the revised and newly adopted rules in which substantive changes have been made. Both the strike-out version and the clean copy of these sections are included. Complete versions of the original rules, with strike-outs indicating the old language and the new language in bold, and the revised rules are available online or upon request from the Office of the Board of Regents. Because of their length, and the fact that most of the changes are not substantive, the documents in their entirety are not included here.

REQUESTED ACTION

Approval of Resolution I.1.c., authorizing the amendments to the UW-River Falls Faculty Personnel Rules.

DISCUSSION

Summary of Faculty and Academic Staff Handbook changes, Chapter III:

The majority of the changes in this chapter are not substantive but reflect title changes: e.g., Provost and Vice Chancellor for Academic Affairs; deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures; substitution of College of Business and Economics for School of Business and Economics; and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Change:

The General Education committee membership and charge was added.

Summary of Faculty and Academic Staff Handbook changes, Chapter IV:

The majority of the changes are not substantive but reflect title changes: e.g., Provost and Vice Chancellor for Academic Affairs; deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures; substitution of College of Business and Economics for School of Business and Economics; and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Changes:

1. Summer Session Appointments: details of salary determination were deleted; refers to Administrative Policy paper #43 for additional information.
2. Faculty hiring procedures: changes reflect shift to require a narrative analysis of finalists for positions, moving from past practice of committee voting and then forwarding ranked list of finalists for administrative approval. The changes also provide for a meeting of the Provost and relevant academic dean with the search committee if there is a disagreement regarding the hire.
3. Eligibility for promotion to Associate Professor: exception to educational preparation requirements were added to allow individuals with an MA in Speech Communication & Theatre Arts/Mass Communication and appropriate professional experience to be considered for promotion to Associate Professor. (This does not permit people with these credentials to apply for promotion to full professor.)
4. Sabbatical Procedures: requires transmittal sheet signed by Chair and Dean to indicate their support for proposal. This is a change from the previously required cover sheet which was signed by the Chair and Dean only to acknowledge that they were aware of the proposal. The changes also delete the requirement to document credibility of “other than traditional institution” if interaction with such an institution were to be a component of the sabbatical.
5. Emeriti Status: new policy was inserted which details the procedures for awarding emeriti status to retired faculty and academic staff and describes the privileges entailed.

Summary of Faculty and Academic Staff Handbook changes, Chapter V:

The majority of the changes are not substantive but reflect title changes: e.g., Provost and Vice Chancellor for Academic Affairs; deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures; substitution of College of Business and Economics for School of Business and Economics; and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Changes:

The overload policy was revised to clarify the current policy, provide additional flexibility to faculty, staff and administration, and to parallel the UW-River Falls overload policy with that of the UW System’s overload policy.

RECOMMENDATION

UW System Administration recommends approval of Resolution I.1.c., authorizing the amendments to the UW-River Falls Faculty Personnel Rules.



Office of the Provost and Vice Chancellor for Academic Affairs • 116 North Hall • (715) 425-3700 • Fax (715) 425-3304

MEMORANDUM

To: President Kevin Reilly

From: Virginia M. Coombs *VMC*
Provost and Vice Chancellor for Academic Affairs

Date: April 25, 2006

Sub: Faculty Handbook Revisions

The Faculty Senate at UW-River Falls has worked this past year to revise and update the Faculty Handbook. Chapters 3, 4, and 5 contain the changes in information on faculty personnel rules and as such must be approved by the University of Wisconsin Board of Regents. Chancellor Betz has approved the changes to the handbook and asked me to submit them for approval by the UW Board of Regents. Changes that have been made are summarized as follows:

Summary of Faculty and Academic Staff Handbook changes, Chapter III:

The majority of the changes are not substantive but reflect title changes, e.g., Provost and Vice Chancellor for Academic Affairs, deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures, substitution of College of Business and Economics for School of Business and Economics and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Change:

The General Education committee membership and charge was added.

Summary of Faculty and Academic Staff Handbook changes, Chapter IV:

Majority of changes are not substantive but reflect title changes, e.g., Provost and Vice Chancellor for Academic Affairs, deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures, substitution of College of Business and Economics for School of Business and Economics and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Changes:

1. Summer Session Appointments: details of salary determination deleted; referred to Administrative Policy paper #43
2. Faculty hiring procedures: Changes reflect shift to require a narrative analysis of finalists for positions, moving from past practice of committee voting and then forwarding ranked list of finalists for administrative approval. Also provides for a meeting of Provost and relevant academic dean with the search committee if there is a disagreement regarding the hire.
3. Eligibility for promotion to Associate Professor: exception to educational preparation requirements added to allow individuals with an MA in Speech Communication & Theatre Arts/Mass Communication and appropriate professional experience to be considered for promotion to Associate Professor. (This does not permit people with these credentials to apply for promotion to full professor.)
4. Sabbatical Procedures: Requires transmittal sheet signed by chair and dean to indicate their support for proposal. This is a change for the previously required cover sheet signed by chair and dean only to acknowledge they were aware of the proposal. Deleted requirement to document credibility of “other than traditional institution” if interaction with such an institution were to be a component of the sabbatical.
5. Emeriti Status. Inserted new policy detailing procedures for awarding emeriti status to retired faculty and academic staff and describing the privileges entailed.

Summary of Faculty and Academic Staff Handbook changes, Chapter V:

The majority of the changes are not substantive but reflect title changes, e.g., Provost and Vice Chancellor for Academic Affairs, deletion of Director from “Dean or Director” phrase when describing lines of authority on faculty personnel procedures, substitution of College of Business and Economics for School of Business and Economics and substitution of Visiting Assistant Professor for Instructor as a faculty rank.

Substantive Changes:

The overload policy was revised to clarify the current policy, provide additional flexibility to faculty, staff and administration, and to parallel our overload policy with that of the UW System’s overload policy.

Copies of the original documents and the proposed changes have been submitted electronically to Vice President Marrett’s office for review.

Cc: Don Betz, Chancellor
Barbara, Werner, Chair, UW-River Falls Faculty Senate

UW-RF Faculty/Academic Staff Handbook

Chapter ~~III~~ III: - Organization of the Faculty and Academic Staff

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3.1 Introduction**3.1.1 Faculty Governance**

Chapter 36 of the Wisconsin Statutes defines the responsibilities of faculty in determining their own organizational structure and participating in the formulation of policies and programs for the University of Wisconsin System.

The faculty of each institution, subject to the responsibilities and powers of the Board, the president and chancellor of such institution, shall be vested with the responsibility for the immediate governance of such institution and shall actively participate in institutional policy development. As such, the faculty shall have the primary responsibility for academic and educational activities and faculty personnel matters. The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance. (Wis. Stats. 36.09 [4])

The Constitution of the University of Wisconsin-River Falls Faculty is based on Chapter 36 of the Wisconsin Statutes.

3.1.2 Definitions

UWS 1.01; Wis. Adm. Code Academic staff;

"Academic staff" means professional and administrative personnel, other than faculty and classified staff, with duties and types of appointments that are primarily associated with higher education institutions or their administration.

UWS 1.04; Wis. Adm. Code Faculty;

"Faculty" means persons who hold the rank of professor, associate professor, assistant professor, or instructor in an academic department or its functional equivalent in an institution. The appointment of a member of the academic staff may be converted to a faculty appointment in accordance with s. UWS 3.01 (1) (c).

UWS 1.05; Faculty status;

By action of the appropriate faculty body and chancellor of an institution, members of the academic staff may be designated as having "faculty status." "Faculty status" means a right to participate in faculty governance of an institution in accordance with the rules of the institution. Faculty status does not confer rank or tenure, or convert an academic staff appointment into a faculty appointment.

Academic staff were granted "faculty status" by action of the Faculty Senate and the Chancellor in 1975, as stated in Article II of the Constitution of the University of Wisconsin-River Falls.

Consequently, in the Constitution and By-laws, the word *faculty* means faculty and academic staff, unless a distinction is expressed.

3.1.3 Faculty Senate

The University faculty has delegated its powers and responsibilities on matters affecting educational policy-making to the Faculty Senate [Art. VI A]. Senators are elected from faculty in the five organizational divisions of the University: the ~~three~~ **four** academic colleges; the "Fourth Division" of Student Personnel, University Services and the ~~Library; and the School of Business and Economics.~~ **Library.** (The number of senators is determined by a formula based, in part, on the total number of faculty in each division.) In addition, four senators-at-large are elected from the "senior ranks" of professors and associate professors and three senators-at-large are elected from the "junior ranks" of assistant professors, instructors, and academic staff personnel [Art. VI ~~B.1. B.1.~~].

The Faculty Senate meets biweekly to consider agenda items prepared by the Faculty Senate Executive Committee and submitted to the University faculty at least three days prior to the meeting [Art. VLD (11)].

The Faculty Senate ~~meets biweekly to consider agenda items prepared by the Faculty Senate Executive Committee and submitted to the University faculty at least three days prior to the meeting [Art. VI D (11)].~~

~~The Faculty Senate~~ Executive Committee acts as the Faculty Senate Committee on Committees to make recommendations for faculty membership on Faculty Senate standing committees and ~~Faculty/~~ Administrative Faculty/Administrative Committees and to designate chairs of the Faculty Senate standing committees [Article VI D; Faculty By-laws Article II E.].

3.1.4 University Faculty

Meetings of the University faculty are scheduled when necessary. The University faculty serve as members of Faculty Senate standing committees and Faculty/Administrative Committees to consider policies, problems, and programs and to recommend action by the Faculty Senate, the University faculty, or the Chancellor [Article ~~IV~~, IV].

Faculty standing committees include: Academic Policy and Program Committee; Academic Standards Committee; Advising Committee; Assessment Committee; Athletic Committee; Curriculum Committee of the University; External Relations Committee; Faculty Hearing, Grievance, and Appeals Committee; Faculty Salary Committee; Faculty Welfare and Personnel Policies Committee; General Education Committee; Instructional and Learning Technologies Committee; Instructional Improvement Committee; International Programs Committee; Library Committee; Multicultural Advisory Committee; Recruitment, Admissions and Retention Committee; Termination Committee; Visiting Professor Committee [Faculty By-laws Article III].

~~Faculty standing committees include: Academic Policy and Program Committee; Academic Standards Committee; Advising Committee; Assessment Committee; Athletic Committee; Curriculum Committee of the University; External Relations Committee; Faculty Hearing, Grievance, and Appeals Committee; Faculty Salary Committee; Faculty Welfare and Personnel Policies Committee; General Education Committee; Instructional and Learning Technologies Committee; Instructional Improvement Committee; International Programs Committee; Library Committee; Multicultural Advisory Committee; Recruitment, Admissions and Retention Committee; Termination Committee; Visiting Professor Committee.~~

~~[see Faculty By-laws Article III]~~

3.1.5 Student Representation in Faculty Governance

The Faculty Senate will receive and consider suggestions, proposals and recommendations submitted by the student body or its representatives [Article VI A (1)]. There will be student membership on Faculty Senate standing committees where the business of the committee involves matters of interest and importance to students [Faculty By-laws Article II ~~E~~, E].

3.2 Constitution of the UW-River Falls Faculty

Article I General Authority of the Faculty

It is the responsibility of the faculty, as a community devoted to scholarship, to engage in the formulation, implementation, and maintenance of programs and policies designed to effectively encourage the pursuit of knowledge. Within the limits prescribed by law and by the policies of the Board of Regents and in keeping with the tradition of the academic community, the general faculty serves as the organization through which policies are formulated and recommended to the Chancellor. The faculty is properly concerned with academic policies and programs, with how such policies are administered, and with any other matters that affect the general welfare of the University and the achievement of its goals.

Article II Definition of the Faculty

Faculty shall be defined to include the Chancellor, all professors, associate professors, assistant professors, and instructors. Academic staff were granted "faculty status" by action of the Faculty Senate and the Chancellor on July 29, 1975 and Sept. 16, 1975, respectively.

Article III Powers and Responsibilities of the Faculty

Faculty responsibility includes, but is not limited to, the areas of curriculum, subject matter, methods of instruction, standards for scholarship, research, academic program development for the student, academic advising, those aspects of student life which relate to the educational process, professional and welfare matters that relate to the faculty working environment, and the general areas of professional standards and overall faculty responsibility for the educational process within the University community.

Based on the historical principles of the right of those governed to participate in the decision-making that affects how they are to be governed, the following Constitution is intended to identify and delineate, within the University structure, the ~~role roles~~ and responsibilities of the faculty within the University community.

Section A

The faculty shall have full academic freedom in the classroom, in research, and elsewhere as outlined in the AAUP statements on academic freedom.* Faculty members shall be free from institutional censorship or discipline when acting as citizens or in matters of academic freedom. In turn, members of the faculty shall acknowledge and accept their responsibilities as professional people, and any public statement shall make clear whether they speak as individuals or as representatives of the University.

*1940 AAUP Statement of Academic Freedom and 1968 Recommended Institutional Regulations.

Section B

In the performance of its academic and legislative functions, the following shall be among the concerns and responsibilities exercised by the faculty, normally handled through the college, departmental, and committee ~~structure: structure:~~

Determine

· Determine all curricula of the institution, graduate and undergraduate.

Determine

· Determine academic standards and requirements for graduation.

Advise

• ~~Advise~~ and consult, at the request of the Chancellor, on the appointment of administrative officials.

Participate

• ~~Participate~~ in planning the physical facilities of the campus.

Participate

• ~~Participate~~ in formulating policies with respect to the annual budget.

Participate

• ~~Participate~~ in the development of criteria for and the awarding of promotions and salary adjustments.

Participate

• ~~Participate~~ in investigating cases and determining policies with respect to academic freedom, tenure, appointments, retention, non-retention, leaves, dismissals, and teaching loads.

Participate

• ~~Participate~~ in the development of extra-curricular and personnel programs of the University (e.g., intercollegiate athletics, health programs, student ~~organizations~~, organizations).

Study

• ~~Study~~ and make recommendations concerning any subject relative to the welfare of the ~~University~~, University.

~~Section C~~

Section C

Whenever it becomes necessary to appoint a new Chancellor, the faculty shall elect a committee which, at the pleasure of the Board of Regents, shall be consulted in the selection ~~process~~, process.

~~Section D~~

Section D

For the purposes of planning the total academic program, the entire faculty is responsible for institutional policy without respect to lines established for administrative convenience as described in Chapter ~~II~~, II.

Article IV Faculty Organization

Section A

The faculty delegates to the elected members of the Faculty Senate its powers and responsibilities as affect the academic policies and programs and general welfare of the University, in accordance with the provisions of Article ~~VI~~, IV.

~~Section B~~

Section B

The faculty may at any time review the selection of the Faculty Senate. The faculty reserves the right to overrule any Senate action, such a veto requiring a majority vote of the quorum of the ~~faculty~~, faculty.

~~Section C~~ Meetings ~~C Meetings~~ of the Faculty

Meetings of the faculty shall be scheduled when ~~necessary~~, necessary.

Faculty meetings; may be called by the Chancellor (or a designated representative), or upon recommendation of the Faculty Senate to the Chancellor, or by a petition submitted to the Secretary of the Faculty Senate with signatures of 10% of the total faculty (the number as of September 15 of each academic year). At these meetings, the Chancellor, the Provost & Vice Chancellor for Academic Affairs, or the Chair of the Faculty Senate will ~~preside~~, preside.

The Faculty Senate may call "open hearings" of the faculty to discuss issues, to receive information, and to ascertain opinions and positions of the ~~faculty~~, faculty.

The faculty will be given one week's advance notice in writing of the time, place, and agenda of the faculty meetings. All materials necessary for the business of the meeting will be circulated to the faculty not later than five days preceding the meeting. Items may be placed on the agenda by:

The Chancellor of the University

The Faculty Senate

Petition of 10% of the total faculty submitted to the Secretary of the Faculty ~~Senate~~, Senate

Robert's Rules of Order (revised) shall determine procedure.

A quorum shall consist of 40% of the faculty during the academic year. If there is no quorum, the faculty members present, provided they number not less than 30% of the total faculty, may constitute themselves as a ~~committee~~ "committee" of the whole ~~to to~~ discuss business on the agenda and prepare legislation for the faculty vote.

During the summer, the Faculty Senate shall conduct the business of the faculty and will delay action on that business requiring faculty approval until the academic year. In emergency situations, 50% of the summer faculty returning for their next academic year shall constitute a ~~quorum~~, quorum.

The Chancellor shall appoint a faculty parliamentarian whose duties shall be to interpret parliamentary procedure at faculty ~~meetings~~, meetings.

Action by the faculty shall be taken at a faculty meeting ~~except~~, except:

In amending the ~~Constitution~~, Constitution, the balloting shall be by mail with a majority determining the ~~result~~, result.

When a quorum of the faculty is not present at a faculty meeting, vote upon an issue will be taken by a mail ballot, the validity of such a vote depending upon the participation of at least a quorum of the faculty. A majority vote would be binding as a faculty position and as a recommendation to the Chancellor.

Article V Chancellor's Reponse

Section A - Chancellor's Response to the Faculty ~~Senate~~ Senate

In all appropriate matters of University policy, all decisions of the Faculty Senate shall be forwarded to the Chancellor of the University for his or her implementation or veto. In the event the Chancellor chooses to veto action of the Faculty Senate, he or she shall so inform the Chair of the Faculty Senate within a reasonable period of ~~time~~ time.

If agreement on the issue cannot be reached, the Faculty Senate, by a two-thirds vote, may refer the matter to a general faculty meeting for discussion to be followed by a mail vote. If at least two-thirds of the faculty concur with the Faculty Senate action, the Chair of the Senate will request the Chancellor to reconsider the veto and to take such further steps toward reconciliation of differences as the Chancellor and the Faculty Senate may agree to be ~~appropriate~~ appropriate.

Section B

Section B

In the event that the Chancellor chooses to veto action taken by the faculty at a faculty meeting, that matter will be placed on the agenda for the next faculty meeting for discussion to be followed by a mail vote. If at least two-thirds of the voting faculty concur with the original faculty action on the issue, the Chair of the Senate will request the Chancellor to reconsider the veto and to take such steps toward a reconciliation of differences as the Chancellor and the Faculty Senate may agree to be ~~appropriate~~ appropriate.

Article VI ~~The Faculty~~ Senate Senate

The Faculty Senate is the legislative arm of the faculty. As such, the faculty delegates to the Senate its powers and responsibilities as affect the academic policies and programs, faculty affairs, and the general welfare of the University in accordance with the provisions of Article III.

Section A - Powers, Duties, and Responsibilities of the Faculty Senate:

Receive

• Receive and consider suggestions, proposals, and recommendations brought before the Senate by the faculty, student body, and the administrative ~~staff~~ staff.

Prepare

• Prepare resolutions, proposals, recommendations, and specific legislation for faculty ~~action~~ action.

~~Participate in the development and evaluation of any part of the program of the University.~~

Participate

• Participate with the Chancellor in the establishment and termination of the functions and membership of all standing committees. There shall be provision for the establishment of faculty committees within the By-laws of the Constitution. Specific provisions governing the powers, responsibilities, and procedures of faculty committees and the procedure of their appointment are to be found in the By-laws of the ~~Constitution~~, Constitution.

Serve

• Serve as coordinating and expediting agency for the work of standing committees and assign responsibility along with the Chancellor for the execution of studies and activities of these committees. All recommendations for policy changes in the orientation and direction of all committees must be submitted for approval to both the Faculty Senate and the ~~Chancellor~~, Chancellor.

Study

• Study and recommend policies designed to improve faculty ~~welfare~~, welfare.

Establish

• Establish general interpretations of academic policy and ~~regulations~~, regulations.

Conduct

• Conduct nominations and elections of members of the Senate, as defined in Article VI, Section ~~C~~, C.

Inform

• Inform the general faculty, the administration, and the student body of all Senate actions affecting the areas of their respective ~~concerns~~, concerns.

Recommend

• Recommend to the Chancellor the University ~~calendar~~, calendar, subject to the regulations of the Board of ~~Regents~~, Regents.

Provide

• Provide for and regulate such funds as may be raised and expended by the general ~~faculty~~, faculty.

Study

• Study and make recommendations concerning any other subjects relative to the general welfare of the ~~University~~, University.

Section B—Organizational Structure of the Faculty Senate

1. ~~The~~ The-faculty, for purposes of organization, shall be partitioned as follows: the College of Agriculture, Food and Environmental Sciences; the College of Education and ~~Graduate Professional~~ Studies; the College of Arts and Sciences; the ~~School~~ College of Business and Economics; and the remaining division (Fourth Division), composed of faculty within Student Personnel, University Services, and the Library. Each of the five divisions shall elect one (1) senator for each thirty (30) staff members or major portion thereof. An additional seven (7) senators shall be elected from and by the ~~faculty-at-large.~~ {amdt. I, 98-99} faculty-at-large.

2. ~~The~~ The-seven senators-at-large shall be distributed as ~~follows:~~ follows:

~~Four~~

Four (4) professors and/or associate professors, hereafter referred to as the senior ~~ranks.~~ ranks

~~Three~~

Three (3) assistant professors, instructors, and academic staff personnel, hereafter referred to as the junior ranks.

3. ~~The~~ The-term of office of a senator shall be three years, approximately one-third to be elected each year. The term of office will end when employment at UW-River Falls ends, and a new senator will be elected to complete the ~~term.~~ [FS 96/97 #11] term.

4. ~~All~~ All-faculty members shall be eligible to nominate and vote for members of the Senate as provided for in Article VI, Section C of ~~this Constitution.~~ the Constitution.

5. ~~To~~ To-be eligible for election to the Faculty Senate, the faculty member must be an eligible voter and must have completed a minimum of one (1) semester, excluding summer sessions, on the faculty.

6. ~~Election~~ Election-of Senate members will take place in spring semester and will be completed by the end of the tenth week of that semester. Newly elected senators will take office at the last regular meeting of spring ~~semester.~~ semester.

7. ~~Vacancies~~ Vacancies-that occur will be filled for the term by a special election to be conducted in the same manner as the regular nominations and elections. Said special elections shall be completed within four weeks of the occurrence of the vacancy, except that any permanent vacancy occurring in the summer shall be filled by the fourth week of the fall ~~semester.~~ [FS 02/03 #21] semester.

8. ~~The~~ The-Faculty Senate shall be free to function during the full calendar year. In the absence of a senator for more than three consecutive semesters (including a summer session as the equivalent of a

semester), the seat of that senator shall be declared vacant and a special election held to fill the vacancy. Should a senator be absent for a lesser period of time, the absent senator; may nominate in writing a temporary replacement to act in his or her behalf and said nominee shall be confirmed only by a majority vote of the Faculty ~~Senate.~~ Senate.

9. ~~A~~ A change in the nature of a senator's position such as change of college/division or rank shall have no effect upon a faculty member's tenure on the Faculty ~~Senate.~~ [FS 96/97 #11] Senate.

10. ~~One~~ One additional senator will be appointed from the Administrative Council by the Chancellor. This Senate seat will be a yearly appointment. The Chancellor will appoint the senator in the fall of each year by September 15. This Senate seat is intended to improve communication between the faculty and the administration.

Section C ~~Election Procedures for the Faculty Senate~~

~~The~~

1. ~~The~~ Vice Chair, as the agent of the Faculty Senate, shall conduct and validate ~~elections.~~ elections.

~~The~~

2. ~~The~~ procedure for electing Senators shall be initiated by March 1 in the spring ~~semester.~~ [FS 02/03 #21] semester.

~~Division~~

3. ~~Division~~ Elections - Senate ~~Seats.~~ Seats:

During spring semester, the Vice Chair shall inform the faculty members of the number of Senators to be elected from their respective divisions. A list of those eligible shall also be provided. A nominating ballot shall be conducted, by division, in which each faculty member may nominate one person for each vacancy within his or her division. This method shall be used to elect two candidates for each position. The candidates chosen shall be those receiving the highest number of nominating votes. No person may be placed on the election ballot with fewer than two nominations, and if only one willing nominee receives two or more nominations, his or her name only will be placed on the election ballot along with the following notice: *Supporters of this candidate should return a voted ballot to prevent a run-off election involving write-ins*; and if no willing nominee receives more than one nomination, the Vice Chair will place all willing nominees on the initial ballot. If ties prevent an identification of two for each vacancy, additional candidates shall be included as required by a tie. The Vice Chair is responsible for determining if candidates are willing to serve on the Senate. Candidates unwilling to serve shall be replaced by persons receiving the next highest number of nominating ~~votes.~~ [FS 93/94 #25] votes.

The Vice Chair shall see that all voters receive ballots in good time and shall do whatever else is necessary for an effective election ~~process.~~ process.

Additional candidates may be nominated by written petition signed by no fewer than five eligible voters from within the division within three business days of the announcement of nominated candidates. ~~[FS 02/03 #21]~~

Upon completion of the slate of candidates for the Faculty Senate seat(s) within each voting division, an election by secret ballot shall be conducted. Faculty may cast one vote per vacancy on the ballot. Candidates receiving the most votes will be elected. Ties in the division elections shall be broken by lot supervised by the Vice Chair. ~~[FS 02/03 #21]~~

The names of the individuals elected to the Senate shall be reported in the Faculty Senate minutes. Upon request, the vote totals shall be available from the Vice Chair of the Senate. ~~[amdt. II 98-99]~~

~~4. At~~

4. ~~At~~ Large Election - Senate ~~Seats~~; Seats:

During spring semester and following the election of division Senators, the Vice Chair shall furnish each faculty voter a list of those eligible for nomination and election to the Senate from the senior ranks and a similar list of those eligible from the junior ranks. The Vice Chair shall identify the number of vacancies at the senior and junior levels, and each faculty member may nominate one person for each vacancy. Two candidates shall be chosen by this method for each vacancy. Those chosen shall be the persons with the largest number of votes in the respective ranks. No person may be placed on the election ballot with fewer than two nominations, and if only one willing nominee receives two or more nominations, his or her name only will be placed on the election ballot along with the following notice: *Supporters of this candidate should return a voted ballot to prevent a run-off election involving write-ins*; and if no willing nominee receives more than one nomination, the Vice Chair will place all willing nominees on the initial ballot. ~~[FS 93/94 #25]~~

In addition to candidates selected under (a), the at-large election ballot shall include names of individuals nominated by petition. Petitions containing the signatures of at least fifteen qualified voters shall be sufficient to place names on the at-large election ballot. Petitions must be submitted within three business days of the announcement of nominated ~~candidates~~. ~~[FS 02/03 #21]~~ candidates.

Upon completion of the slate of candidates, the Vice Chair shall conduct a University-wide election by secret ballot. The winners of the election shall be those receiving the most votes. Ties shall be broken by lot supervised by the Vice Chair. ~~[FS 02/03 #21]~~

~~The~~

~~The~~ names of the individuals elected to the Senate shall be reported in the Faculty Senate minutes. Upon request, the vote totals shall be available from the Vice Chair of the Senate. ~~[amdt. II 98-99]~~

Section D - Internal Organization of the Faculty Senate

The officers of the Senate shall consist of a Chair, a Vice Chair, and a Secretary, all to be chosen from and by the elected members of the Senate. The Executive Committee of the Faculty Senate shall be the elected officers of the Senate plus two other senators elected from the Faculty Senate at-large. The Executive Committee should include representation from each of the faculty voting ~~divisions~~. divisions.

The officers and other members of the Executive Committee of the Senate shall be elected by secret ballot at an organizational meeting of the new Senate at the last regular meeting during spring semester and shall hold office for one calendar year. The organizational meeting shall be called by the Chair of the retiring Senate. A majority of all votes cast shall be necessary for ~~election~~. election.

Vacancies in the Executive Committee of the Senate shall be filled by special ~~election.~~ election.

One of the functions of the Executive Committee of the Faculty Senate is to act as the Committee on ~~Committees.~~ Committees.

The Faculty Senate shall enact, amend, or repeal By-laws by a two-thirds vote of all members of the Senate. Any Senate action upon By-laws must be proposed at one meeting and taken up at the following meeting. However, in any case, a period of at least seven (7) days should elapse between the proposal of By-laws and their adoption. A copy of the ~~By-laws~~ By-laws ~~shall be distributed to all faculty~~ ~~members.~~ members.

The Senate shall have regularly scheduled meetings during the academic year and summer session and shall be subject to call at other ~~times.~~ times.

Special meetings may be called by the Chair, the Chancellor of the University, or at the written request of at least six members of the ~~Senate.~~ Senate.

All Senate sessions shall be open to all faculty members except for good and sufficient reasons which shall be made known to the faculty. Any member of the faculty may address the Senate after securing recognition from the Chair. The Senate may call "open hearings" of the faculty to discuss issues, receive information, and ascertain opinion and ~~positions.~~ positions.

Minutes of the Senate meetings shall be distributed to all faculty ~~members.~~ members.

Robert's

Roberts' Rules of Order (revised) shall determine ~~procedure.~~ procedure.

The agenda shall be prepared by the Executive Committee of the Senate and submitted to the faculty three days prior to a regular Senate meeting. Any issues or recommendations shall be placed on the agenda ~~by:~~ by:

The

• The Faculty Senate Executive ~~Committee.~~ Committee

The

• The Chancellor of the ~~University~~

~~Faculty committees~~ University

• Faculty committees

~~A~~

• ~~_____A~~ majority vote of the senators present and voting at a meeting (Motion to place on agenda is not ~~debatable~~- debatable)

~~A~~

• ~~_____A~~ petition signed by no fewer than twelve (12) faculty-~~members~~- members.

Regular meetings of the Faculty Senate shall be scheduled in alternate weeks starting with the first week of fall semester, at such time and place as designated by the Faculty Senate-~~Chair~~- Chair.

Duties of Faculty Senate Officers

Chair of the Faculty Senate:

Preside over all meetings of the Faculty Senate

Appoint all *ad hoc* Committees as authorized by the Faculty Senate

Serve as liaison between the Chancellor and the Faculty Senate

Call and conduct meetings of the Executive Committee

Serve as the Senate's representative to the body known as "Faculty-~~Representatives~~."- Representatives"

Vice Chair of the Faculty Senate:

Preside over meetings in the absence of the Chair

Keep a record of on-going changes for the Faculty/Academic Staff Handbook

Serve the Faculty Senate as a resource person on the content of the Faculty/Academic Staff

~~Handbook~~-Update Handbook

Update-the on-line Faculty Handbook annually and in accordance with the August 1 deadline for changes. Make copies of the Handbook as needed.

Validate, supervise, and conduct elections under jurisdiction of the Faculty-~~Senate~~- Senate

Secretary of the Faculty Senate:

Act as Secretary of the Faculty and be the recipient of items to be placed on the agenda

Keep minutes of the Faculty Senate and Faculty meetings and effect the appropriate distribution of these minutes

Transmit Faculty Senate actions in writing to the Chancellor for his or her information and/or approval

Provide for notification of Faculty and Faculty Senate meetings as specified in the Constitution

Transmit pertinent Faculty Senate actions in writing to the Faculty Senate Chair

Receive and present to the Senate all appropriate correspondence

Keep duplicate copies of all written records for annual disposition in the University Archives.

The Chair of the Faculty Senate shall appoint a parliamentarian whose duties shall be to interpret parliamentary procedure at all regular and special Senate ~~meetings.~~ meetings.

Article VII Amendment and Ratification

Section A

Ratification of this Constitution will be by a majority of faculty voting in a mail ballot and acceptance by the Chancellor of the ~~University.~~ University

~~Section B~~

Section B

Amendment of this Constitution will be by a majority of faculty voting in a mail ballot, provided notice of the proposed amendment has been given to the faculty at least two weeks prior to the vote. Amendments may be proposed by a majority vote of the Faculty Senate or by petition submitted to the Faculty Senate bearing signatures of at least 10 per cent of the faculty. In addition, all amendments to this Constitution must be approved by the ~~Chancellor.~~ Chancellor.

3.3 Faculty ~~By-laws~~ By-laws

Article I

Authority ~~For for~~ -Faculty By-laws

The authority for Faculty By-laws is found in Article VI, Section A, Item 4 of the Constitution of the University of Wisconsin-River Falls Faculty (revised and approved Fall, ~~1974).~~ 1974).

Article II

Operation ~~Of Committees~~ -of Committees

Section A-

~~-Committees~~ are responsible to the Chancellor through the Faculty Senate unless directed to report elsewhere at the time of establishment. In their consideration of policies, problems, and programs, committees shall seek information from and the counsel of the Chancellor, faculty, and ~~students.~~ students.

~~Committees~~

Committees should keep appropriate groups and individuals (especially the Chancellor) informed of their activities and ~~progress.~~ progress.

Committees, when necessary and appropriate, may establish *ad hoc* task forces to study specific problems and recommend action to the sponsoring ~~committee.~~ committee.

Section B -- ~~Meetings~~ [FS 88/89 #12] Meetings

Committees shall meet at least once per academic ~~term.~~ term.

Committee chairs shall arrange meeting times which allow faculty, staff, and student committee members to attend the ~~meeting.~~ meeting.

Committee chairs will arrange for all interested faculty, staff, and students to present views and opinions on all issues being ~~considered.~~ considered.

Section C - Methods of ~~Reporting~~ Reporting

Committees shall provide the Chancellor, the Chair and the Secretary of the Faculty Senate, and the President and Secretary of the Student Senate with minutes of each meeting. These minutes shall be on file in the Faculty Senate office and, unless otherwise designated in the description of the committee, shall be open to the faculty. After three years, minutes will be moved to the University ~~Archives.~~ [FS 98/99 #3] Archives.

Formal recommendations from committees should be prepared in triplicate, one copy each going to the Chancellor, the Faculty Senate, and the Student Senate. Upon receipt of a committee recommendation, the Faculty Senate may follow any one of three courses of action: it may (1) accept the recommendation without change or (2) accept it with modification, whereupon the committee recommendation becomes a faculty recommendation and is forwarded to the Chancellor for approval or veto, or it may (3) reject a committee ~~recommendation.~~ recommendation.

Committees may ask, through the Senate or the Chancellor, that an issue be placed on the agenda for a faculty meeting. Such a request may grow out of the need for general discussion or information, or out of dissatisfaction with the action taken by the Senate or the ~~Chancellor.~~ Chancellor.

Each committee shall prepare a written report to the faculty at least once a year, citing its activities, concerns, and accomplishments for that year. This report shall be submitted to the Secretary and the Chair of the Faculty Senate and to the Chancellor of the University. Committees shall also provide interim reports when requested to do ~~so.~~ so.

Section D - General Functions of ~~Committees~~ Committees

~~To~~

• To continuously study and review those matters over which jurisdiction has been assigned.

~~To~~

• To formulate legislative recommendations for action by the Faculty Senate, the general faculty, or the ~~Chancellor~~, Chancellor

~~To~~

• To provide University-wide leadership and stimulate creative responses in coping with problems and questions in the assigned ~~area~~, area.

~~To~~

• To coordinate University-wide activities and programs in the assigned ~~area~~, area.

~~To~~

• To implement, supervise, or coordinate University policies when authorized to do so by the Faculty Senate or by procedures established ~~in by~~ the ~~By-laws~~, By-laws.

~~To~~

• To report to the Faculty Senate and to the Chancellor their recommendations, favorable or unfavorable, on matters referred to them for study, examination, or ~~research~~, research.

Section E - Appointment to ~~Committees~~ Committees

Wherever practicable, committee membership shall include representation from each of the voting divisions of the faculty. Membership on the Senate shall not be a prerequisite for membership on a faculty committee. In cases where the business of a committee involves matters that are of interest and importance to students, there shall also be student membership on the faculty ~~committee~~, committee.

The Senate's Executive Committee will receive from the faculty its preferences as to committee appointments and will present to the Senate a list of nominees for existing vacancies. The Senate may propose alternative names or simply approve the Committee's slate. Final appointments to and removal from standing committees are, unless otherwise specified, made by the Faculty Senate with final approval by the ~~Chancellor~~, [FS 98/99 #3] Chancellor.

The Chair of each committee will be designated annually by the Faculty Senate and shall preferably be a retained member of the committee and appointed by the same process as committee ~~members~~, members.

Term of membership is provided for in the definition of each committee (see Article III, By-laws);

however, membership terms will be staggered so that each committee will be comprised of retained and new appointees. (Initial length of term will be determined by committee ~~lot,~~ lot.)

It is the intention that appointments to committees be rotated as much as ~~possible,~~ possible.

A committee member who is unable to attend committee meetings may appoint a proxy for a period of time not to exceed one semester, subject to the committee's acceptance of that ~~proxy,~~ proxy.

Article III Standing Committees

Section A - Academic Program and Policy Committee

Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost & ~~vice~~ Vice Chancellor designee, and four students.

1. Term of office: three years for faculty, one-third to be appointed each year; one year for students.
2. Duties:
 - a. To establish the goals and objectives of the undergraduate curriculum of the ~~University,~~ University.
 - b. To establish the goals and objectives of the graduate curriculum of the University in consultation with the Graduate Council.
 - c. To examine and evaluate the overall curriculum of the University for possible improvements, to recommend revisions, and to initiate suggestions for study and action.
 - d. To examine and recommend to the Faculty Senate proposals for new graduate degree and certificate programs, undergraduate minors and majors, general education, American cultural diversity and global perspective courses, and any other new academic programs. Graduate programs will be forwarded to the Academic Program and Policy Committee by the Graduate Council. [FS 03/04 #21]
 - e. To examine and promote the development of new, experimental, and innovative curricular programs and offerings at both the graduate and undergraduate level.
 - f. To examine and recommend to the Faculty Senate proposals for substantial changes in graduate degrees and certificate programs and undergraduate majors and submajors.
 - g. If the committee rejects a proposal for a new program from a Department or the Graduate Council, that body may request a vote on the proposal by the Faculty Senate. If rejected, the Faculty Senate will supply the department or Graduate Council with a summary of its reasons.
 - h. To approve the plan for assessment of General Education submitted by the Assessment Committee. The Assessment Committee will assess General Education every ten years in conjunction with and prior to the campus visit by the re-accreditation team of the Higher Learning Commission of the North Central Association of Colleges and Schools.

~~4. Procedure:~~ 3. Procedure: -The committee shall, in consultation with the Provost and Vice Chancellor, coordinate university-wide programs as specified under "Duties" above and require reports from faculty responsible for conducting such programs as requested.

5. Recommendations

4. Recommendations dealing with general education, diversity, new graduate and undergraduate programs and majors/minors are approved by Academic Policy & Program, Faculty Senate, the Provost & Vice Chancellor, and the Chancellor, in that ~~order. [FS 02/03 #24]~~ **order.**

Section B - Academic Standards ~~Committee~~ **Committee**

1. Membership:

1. Membership: Six faculty; The Dean of the College of Agriculture, Food and Environmental Sciences, the Dean of the College of Arts and Sciences, the Dean of the College of Education and ~~Graduate Professional~~ Studies, the ~~Director~~ **Dean** of the ~~School~~ **College** of Business and Economics; or their ~~designees [FS 98/99 #3]; the designees; the~~ Registrar; the Assistant to the Chancellor for Equity and Compliance (ex-officio, non-voting); and four ~~students.~~ **students.**

2. Term

2. Term of Office: Three years for faculty, one-third being appointed each year; one year for ~~students.~~ **students.**

3. Duties:

3. Duties:

a. ~~To~~ **To** develop and recommend academic policies in the following areas: admission, drop-add, graduation requirements, pass-fail, probation, retention, scholastic standards, student academic load, student program changes, transfer, ~~re-entry, re-entry~~ and ~~withdrawal.~~ **withdrawal.**

b. ~~To~~

b. To recommend procedures for the implementation of academic policies.

c. ~~To~~

c. To interpret academic policies upon the request of the Provost & Vice Chancellor and/or the ~~Registrar.~~ **Registrar.**

d. ~~To~~

d. To hear appeals relative to ~~i. academic policy; implementation.~~ **academic policy implementation.**

4. Procedure:

4. Procedure:

a. ~~The~~

a. ~~The~~ Registrar will carry out the academic policies of the University under the direction of the Provost & Vice-~~Chancellor.~~ Chancellor

b. ~~Each~~

b. ~~Each~~ Academic Dean-~~or Director~~ shall have the prerogative within the established policy to make decisions regarding requirements in his or her own-~~College or School.~~ College. -Appeal of the Dean's ~~or Director's~~ decisions may be made to the Academic Standards Committee by students or ~~faculty.~~ faculty.

c. ~~All~~

c. ~~All~~ policy questions about University requirements shall be referred to the Academic Standards ~~Committee.~~ Committee

d. ~~Decisions~~ Decisions of the Academic Standards Committee may be appealed by the student to the Provost & Vice-~~Chancellor.~~ Chancellor.

Section C— Advising-~~Committee;~~ [FS 89/90 #19] Committee

1. ~~Membership:~~

1. ~~Membership:~~ Five faculty members: one from the College of Agriculture, Food and Environmental Sciences, one from the College of Education and Graduate Studies, two from the College of Arts and Sciences, one from the-~~School~~ College -of Business and Economics; the Director of the Academic Success Center, the Associate Director of the Academic Success Center, and two students - one appointed by Student Senate and one appointed by the Student Advisory Board of the Academic Success-~~Center.~~ [FS 98/99 #3] Center.

2. ~~Term~~

2. ~~Term~~ of Office: Three years for faculty, one year for- ~~students.~~ students.

3. ~~Duties:~~

3. ~~Duties:~~

a. ~~To~~

a. ~~To~~ examine and develop innovative and/or experimental programs for advising students deemed at ~~risk.~~ risk.

b. ~~To~~

b. ~~To~~ evaluate periodically the student academic advising system and recommend changes that will increase the system's-~~effectiveness.~~ effectiveness.

~~e. To~~

~~c. To~~ recommend policies for implementing new advising programs and improving current ~~ones.~~
ones.

~~d. To~~

~~d. To~~ serve in an advisory capacity for activities that involve academic, career, and personal
~~counseling.~~ counseling.

~~e. To~~

~~e. To~~ encourage recognition of the importance of advising as a part of faculty responsibility and to recommend and revise procedures for evaluating faculty participation in ~~advising.~~

~~Section D—Affirmative Action Committee; advising.~~

~~Combined with Faculty Welfare Committee. [FS 98/99 #36]~~

~~Section E D -- Alumni Relations Committee~~

~~Combined into External Relations Committee. [FS 98/99 #24] Assessment Committee~~

~~Section F—Assessment Committee; [FS 90/91 #11]~~

~~1. Membership:~~

~~1. Membership:~~ Provost & Vice Chancellor (or representative), two students (appointed by Student Senate;), six Faculty/Staff (appointed by Faculty Senate; all five divisions represented), and one representative from each Dean's ~~and Director's~~ office ~~(ex-officio non-voting).~~ ~~[FS 98/99 #3] (ex-officio, non-voting).~~

~~2. Term~~

~~2. Term~~ of Office: Three years for each faculty, one-third to be appointed each year; one year for students. ~~students.~~

~~3. Duties:~~

3. Duties:

~~a. To~~

~~a. To~~ examine the University's assessment effort in light of the select mission and nature of ~~UW-RE.~~ UW-RE.

~~b. To~~

~~b. To~~ propose changes in the assessment ~~effort~~ efforts to the Faculty Senate, when ~~necessary.~~ necessary.

~~e. To~~

~~c. To~~ identify sources of necessary resources for assessment ~~efforts.~~ efforts.

~~d. To~~

~~d. To~~ provide Faculty input into University reports on ~~assessment.~~ assessment.

~~e. To~~

~~e. To~~ assess General Education every ten years. The ~~next last~~ -assessment ~~will begin began~~ -in the 2002-2003 academic year. ~~[FS 98/99 #38]~~ The Assessment Committee will recommend instruments, methods, timetable and design for the general education assessment to the AP&P Committee. The AP&P Committee will approve or disapprove the Assessment Committee's Plan. Once approved, the Assessment Committee will coordinate the collection of data needed for the assessment. The Assessment Committee will tabulate their results and give them to the AP&P ~~Committee.~~ [FS 00/01 #4] committee.

Section ~~G E~~ -- Athletic ~~Committee;~~ [FS 93/94 #4; FS 90/91 #4] Committee

~~1. Membership:~~

~~1. Membership:~~ Six faculty and six students (with equal representation of men and women), the Athletic Director and the Associate Athletic Director, the Chair of the Department of Health and Human Performance, the Men's and Women's Athletic Conference Representatives to the Wisconsin Intercollegiate Athletic Conference (WIAC) and the Assistant to the Chancellor for Equity and Compliance. ~~[FS 98/99 #3]~~ Ex-officio, non-voting members: all coaches and the Assistant Director of the Leadership Center (Recreation and ~~Wellness).~~ Wellness).

~~2. Term~~

~~2. Term~~ of Office: Six years for faculty with one-sixth being appointed each year. Two years for students with ~~one-half half one-hal~~ -being appointed each ~~year.~~ year.

~~3. Duties:~~

~~3. Duties:~~

~~a. Review~~

~~a. Review~~ and remain current on the policies prescribed by the NCAA and ~~the WIAC.~~ WIAC.

~~b. Approval~~

~~b. Approval~~ of the final recommendations as to how the money received from the Student Senate is to be ~~budgeted.~~ budgeted.

~~c. Review~~

~~c. Review~~ of budgeted funds, statements, gate receipts, and expenditures of the Athletic Department. Review ~~the and~~ -audit ~~report.~~ report.

d. Must

d. Must approve unbudgeted, unscheduled athletic events which involve University intercollegiate athletic ~~teams.~~ teams.

e. Promote

e. Promote athletic programs and develop relations with other ~~institutions.~~ institutions.

f. Recommend

f. Recommend policies for the improvement of the athletic programs and facilities of the University. Increase involvement in the areas of responsibility in athletic ~~programs.~~ programs.

g. Recommend

g. Recommend to the Chancellor candidates for appointment as faculty representatives to ~~the~~ WIAC. WIAC.

h. Assist

h. Assist the Chancellor of the University, the Athletic Director, and the Chair of the Department of Health and Human Performance in interviewing and recommending personnel for coaching ~~positions.~~ positions.

i. Review

i. Review equity issues involving men's and women's ~~athletics.~~

~~Section H—Calendar Committee (see Administrative Committees, Chapter II)~~

~~Section I—Campus Planning Committee~~

~~Eliminated as Faculty Senate Committee; Senate recommends to Chancellor to establish a faculty/administrative committee for campus planning. [FS 98/99 #28]~~

~~Section J—Computer Guidance Committee~~ athletics.

~~See Instructional and Learning Technologies Committee, Section P~~

~~[FS 87/88 #33; 89/90 #6; 91/92 #7; 94/95 #29; 96/97 #35; 97/98 #1]~~

Section ~~K.F.~~ --Curriculum Committee of the ~~University~~ [FS 98/99 #3; FS 99/00 #6] University

1. Purpose: Purpose:**a. To**

a. To provide a university wide forum for the critical reading and response to new course proposals and all changes in all existing course ~~proposals.~~ proposals.

~~b. To~~

~~b. _____ To~~ facilitate the resolution of differences between colleges where duplication of course content occurs. occurs.

~~e. To~~

~~c. _____ To~~ provide continuity and guidance regarding course proposal format.

~~d. To provide continuity and guidance regarding the amount of detail in course proposals.~~

~~e. To maintain a standardized form to be used for all course proposals and accompanying transmittal form.~~

~~2. 1. Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost and Vice Chancellor's designee, and three students. The nine faculty members selected will include at least one representative from each of the colleges. The Registrar or designee and a representative from the library will sit as an ex-officio, non-voting members of the Committee.~~

d. To provide continuity and guidance regarding the amount of detail in course proposals.

e. To maintain a standardized form to be used for all course proposals and accompanying transmittal form.

2. Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost and Vice Chancellor's designee, and three students. The nine faculty members selected will include at least one representative from each of the colleges. The Registrar or designee and a representative from the library will sit as an ex-officio, non-voting members of the Committee.

3. Term of Office: Three years for faculty, one-third to be appointed each year, one year for students.

4. Duties:

- a. To receive and evaluate courses involving multiple colleges.
- b. To receive and record proposals for new courses and changes in course offerings that have been approved by the appropriate College Curriculum Committee and/or Graduate Council. Receipt of these courses is for the purposes of the record. The Curriculum Committee of the University, however, reserves the right to review such courses and make recommendations in relation to the quality and application of credit prior to recording and to adjudicate and make recommendations in those cases that involve University regulations or cross college conflict or ~~need-~~ need.

~~e. To~~

~~c. To~~ coordinate procedures with all College Curriculum Committees and/or Graduate Council. Council.

d. To suggest changes in format of the course proposal form and transmittal form.

5. Procedure:

- a. Courses are generally generated and developed by department faculty. Course proposals must be reviewed and approved at the departmental level. Letters of support from persons in departments that were consulted where possible curriculum overlap may occur must be forwarded with the proposal. The originating department must sign off on the accompanying transmittal form. The proposal is then sent to the college curriculum

committee or other appropriate committees if the course is intercollege in nature.

- b. The Dean of the College approves or disapproves new courses and/or changes in course offerings by signing off on the accompanying transmittal form. This signature is an indication that the Dean acknowledges the impact the course may have on faculty load and financial requirements.
- c. Course proposals approved by the Deans are forwarded to the University Curriculum Committee (one copy per member). When a course is revised or changed copies of the old original proposal must also be sent to the Curriculum Committee. A signed transmittal form must accompany all course proposals.
- d. The University Curriculum Committee Chair will publish in the committee's agenda a list of all courses to be reviewed by the University Curriculum Committee so as to inform the University Faculty. Information should be published five working days prior to committee action or in a timely manner in accordance with Wisconsin open meeting statutes.
- e. A departmental representative should be at the meeting to represent new and reprised course proposals. The representative should be prepared to provide a short verbal explanation/justification of the new or revised course proposal. The representative will serve as a liaison between the University Curriculum Committee and the department in which the proposal originated. The committee may ask the representative to clarify information and provide background material.
- f. Guidelines for review and approval of course proposals:
 - 1) Review for accuracy information prompts, such as year of first offering, minor/major requirements.
 - 2) Check for the inclusion of appropriate prerequisites.
 - 3) Review for adequacy of course outlines and attachments including letters of support from persons in departments that were consulted where possible curriculum content overlap may occur.
 - 4) Adjudicate and make recommendations in those cases of overlap or other conflicts involving university regulations or intercollegiate differences.
- g. Guidelines for information dissemination after committee action.
 - 1) Minutes of all the meetings will be sent to:
 - a) all committee members
 - b) chairs of all college curriculum committees
 - c) all Dean's of Colleges
 - 2) The original course proposal with accompanying transmittal form will be sent to the Dean's Office of the appropriate college for the permanent/official files. Copies, including transmittal form, will also be sent to the person who submitted the course proposal and one to the Department(s) in which the course will be taught.

Section G - External Relations Committee

- 1. Membership: Ten faculty members with at least one representative from each of the four Colleges and the Fourth Division; the Chancellor's designee; the Director of the News Bureau (ex officio, non voting); the Assistant Chancellor for University Advancement (ex

officio, non voting); the Director Development and Alumni Relations (ex officio, non voting); and two representatives from Student Senate.

2. Term of office: Three-year staggered terms for faculty; two years for the Student Senate representative.

3. Duties:

a. To increase faculty and staff awareness of important actions being proposed at the state level.

b. To assist with Faculty and Staff contact with appropriate state officials.

c. To improve the state government's knowledge of the effects of their actions on the students and staff at UW-RE.

d. To actively evaluate current public relations efforts.

e. To initiate activities and publications which enhance the public relations of the University.

f. To maintain communications and the exchange of information between the University's and Colleges' Public Relations Committees and the administration.

g. To seek out public relations ideas from members of the University community to promote a positive image of the University.

h. To be responsible for recommending and inviting the speakers for the Fall and Spring commencement exercises and to coordinate this effort with the offices of the Registrar and the Chancellor.

i. To function as the Honorary Degree Committee.

j. To advise the Director of the Foundation and the Director of Development and Alumni Relations on activities relating to alumni concerns and events such as Homecoming, Alumni Weekend, and chapter meetings.

k. To seek nominations for the Distinguished Alumnus Award based on outstanding professional achievement and contributions to society; to forward a recommendation for this award to the Chancellor for final approval.

l. To seek nominations for the Outstanding Service Award and to forward recommendations for this award to the Chancellor for final approval; those eligible are persons outside of the University community who have made exemplary contributions to UW-River Falls through their support of the University's goals and their volunteer efforts on behalf of the University.

Section H - Faculty Hearing, Grievance, and Appeals Committee

1. Membership:

a. Eight tenured faculty with each College represented and with as many ranks as possible represented; and one academic staff member. [ES 04/05 #7]

b. If members of the Committee perceive a possible conflict of interest regarding a particular hearing or appeal, the Chair of the Committee reserves the right to request the Chair of the Faculty Senate to appoint substitute members to serve on the Committee. These substitute

members will be selected from those who have served previously as members of the Faculty Hearing, Grievance, and Appeals Committee.

2. Term of Office: Three years, with one-third appointed each year.
3. Duties: To function as a hearing body to review appeals and grievances. Appeals and grievances are defined as:
 - a. Those allegations made by a faculty member(s) charging deprivation or invasion of academic freedom and/or a denial of equitable treatment in matters covered by the policies adopted by the faculty and administration relating to:
 - 1) Appointments, promotions, tenure and salary.
 - 2) Teaching loads and duties, i.e. working conditions generally.
 - 3) Retention/non-retention of probationary faculty.
 - b. Claims of violation of those standards and their application given in Wisconsin Statutes, Administrative Code, Personnel Guidelines, and other Board of Regents Rules and Regulations other than cases which fall within the province of the Termination Committee.
4. The findings of fact and conclusions and/or recommendations of the Committee shall not be regarded as preventing grievants from further appeal to such professional associations as the grievants may call upon.
5. To sit as a judiciary body to hear appeals of individual faculty members concerning decisions or actions in the foregoing areas. The Committee will investigate the appeal and make recommendations to the Faculty Senate and parties concerned.
6. Procedure for Appeals: In the event that the previous procedure has not resolved the grievance, grievance procedures as stated in Chapters 6, 9, and 10 of the Faculty Personnel Rules will be followed or as designated by the Board of Regents Policy, Personnel Guidelines, or State Statute.
7. The confidentiality of the proceedings of this Committee shall be maintained. The minutes of the Committee will be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and to the grievant. The findings and recommendations of each grievance case shall be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and the grievant.

Section I - Faculty Salary Committee

1. Membership: Eight faculty with at least one from each of the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. In addition, the UW-River Falls faculty representative to the UW-System's Faculty/Staff Compensation Advisory Committee is a full, voting member. [FS 03-04 #2] The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor or the Provost & Vice Chancellor's designee, the Vice Chancellor for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.
2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.
3. Duties: To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to the following:

a. Salary and salary increases;

b. Personnel evaluation and recommendations which pertain to salary and salary increases.

Section J - Faculty Welfare and Personnel Policies Committee

1. Membership: Seven faculty with at least one each from the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor's designee, the Vice Chancellor for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.

2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.

3. Duties:

a. To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to:

1) equity and compliance;

2) appointments and dismissal (academic year, summer, and extension);

3) promotions and determination of rank;

4) personnel evaluations and recommendations;

5) tenure;

6) sick leaves, leaves of absence, faculty development leaves, etc.;

7) faculty working conditions; and

8) fringe benefits.

b. To consider and recommend such additional guidelines and/or policies as may be conducive to faculty welfare.

c. To consult with the Executive Council of the Student Senate on items of mutual interest involving 1), 2), 3), 4) and 5) under a. above.

d. To provide to any member of the unclassified staff consultation and advice on the application of the Wisconsin Administrative Code, Chapter UWS 8, Unclassified Staff Code of Ethics.

e. To develop policies and procedures which shall, at a minimum, provide:

1) standards concerning the use of University facilities and personnel in connection with outside activities;

2) standards concerning absence from regular duties for the purpose of engaging in outside activities;

3) guidelines identifying types or categories of outside activities which may result in a material

conflict of interest; and

4) for such reports of anticipated outside activities as are necessary to insure compliance with UWS 8.04.

f. To develop and monitor the use of an instrument to report outside interests and activities of faculty and academic staff as required under UWS 8.025.

Section K - General Education Committee -[FS-02/03 #30] 03/04 #17]

1. Committee Structure: Responsibility for supervising the General Education Program at the University of Wisconsin - River Falls will be undertaken by a faculty committee comprised of the following voting membership: proportional representation of the faculty by college (determination to be based on FTE) not to exceed 10 faculty members appointed by Faculty Senate for three year terms, plus two student members appointed by the Student Senate. Each academic college must have at least one representative. Non-voting representatives will include a representative from the Office of the Vice Chancellor for Academic Affairs, the Assessment Committee, the Academic Programs and Policies Committee, the Library, and the Registrar's Office.

2. Committee Functions:

a. Promote and support the General Education program on the UWRF campus.

b. Define and review the policies for the General Education course submission procedure.

c. Approve/disapprove courses for the General Education program and communicate these decisions to the campus community.

d. Ensure that the Assessment Committee assesses the General Education Program every 10 years and recommends changes.

e. Carry out a review of General Education courses on a 5-year cycle.

f. Evaluate all assessment results and provide feedback to all relevant parties.

g. Recommend changes in the General Education structure to the Academic Programs and Policies Committee.

h. Promote opportunities for faculty development related to General Education.

i. Develop processes and procedures for removal of General Education courses from the curriculum.

j. Determine whether or not the course offerings for each General Education goal are sufficient to meet student needs.

d. To suggest changes in format of the course proposal form and transmittal form.

5. Procedure:

a. Courses are generally generated and developed by department faculty. Course proposals must be reviewed and approved at the departmental level. Letters of support from persons in departments that were consulted where possible curriculum overlap may occur must be forwarded with the

~~proposal. The originating department must sign off on the accompanying transmittal form. The proposal is then sent to the college/school curriculum committee or other appropriate committees if the course is intercollege in nature.~~

~~b. The Dean of the College or Director of the School approves or disapproves new courses and/or changes in course offerings by signing off on the accompanying transmittal form. This signature is an indication that the Dean/Director acknowledges the impact the course may have on faculty load and financial requirements.~~

~~c. Course proposals approved by the Deans/Director are forwarded to the University Curriculum Committee (one copy per member). When a course is revised or changed copies of the old original proposal must also be sent to the Curriculum Committee. A signed transmittal form must accompany all course proposals.~~

~~d. The University Curriculum Committee Chair will publish in the committee's agenda a list of all courses to be reviewed by the University Curriculum Committee so as to inform the University Faculty. Information should be published five working days prior to committee action or in a timely manner in accordance with Wisconsin open meeting statutes.~~

~~e. A departmental representative should be at the meeting to represent new and reprised course proposals. The representative should be prepared to provide a short verbal explanation/justification of the new or revised course proposal. The representative will serve as a liaison between the University Curriculum Committee and the department in which the proposal originated. The committee may ask the representative to clarify information and provide background material.~~

~~f. Guidelines for review and approval of course proposals:~~

~~1. Review for accuracy information prompts, such as year of first offering, minor/major requirements.~~

~~2. Check for the inclusion of appropriate prerequisites.~~

~~3. Review for adequacy of course outlines and attachments including letters of support from persons in departments that were consulted where possible curriculum content overlap may occur.~~

~~4. Adjudicate and make recommendations in those cases of overlap or other conflicts involving university regulations or intercollegiate differences.~~

~~g. Guidelines for information dissemination after committee action.~~

~~(1). Minutes of all the meetings will be sent to:~~

~~* all committee members~~

~~* chairs of all college/school curriculum committees~~

~~* all Dean's of Colleges and Directors of Schools~~

~~(2). The original course proposal with accompanying transmittal form will be sent to the Dean's/Directors Office of the appropriate college/school for the permanent/official files. Copies, including transmittal form, will also be sent to the person who submitted the course proposal and one to the Department(s) in which the course will be taught.~~

Section L —~~External Relations Committee [FS 98/99 #24]~~

~~1. Membership: Ten faculty members with at least one representative from each of the four Colleges and the Fourth Division; the Chancellor's designee; the director of the News Bureau (ex officio, non voting); the Assistant Chancellor for University Advancement (ex officio, non voting); the Director~~

~~Development and Alumni Relations (ex officio, non-voting); and two representatives from Student Senate."~~ [FS 02/03 #5]

~~2. Term of office: Three-year staggered terms for faculty; two years for the Student Senate representative.~~

~~3. Duties:~~

~~a. To increase faculty and staff awareness of important actions being proposed at the state level.~~

~~b. To assist with Faculty and Staff contact with appropriate state officials.~~

~~c. To improve the state government's knowledge of the effects of their actions on the students and staff at UW-RF.~~

~~d. To actively evaluate current public relations efforts.~~

~~e. To initiate activities and publications which enhance the public relations of the University.~~

~~f. To maintain communications and the exchange of information between the University's and Colleges' and School's Public Relations Committees and the administration.~~

~~g. To seek out public relations ideas from members of the University community to promote a positive image of the University.~~

~~h. To be responsible for recommending and inviting the speakers for the Fall and Spring commencement exercises and to coordinate this effort with the offices of the Registrar and the Chancellor.~~

~~i. To function as the Honorary Degree Committee.~~

~~j. To advise the director of the Foundation and the Director of Development and Alumni Relations on activities relating to alumni concerns and events such as Homecoming, Alumni Weekend, and chapter meetings [FS 02/03 #5].~~

~~k. To seek nominations for the Distinguished Alumnus Award based on outstanding professional achievement and contributions to society; to forward a recommendation for this award to the Chancellor for final approval.~~

~~l. To seek nominations for the Outstanding Service Award and to forward recommendations for this award to the Chancellor for final approval; those eligible are persons outside of the University community who have made exemplary contributions to UW-River Falls through their support of the University's goals and their volunteer efforts on behalf of the University.~~

~~Section M-Faculty Hearing, Grievance, and Appeals Committee [FS 92/93 #11]~~

~~1. Membership:~~

~~a. Eight tenured faculty with each College and School represented [FS 98/99 #3] and with as many ranks as possible represented; and one academic staff member. The Assistant to the Chancellor for Equity and Compliance is an ex-officio, non-voting member.~~

~~b. If members of the Committee perceive a possible conflict of interest regarding a particular hearing or appeal, the Chair of the Committee reserves the right to request the Chair of the Faculty Senate to appoint substitute members to serve on the Committee. These substitute members will be selected from those who have served previously as members of the Faculty Hearing, Grievance, and Appeals Committee.~~

~~2. Term of Office: Three years, with one-third appointed each year.~~

~~3. Duties: To function as a hearing body to review appeals and grievances. Appeals and grievances are defined as:~~

~~a. Those allegations made by a faculty member(s) charging deprivation or invasion of academic freedom and/or a denial of equitable treatment in matters covered by the policies adopted by the faculty and administration relating to:~~

~~(1). Appointments, promotions, tenure and salary.~~

~~(2). Teaching loads and duties, i.e. working conditions generally.~~

~~(3). Retention/non-retention of probationary faculty.~~

~~b. Claims of violation of those standards and their application given in Wisconsin Statutes, Administrative Code, Personnel Guidelines, and other Board of Regents Rules and Regulations other than cases which fall within the province of the Termination Committee.~~

~~4. The findings of fact and conclusions and/or recommendations of the Committee shall not be regarded as preventing grievants from further appeal to such professional associations as the grievants may call upon.~~

~~5. To sit as a judiciary body to hear appeals of individual faculty members concerning decisions or actions in the foregoing areas. The Committee will investigate the appeal and make recommendations to the Faculty Senate and parties concerned.~~

~~6. Procedure for Appeals: In the event that the previous procedure has not resolved the grievance, grievance procedures as stated in Chapters 6, 9, and 10 of the Faculty Personnel Rules will be followed or as designated by the Board of Regents Policy, Personnel Guidelines, or State Statute.~~

~~7. The confidentiality of the proceedings of this Committee shall be maintained. The minutes of the Committee will be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and to the grievant. The findings and recommendations of each grievance case shall be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and the grievant.~~

~~Section N- Faculty Salary Committee~~

~~1. Membership: Eight faculty with at least one from each of the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. In addition, the UW-River Falls faculty representative to the UW-System's Faculty/Staff Compensation Advisory Committee is a full, voting member. [FS 03-04 #2] The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor or the Provost & Vice Chancellor's designee, the Vice Chancellor for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.~~

~~2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.~~

~~3. Duties: To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to the following:~~

~~a. Salary and salary increases;~~

~~b. Personnel evaluation and recommendations which pertain to salary and salary increases.~~

~~Section O- Faculty Welfare and Personnel Policies Committee~~

~~1. Membership: Seven faculty with at least one each from the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor's designee, the Vice Chancellor for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.~~

~~2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.~~

~~3. Duties:~~

~~a. To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to:~~

- ~~(1). equity and compliance [FS 98/99 #36];~~
- ~~(2). appointments and dismissal (academic year, summer, and extension);~~
- ~~(3). promotions and determination of rank;~~
- ~~(4). personnel evaluations and recommendations;~~
- ~~(5). tenure;~~
- ~~(6). sick leaves, leaves of absence, faculty development leaves, etc.;~~
- ~~(7). faculty working conditions; and~~
- ~~(8). fringe benefits.~~

~~b. To consider and recommend such additional guidelines and/or policies as may be conducive to faculty welfare.~~

~~c. To consult with the Executive Council of the Student Senate on items of mutual interest involving (1), (2), (3), (4) and (5) under a. above.~~

~~d. To provide to any member of the unclassified staff consultation and advice on the application of the Wisconsin Administrative Code, Chapter UWS 8, Unclassified Staff Code of Ethics.~~

~~e. To develop policies and procedures which shall, at a minimum, provide:~~

- ~~(1). standards concerning the use of University facilities and personnel in connection with outside activities;~~
- ~~(2). standards concerning absence from regular duties for the purpose of engaging in outside activities;~~
- ~~(3). guidelines identifying types or categories of outside activities which may result in a material conflict of interest; and~~
- ~~(4). for such reports of anticipated outside activities as are necessary to insure compliance with i.UWS 8.04;.~~

~~f. To develop and monitor the use of an instrument to report outside interests and activities of faculty and academic staff as required under UWS 8.025.~~

~~Section P -- General Education Committee [FS 03/04 #17]~~

~~1. Committee Structure: Responsibility for supervising the General Education Program at the University of Wisconsin–River Falls will be undertaken by a faculty committee comprised of the following voting membership: proportional representation of the faculty by college (determination to be based on FTE) not to exceed 10 faculty members appointed by Faculty Senate for three year terms, plus two student members appointed by the Student Senate. Each academic college must have at least one representative. Non-voting representatives will include a representative from the Office of the Vice Chancellor for Academic Affairs, the Assessment Committee, the Academic Programs and Policies Committee, the Library, and the Registrar's Office.~~

Committee Functions:

- ~~1. Promote and support the General Education program on the UWRF campus.~~
- ~~2. Define and review the policies for the General Education course submission procedure.~~
- ~~3. Approve/disapprove courses for the General Education program and communicate these decisions to the campus community.~~
- ~~4. Ensure that the Assessment Committee assesses the General Education Program every 10 years and recommends changes.~~
- ~~5. Carry out a review of General Education courses on a 5-year cycle.~~
- ~~6. Evaluate all assessment results and provide feedback to all relevant parties.~~
- ~~7. Recommend changes in the General Education structure to the Academic Programs and Policies Committee.~~
- ~~8. Promote opportunities for faculty development related to General Education.~~
- ~~9. Develop processes and procedures for removal of General Education courses from the curriculum.~~
- ~~10. Determine whether or not the course offerings for each General Education goal are sufficient to meet student needs.~~

Section Q – Honors Committee

~~Eliminated as a Faculty Senate Committee. [FS 98/99 #29]~~

Section R – Instructional and Learning Technologies Committee

~~[FS 91/92 #7; 89/90 #6; 87/88 #33]; [FS 94/95 #29; 96/97 #35; 97/98 #1]~~

1. Membership:

1. Membership: Voting members: 8 faculty and staff: two from the College of Education and Graduate Studies, two from the College of Agriculture, Food and Environmental Sciences, two from the College of Arts and Sciences, one from the ~~School College~~ of Business and ~~Economics [FS 98/99 #3], and Economics, and~~ one from the Fourth Division; two students appointed by Student Senate. Non-voting members: Director of Information Technology Services or representative; Vice Chancellor for Administration and Finance or representative; Provost & Vice Chancellor or representative; and one Library representative appointed by the Director of the ~~Library, Library.~~

2. Term

2. Term of Office: Faculty and staff: four years, one-fourth to be appointed each year. Students: one ~~year, year.~~

3. Definition:

3. Definition:

a. Instructional

a. Instructional Technologies describes computing and communication hardware/software resources and the corresponding infrastructure that can enhance delivery of instruction and curricular ~~integration~~, integration.

b. Learning

b. Learning technologies include computing and communication hardware/software resources that can enhance learning ~~outcomes~~, outcomes.

c. Examples

c. Examples of these resources are: permanent and mobile Technology Enhanced Classroom (TEC) resources, electronic communication resources (such as World Wide Web, e-mail, etc.), general access and other non-discipline-specific computer lab/classrooms, Learning Technology Development Center (LTDC), Distance Learning facilities and library use of instructional and learning ~~technologies~~, technologies.

4. Purpose:

4. Purpose:

a. To

a. To ensure faculty and academic staff representation in shared governance decisions regarding instructional and learning ~~technologies~~, technologies.

b. To

b. To represent faculty and academic staff interests regarding technology issues on other policy-making bodies such as the Technology Policy & Planning Team (TPP), the Information Technology Coordinating Council (ITCC), the students' Special Technology Fee Committee (STFC), ~~etc.~~, etc.

c. To

c. To act as a conduit through which the campus community is kept informed about current campus instructional and learning technology resources and related ~~issues~~, issues.

5. Duties:

5. Duties:

a. To

a. To facilitate on-going campus discussions that examine technology issues in the context of teaching and ~~learning~~, learning.

b. To

b. To identify and promote related faculty development ~~opportunities~~, opportunities.

c. To

c. To review and recommend policies with respect to allocation, implementation, use, assessment and support of instructional and learning ~~technologies~~, technologies.

~~d. To~~

d. To evaluate the overall effectiveness of campus support and delivery of Instructional and Learning Technology ~~resources.~~ resources.

~~e. To~~

e. To recommend priorities for the allocation of University Instructional and Learning Technology ~~resources.~~ resources.

~~f. To~~

f. To evaluate its own duties and membership as needed to reflect the rapid changes in instructional and learning ~~technologies.~~ technologies.

~~6. Procedure:~~

6. Procedure:

The Instructional and Learning Technologies Committee of the Faculty Senate will develop action and policy proposals regarding instructional and learning technologies. These proposals will go before the Faculty Senate for discussion and approval. When approved, the proposals will be forwarded to the Chancellor for ~~approval.~~ approval.

Section ~~S- M -~~ Instructional Improvement ~~Committee [FS 92/93 #12; 98/99 #31]~~ Committee

~~1. Membership:~~

1. Membership: Seven faculty, the ~~i. Provost~~ Provost & Vice Chancellor ~~or~~ or the Provost & Vice Chancellor's designee, the faculty representative to the Undergraduate Teaching Improvement Council, the chair of the Teaching Committee of the Faculty/Academic Staff Development Board, the chair of the University-wide Initiatives Committee of the Faculty/Academic Staff Development Board, and three ~~students.~~ students.

~~2. Term~~

2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring; one year for ~~students.~~ students.

~~3. Duties:~~

3. Duties:

~~a. To~~

a. To initiate and conduct such activities that might be of general value to the faculty in order to enhance teaching and ~~learning.~~ learning.

~~b. To~~

b. To work cooperatively with the Faculty/Academic Staff Development Board to implement specific programs consistent with duty a., such as helping to plan the programs for fall and spring faculty development ~~days.~~ days.

Section ~~T~~ N -- International Programs ~~Committee [FS 98/99 # 27; 91/92 #8; 87/88 #76]~~ Committee

1. Membership:

1. Membership: The International Coordinator from each ~~College and School, College,~~ -one faculty member from each ~~College and School, College,~~ -a faculty representative from a study abroad program from each ~~College and School, College,~~ -the Director of International Programs (Associate Vice Chancellor), the Director of the International Studies Minor, the Coordinator of International Program Services, and two students. All members have voting ~~rights.~~ rights.

2. Term

2. Term of Office: Four years for faculty with one-fourth being appointed each year; two years for students with one half being appointed each ~~year.~~ year.

3. Duties:

3. Duties:

a. To

a. To periodically review the UW-RF academic standards for students participating in international study ~~programs.~~ programs.

b. To

b. To periodically review the UW-RF standards for faculty leadership and student selection in international study ~~programs.~~ programs.

c. To

c. To periodically review existing study abroad/international programs to ensure that they are consistent with the Committee's, University's, state's and federal ~~standards.~~ standards.

d. To

d. To periodically review and make recommendations pertinent to brochures and the materials which describe international study opportunities available to UW-RF ~~students.~~ students.

e. To

e. To periodically review, recommend, and encourage internationalization of the ~~curriculum.~~ curriculum.

f. To

f. To periodically review standardized student and faculty training, orientation, and information to include issues related to study abroad legal liability, insurance coverage, emergency situations, personal expense responsibilities, and other ~~concerns.~~

~~Section U - Legislative Advisory Committee; [FS 91/92 #22] concerns.~~

~~Combined into External Relations Committee. [FS 98/99 #24]~~

Section ~~V - O -~~ Library ~~Committee Committee~~

~~1. Membership:~~

~~1. Membership:~~ Six faculty, at least one from each College, the Director of the Library, Academic Staff representative [FS 03/04 #28], and two ~~students.~~ students.

~~2. Term~~

~~2. Term of Office:~~ Three years for faculty and staff [FS 03/04 #28], one-third appointed each year; two years for students, one being appointed each ~~year.~~ year.

~~3. Duties:~~

~~3. Duties:~~ [FS 03/04 #28]

~~a. Receive~~

~~a. Receive~~ advance notice of significant issues and changes that may affect the mission of the library and effectively communicate these to the faculty and staff.

~~b. Provide~~

~~b. Provide~~ a mechanism for input regarding the library's collections, services, faculty and students needs, etc.

~~c. Receive~~

~~c. Receive~~ annual summaries of the library budget and periodic updates as significant changes are made to the budget.

~~d. Advocate~~

~~d. Advocate~~ on behalf of the development of the library's resources and services.

Section ~~W - Multicultural~~ P - Multicultural -Advisory Committee ~~[FS 99/00 #27; FS 92/93 #24; 87/88 #74]~~

~~1. Membership:~~

~~1. Membership:~~ Four faculty (one from each ~~College and SBE~~), College), -Coordinator of Ethnic Studies, Multicultural/Disadvantaged Coordinator, Assistant to the Chancellor for Equity and Compliance, an advisor to one of the multicultural student organizations and four students (preferably multicultural student organization ~~members).~~ members).

~~2. Term~~

~~2. Term of Office:~~ Three years for faculty, one-third appointed each year. One year for ~~students.~~ students.

3. Duties:

3. Duties:

~~a. To~~

a. To recommend recruitment and retention policies and programs which encourage the participation of students of racial and ethnic groups under represented in the university's undergraduate and graduate ~~programs.~~ programs.

~~b. To~~

b. To seek ways to encourage faculty and academic staff development focused on multicultural ~~issues.~~ issues.

~~c. To~~

c. To assess reports and information on the campus climate as it relates to multicultural issues and make appropriate recommendations for ~~improvement.~~ improvement.

~~d. To~~

d. To review the status and progress of the University's strategic diversity initiatives and make appropriate ~~recommendations.~~ recommendations.

~~e. To~~

e. To establish communication links with the multicultural student organizations so that committee members stay aware of campus issues and ~~events.~~ events.

~~f. To~~

f. To provide guidance on policy decisions related to multicultural issues to the Faculty ~~Senate.~~ Senate.

~~g. To~~

g. To seek ways to encourage infusion of multicultural content into the University curriculum and ~~courses.~~

~~Section X - Public Relations Committee; [FS 91/92 #1] courses.~~

~~Combined into External Relations Committee. [FS 98/99 #24]~~

Section ~~Y - Recruitment,~~ Q - Recruitment, -Admissions and Retention ~~Committee~~ Committee

1. Membership:

1. Membership: Seven faculty, with at least one each from the academic staff and/or rank of instructor, assistant professor, associate professor, and professor; and three students. The Director of Admissions will be an *ex-officio* member of this ~~committee.~~ committee [FS 03/04 ~~#32]~~ #32].

2. Term

2. ~~Term~~ of Office: Three years for faculty, one-third being appointed each year; one year for ~~students, students.~~

3. Duties:

3. ~~Duties:~~

a. ~~To~~

a. ~~To~~ examine and develop new, innovative, and/or experimental programs for the identification and recruitment of potential students and the retention of existing ~~students, students.~~

b. ~~To~~

b. ~~To~~ recommend policies for implementation of new recruitment and retention ~~programs, programs.~~

c. ~~To~~

c. ~~To~~ coordinate with the External Relations Committee in the examination and recommendation of methods for making the public aware of the academic programs offered at UW-River Falls, as well as the strong commitment to teaching and academic excellence on the ~~campus, campus.~~

Section ~~Z-Termination Committee~~ R - Termination Committee

1. Membership:

1. ~~Membership:~~ The Termination Committee is established by the faculty, in response to the requirements of UWS 4.03 and UWS 5.11 of the Wisconsin Administrative Code, as a standing committee of nine tenured, full-time faculty members, nominated and elected by the faculty. (Academic staff shall not participate in the election of this ~~committee, committee.~~)

2. Term

2. ~~Term~~ of Office: Three years with one-third (three members) being elected each year. The term of office begins ~~September~~ September

3. Election procedures:

3. ~~Election procedures:~~

a. Committee

a. ~~Committee~~ members shall be nominated and elected at ~~large, large.~~

b. The

b. ~~The~~ Vice Chair of the Faculty Senate shall supervise both nominations and elections to the Committee on ~~Termination, Termination.~~

c. All

c. ~~All~~ faculty members (but not Academic Staff) shall be eligible to nominate and vote for members

of the Committee on ~~Termination.~~ Termination.

d. During

d. During spring semester, the Vice Chair of the Faculty Senate shall furnish each voting member with a list of all tenured members of the faculty eligible for nomination. Each faculty member may nominate one person for each vacancy that exists on the ~~Committee.~~ Committee.

(1). Two

1) Two persons will be nominated for each vacancy. Those nominated will be faculty members receiving the largest number of ~~votes.~~ votes.

(2). The

2) The Vice Chair of the Faculty Senate will contact the nominees and obtain their consent before placing their names on the election ballot. If any nominee declines, the person having the next largest number of votes shall have his or her name placed on the ballot once it is determined by the Vice Chair that he or she accepts the ~~nomination.~~ nomination.

(3). The

3) The Vice Chair shall inform the voting faculty of the list of nominees and conduct the election by the end of the spring ~~semester.~~ semester.

(4). Election

4) Election shall be by secret ballot. The persons receiving the largest number of votes shall be declared elected and the vote will be ~~published.~~ published.

(5).

5) (5). Ties will be broken by ~~lot.~~ lot.

4. Internal Organization

4. Internal Organization

a. The

a. The Committee on Termination shall elect a chair and other necessary officers from among its members. Such officers shall not serve beyond the beginning of the next fall semester unless ~~re-elected.~~ re-elected.

b. For

b. For hearings, the Chair of the Committee on Termination shall select five panelists by lot from the nine elected Committee members. No one who has participated directly in the lay-off, dismissal or termination decision under consideration shall serve on that ~~panel.~~ panel.

c. If

c. If insufficient panelists are eligible from the nine standing Committee members, the chair shall

select additional members by lot from the eligible faculty in order to complete the hearing panel of five ~~members.~~ members.

~~d. Each~~

d. Each committee impaneled to conduct a hearing shall elect its own ~~chair.~~ chair.

~~e. A~~

e. A panel may select an advisor to assist it in the conduct of the hearing in such ways as it directs. Such an advisor shall have no vote in the deliberations of the ~~panel.~~ panel

~~5. Powers~~

5. Powers and ~~Responsibilities.~~ Responsibilities.

~~a. Hearings~~

a. Hearings shall be conducted in accordance with the procedures stipulated in ~~UWS 4;~~ UWS 5; or UWS 5 of the Wisconsin Administrative Code and any additional procedures deemed necessary to conduct ~~business.~~ business.

~~b. The~~

b. The Committee on Termination and the hearing panels are empowered to adopt such other procedures as they deem necessary for the proper conduct of their ~~business.~~ business.

Section ~~AA-Visiting S - Visiting~~ Professor ~~Committee~~ [FS 92/93 #13] Committee

~~1. Membership:~~

1. Membership: Two faculty from the College of Arts and Sciences, one from the College of Agriculture, Food and Environmental Sciences, one from the College of Education and Graduate Studies, one from the ~~School College~~ of Business and Economics [FS 98/99 #3] and a designee of the Director of Foundation, Alumni and ~~Development.~~ Development.

~~2. Term~~

2. Term of Office: Four years, with one quarter of the membership being appointed each ~~year.~~ year.

~~3. Duties:~~

3. Duties: The duties of this Committee are directed toward the administering of a *Visiting Professor* grant from the University of Wisconsin-River Falls ~~Foundation.~~ Foundation.

a. Initially,

a. Initially, the Committee selects the person to be brought to campus as a Visiting Professor, ideally for a minimum of three days. To begin the selection process, the Committee will solicit nominations from all of the academic departments of the University. Departments will submit their nominations with some background information. The Committee will attempt to select a candidate who has outstanding academic credentials and whose presentations may have appeal to a reasonable portion of the University community. The Committee may request that the sponsoring department make the initial contact with the candidate to obtain a curriculum vitae and to determine the feasibility of the candidate's visit. The Committee will then submit a proposal to the UW-RF Foundation requesting the funds needed for travel, lodging, meals, honorarium, etc. The Committee may modify this procedure as may be appropriate to facilitate the search and to assure fairness in the selection ~~process.~~ process.

b. Once

b. Once the Visiting Professor has been selected, the academic departments most relevant to this person's discipline should take over the arranging of events and schedules for the visit. The Visiting Professor Committee should work with these departments to help to schedule public lectures and other events in connection with the Visiting Professor's appearance. Together the Committee and the departments should try to arrange a schedule designed to give students and faculty opportunity for informal conversation and discussion with the Visiting ~~Professor.~~ Professor.

c. The

c. The Committee should strive to ensure that the discipline areas represented by the Visiting Professors change from year to year so that the interests of all of the Colleges ~~and the School~~ are fairly represented.

Administrative Committees

See the end of Chapter II for Administrative ~~Committees.~~ Committees.

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UW-RF Faculty/Academic Staff Handbook

Chapter III: Organization of the Faculty and Academic Staff

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3.1 Introduction

3.1.1 Faculty Governance

Chapter 36 of the Wisconsin Statutes defines the responsibilities of faculty in determining their own organizational structure and participating in the formulation of policies and programs for the University of Wisconsin System. *The faculty of each institution, subject to the responsibilities and powers of the Board, the president and chancellor of such institution, shall be vested with the responsibility for the immediate governance of such institution and shall actively participate in institutional policy development. As such, the faculty shall have the primary responsibility for academic and educational activities and faculty personnel matters. The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.* (Wis. Stats. 36.09 [4])

The Constitution of the University of Wisconsin-River Falls Faculty is based on Chapter 36 of the Wisconsin Statutes.

3.1.2 Definitions

UWS 1.01; Wis. Adm. Code Academic staff;

"Academic staff" means professional and administrative personnel, other than faculty and classified staff, with duties and types of appointments that are primarily associated with higher education institutions or their administration.

UWS 1.04; Wis. Adm. Code Faculty;

"Faculty" means persons who hold the rank of professor, associate professor, assistant professor, or instructor in an academic department or its functional equivalent in an institution. The appointment of a member of the academic staff may be converted to a faculty appointment in accordance with s. UWS 3.01 (1) (c).

UWS 1.05; Faculty status;

By action of the appropriate faculty body and chancellor of an institution, members of the academic staff may be designated as having "faculty status." "Faculty status" means a right to participate in faculty governance of an institution in accordance with the rules of the institution. Faculty status does not confer rank or tenure, or convert an academic staff appointment into a faculty appointment.

Academic staff were granted "faculty status" by action of the Faculty Senate and the Chancellor in 1975, as stated in Article II of the Constitution of the University of Wisconsin-River Falls.

Consequently, in the Constitution and By-laws, the word *faculty* means faculty and academic staff, unless a distinction is expressed.

3.1.3 Faculty Senate

The University faculty has delegated its powers and responsibilities on matters affecting educational policy-making to the Faculty Senate [Art. VI A]. Senators are elected from faculty in the five organizational divisions of the University: the four academic colleges; the "Fourth Division" of Student Personnel, University Services and the Library. (The number of senators is determined by a formula based, in part, on the total number of faculty in each division.) In addition, four senators-at-large are elected from the "senior ranks" of professors and associate professors and three senators-at-large are elected from the "junior ranks" of assistant professors, instructors, and academic staff personnel [Art. VI B.].

The Faculty Senate meets biweekly to consider agenda items prepared by the Faculty Senate Executive Committee and submitted to the University faculty at least three days prior to the meeting [Art. VI D (11).].

The Faculty Senate Executive Committee acts as the Faculty Senate Committee on Committees to make recommendations for faculty membership on Faculty Senate standing committees and Faculty/Administrative Committees and to designate chairs of the Faculty Senate standing committees [Article VI D; Faculty By-laws Article II E.].

3.1.4 University Faculty

Meetings of the University faculty are scheduled when necessary. The University faculty serve as members of Faculty Senate standing committees and Faculty/Administrative Committees to consider policies, problems, and programs and to recommend action by the Faculty Senate, the University faculty, or the Chancellor [Article IV].

Faculty standing committees include: Academic Policy and Program Committee; Academic Standards Committee; Advising Committee; Assessment Committee; Athletic Committee; Curriculum Committee of the University; External Relations Committee; Faculty Hearing, Grievance, and Appeals Committee; Faculty Salary Committee; Faculty Welfare and Personnel Policies Committee; General Education Committee; Instructional and Learning Technologies Committee; Instructional Improvement Committee; International Programs Committee; Library Committee; Multicultural Advisory Committee; Recruitment, Admissions and Retention Committee; Termination Committee; Visiting Professor Committee [Faculty By-laws Article III].

3.1.5 Student Representation in Faculty Governance

The Faculty Senate will receive and consider suggestions, proposals and recommendations submitted by the student body or its representatives [Article VI A (1)]. There will be student membership on Faculty Senate standing committees where the business of the committee involves matters of interest and importance to students [Faculty By-laws Article II E.].

3.2 Constitution of the UW-River Falls Faculty

Article I General Authority of the Faculty

It is the responsibility of the faculty, as a community devoted to scholarship, to engage in the formulation, implementation, and maintenance of programs and policies designed to effectively encourage the pursuit of knowledge. Within the limits prescribed by law and by the policies of the Board of Regents and in keeping with the tradition of the academic community, the general faculty serves as the organization through which policies are formulated and recommended to the Chancellor. The faculty is properly concerned with academic policies and programs, with how such policies are administered, and with any other matters that affect the general welfare of the University and the achievement of its goals.

Article II Definition of the Faculty

Faculty shall be defined to include the Chancellor, all professors, associate professors, assistant professors, and instructors. Academic staff were granted "faculty status" by action of the Faculty Senate and the Chancellor on July 29, 1975 and Sept. 16, 1975, respectively.

Article III Powers and Responsibilities of the Faculty

Faculty responsibility includes, but is not limited to, the areas of curriculum, subject matter, methods of instruction, standards for scholarship, research, academic program development for the student, academic advising, those aspects of student life which relate to the educational process, professional and welfare matters that relate to the faculty working environment, and the general areas of professional standards and overall faculty responsibility for the educational process within the University community.

Based on the historical principles of the right of those governed to participate in the decision-making that affects how they are to be governed, the following Constitution is intended to identify and delineate, within the University structure, the roles and responsibilities of the faculty within the University community.

Section A

The faculty shall have full academic freedom in the classroom, in research, and elsewhere as outlined in the AAUP statements on academic freedom.* Faculty members shall be free from institutional censorship or discipline when acting as citizens or in matters of academic freedom. In turn, members of the faculty shall

acknowledge and accept their responsibilities as professional people, and any public statement shall make clear whether they speak as individuals or as representatives of the University.

*1940 AAUP Statement of Academic Freedom and 1968 Recommended Institutional Regulations.

Section B

In the performance of its academic and legislative functions, the following shall be among the concerns and responsibilities exercised by the faculty, normally handled through the college, departmental, and committee structure:

- Determine all curricula of the institution, graduate and undergraduate.
- Determine academic standards and requirements for graduation.
- Advise and consult, at the request of the Chancellor, on the appointment of administrative officials.
- Participate in planning the physical facilities of the campus.
- Participate in formulating policies with respect to the annual budget.
- Participate in the development of criteria for and the awarding of promotions and salary adjustments.
- Participate in investigating cases and determining policies with respect to academic freedom, tenure, appointments, retention, non-retention, leaves, dismissals, and teaching loads.
- Participate in the development of extra-curricular and personnel programs of the University (e.g., intercollegiate athletics, health programs, student organizations).
- Study and make recommendations concerning any subject relative to the welfare of the University.

Section C

Whenever it becomes necessary to appoint a new Chancellor, the faculty shall elect a committee which, at the pleasure of the Board of Regents, shall be consulted in the selection process.

Section D

For the purposes of planning the total academic program, the entire faculty is responsible for institutional policy without respect to lines established for administrative convenience as described in Chapter II.

Article IV Faculty Organization

Section A

The faculty delegates to the elected members of the Faculty Senate its powers and responsibilities as affect the academic policies and programs and general welfare of the University, in accordance with the provisions of Article IV.

Section B

The faculty may at any time review the selection of the Faculty Senate. The faculty reserves the right to overrule any Senate action, such a veto requiring a majority vote of the quorum of the faculty.

Section C Meetings of the Faculty

Meetings of the faculty shall be scheduled when necessary.

Faculty meetings; may be called by the Chancellor (or a designated representative), or upon recommendation of the Faculty Senate to the Chancellor, or by a petition submitted to the Secretary of the Faculty Senate with signatures of 10% of the total faculty (the number as of September 15 of each academic year). At these meetings, the Chancellor, the Provost & Vice Chancellor for Academic Affairs, or the Chair of the Faculty Senate will preside.

The Faculty Senate may call "open hearings" of the faculty to discuss issues, to receive information, and to ascertain opinions and positions of the faculty.

The faculty will be given one week's advance notice in writing of the time, place, and agenda of the faculty meetings. All materials necessary for the business of the meeting will be circulated to the faculty not later than five days preceding the meeting. Items may be placed on the agenda by:

The Chancellor of the University
The Faculty Senate
Petition of 10% of the total faculty submitted to the Secretary of the Faculty Senate

Robert's Rules of Order (revised) shall determine procedure.
A quorum shall consist of 40% of the faculty during the academic year. If there is no quorum, the faculty members present, provided they number not less than 30% of the total faculty, may constitute themselves as a "committee of the whole" to discuss business on the agenda and prepare legislation for the faculty vote. During the summer, the Faculty Senate shall conduct the business of the faculty and will delay action on that business requiring faculty approval until the academic year. In emergency situations, 50% of the summer faculty returning for their next academic year shall constitute a quorum.

The Chancellor shall appoint a faculty parliamentarian whose duties shall be to interpret parliamentary procedure at faculty meetings.

Action by the faculty shall be taken at a faculty meeting except:

In amending the Constitution, the balloting shall be by mail with a majority determining the result.

When a quorum of the faculty is not present at a faculty meeting, vote upon an issue will be taken by a mail ballot, the validity of such a vote depending upon the participation of at least a quorum of the faculty. A majority vote would be binding as a faculty position and as a recommendation to the Chancellor.

Article V Chancellor's Reponse

Section A - Chancellor's Response to the Faculty Senate

In all appropriate matters of University policy, all decisions of the Faculty Senate shall be forwarded to the Chancellor of the University for his or her implementation or veto. In the event the Chancellor chooses to veto action of the Faculty Senate, he or she shall so inform the Chair of the Faculty Senate within a reasonable period of time.

If agreement on the issue cannot be reached, the Faculty Senate, by a two-thirds vote, may refer the matter to a general faculty meeting for discussion to be followed by a mail vote. If at least two-thirds of the faculty concur with the Faculty Senate action, the Chair of the Senate will request the Chancellor to reconsider the veto and to take such further steps toward reconciliation of differences as the Chancellor and the Faculty Senate may agree to be appropriate.

Section B

In the event that the Chancellor chooses to veto action taken by the faculty at a faculty meeting, that matter will be placed on the agenda for the next faculty meeting for discussion to be followed by a mail vote. If at least two-thirds of the voting faculty concur with the original faculty action on the issue, the Chair of the Senate will request the Chancellor to reconsider the veto and to take such steps toward a reconciliation of differences as the Chancellor and the Faculty Senate may agree to be appropriate.

Article VI The Faculty Senate

The Faculty Senate is the legislative arm of the faculty. As such, the faculty delegates to the Senate its powers and responsibilities as affect the academic policies and programs, faculty affairs, and the general welfare of the University in accordance with the provisions of Article III.

Section A - Powers, Duties, and Responsibilities of the Faculty Senate:

- Receive and consider suggestions, proposals, and recommendations brought before the Senate by the faculty, student body, and the administrative staff.

- Prepare resolutions, proposals, recommendations, and specific legislation for faculty action.
- Participate with the Chancellor in the establishment and termination of the functions and membership of all standing committees. There shall be provision for the establishment of faculty committees within the By-laws of the Constitution. Specific provisions governing the powers, responsibilities, and procedures of faculty committees and the procedure of their appointment are to be found in the By-laws of the Constitution.
- Serve as coordinating and expediting agency for the work of standing committees and assign responsibility along with the Chancellor for the execution of studies and activities of these committees. All recommendations for policy changes in the orientation and direction of all committees must be submitted for approval to both the Faculty Senate and the Chancellor.
- Study and recommend policies designed to improve faculty welfare.
- Establish general interpretations of academic policy and regulations.
- Conduct nominations and elections of members of the Senate, as defined in Article VI, Section C.
- Inform the general faculty, the administration, and the student body of all Senate actions affecting the areas of their respective concerns.
- Recommend to the Chancellor the University calendar, subject to the regulations of the Board of Regents.
- Provide for and regulate such funds as may be raised and expended by the general faculty.
- Study and make recommendations concerning any other subjects relative to the general welfare of the University.

Section B Organizational Structure of the Faculty Senate

1. The faculty, for purposes of organization, shall be partitioned as follows: the College of Agriculture, Food and Environmental Sciences; the College of Education and Professional Studies; the College of Arts and Sciences; the College of Business and Economics; and the remaining division (Fourth Division), composed of faculty within Student Personnel, University Services, and the Library. Each of the five divisions shall elect one (1) senator for each thirty (30) staff members or major portion thereof. An additional seven (7) senators shall be elected from and by the faculty-at-large.
2. The seven senators-at-large shall be distributed as follows:
Four (4) professors and/or associate professors, hereafter referred to as the senior ranks
Three (3) assistant professors, instructors, and academic staff personnel, hereafter referred to as the junior ranks.
3. The term of office of a senator shall be three years, approximately one-third to be elected each year. The term of office will end when employment at UW-River Falls ends, and a new senator will be elected to complete the term.
4. All faculty members shall be eligible to nominate and vote for members of the Senate as provided for in Article VI, Section C of the Constitution,
5. To be eligible for election to the Faculty Senate, the faculty member must be an eligible voter and must have completed a minimum of one (1) semester, excluding summer sessions, on the faculty.

6. Election of Senate members will take place in spring semester and will be completed by the end of the tenth week of that semester. Newly elected senators will take office at the last regular meeting of spring semester.
7. Vacancies that occur will be filled for the term by a special election to be conducted in the same manner as the regular nominations and elections. Said special elections shall be completed within four weeks of the occurrence of the vacancy, except that any permanent vacancy occurring in the summer shall be filled by the fourth week of the fall semester.
8. The Faculty Senate shall be free to function during the full calendar year. In the absence of a senator for more than three consecutive semesters (including a summer session as the equivalent of a semester), the seat of that senator shall be declared vacant and a special election held to fill the vacancy. Should a senator be absent for a lesser period of time, the absent senator; may nominate in writing a temporary replacement to act in his or her behalf and said nominee shall be confirmed only by a majority vote of the Faculty Senate.
9. A change in the nature of a senator's position such as change of college/division or rank shall have no effect upon a faculty member's tenure on the Faculty Senate.
10. One additional senator will be appointed from the Administrative Council by the Chancellor. This Senate seat will be a yearly appointment. The Chancellor will appoint the senator in the fall of each year by September 15. This Senate seat is intended to improve communication between the faculty and the administration.

Section C Election Procedures for the Faculty Senate

1. The Vice Chair, as the agent of the Faculty Senate, shall conduct and validate elections.
2. The procedure for electing Senators shall be initiated by March 1 in the spring semester.
3. **Division Elections - Senate Seats:**

During spring semester, the Vice Chair shall inform the faculty members of the number of Senators to be elected from their respective divisions. A list of those eligible shall also be provided. A nominating ballot shall be conducted, by division, in which each faculty member may nominate one person for each vacancy within his or her division. This method shall be used to elect two candidates for each position. The candidates chosen shall be those receiving the highest number of nominating votes. No person may be placed on the election ballot with fewer than two nominations, and if only one willing nominee receives two or more nominations, his or her name only will be placed on the election ballot along with the following notice: *Supporters of this candidate should return a voted ballot to prevent a run-off election involving write-ins*; and if no willing nominee receives more than one nomination, the Vice Chair will place all willing nominees on the initial ballot. If ties prevent an identification of two for each vacancy, additional candidates shall be included as required by a tie. The Vice Chair is responsible for determining if candidates are willing to serve on the Senate. Candidates unwilling to serve shall be replaced by persons receiving the next highest number of nominating votes.

The Vice Chair shall see that all voters receive ballots in good time and shall do whatever else is necessary for an effective election process.

Additional candidates may be nominated by written petition signed by no fewer than five eligible voters from within the division within three business days of the announcement of nominated candidates.

Upon completion of the slate of candidates for the Faculty Senate seat(s) within each voting division, an election by secret ballot shall be conducted. Faculty may cast one vote per vacancy on the ballot.

Candidates receiving the most votes will be elected. Ties in the division elections shall be broken by lot supervised by the Vice Chair.

The names of the individuals elected to the Senate shall be reported in the Faculty Senate minutes. Upon request, the vote totals shall be available from the Vice Chair of the Senate.

4. At Large Election - Senate Seats:

During spring semester and following the election of division Senators, the Vice Chair shall furnish each faculty voter a list of those eligible for nomination and election to the Senate from the senior ranks and a similar list of those eligible from the junior ranks. The Vice Chair shall identify the number of vacancies at the senior and junior levels, and each faculty member may nominate one person for each vacancy. Two candidates shall be chosen by this method for each vacancy. Those chosen shall be the persons with the largest number of votes in the respective ranks. No person may be placed on the election ballot with fewer than two nominations, and if only one willing nominee receives two or more nominations, his or her name only will be placed on the election ballot along with the following notice: *Supporters of this candidate should return a voted ballot to prevent a run-off election involving write-ins*; and if no willing nominee receives more than one nomination, the Vice Chair will place all willing nominees on the initial ballot.

In addition to candidates selected under (a), the at-large election ballot shall include names of individuals nominated by petition. Petitions containing the signatures of at least fifteen qualified voters shall be sufficient to place names on the at-large election ballot. Petitions must be submitted within three business days of the announcement of nominated candidates.

Upon completion of the slate of candidates, the Vice Chair shall conduct a University-wide election by secret ballot. The winners of the election shall be those receiving the most votes. Ties shall be broken by lot supervised by the Vice Chair.

The names of the individuals elected to the Senate shall be reported in the Faculty Senate minutes. Upon request, the vote totals shall be available from the Vice Chair of the Senate.

Section D - Internal Organization of the Faculty Senate

The officers of the Senate shall consist of a Chair, a Vice Chair, and a Secretary, all to be chosen from and by the elected members of the Senate. The Executive Committee of the Faculty Senate shall be the elected officers of the Senate plus two other senators elected from the Faculty Senate at-large. The Executive Committee should include representation from each of the faculty voting divisions.

The officers and other members of the Executive Committee of the Senate shall be elected by secret ballot at an organizational meeting of the new Senate at the last regular meeting during spring semester and shall hold office for one calendar year. The organizational meeting shall be called by the Chair of the retiring Senate. A majority of all votes cast shall be necessary for election.

Vacancies in the Executive Committee of the Senate shall be filled by special election.

One of the functions of the Executive Committee of the Faculty Senate is to act as the Committee on Committees.

The Faculty Senate shall enact, amend, or repeal By-laws by a two-thirds vote of all members of the Senate. Any Senate action upon By-laws must be proposed at one meeting and taken up at the following meeting. However, in any case, a period of at least seven (7) days should elapse between the proposal of By-laws and their adoption. A copy of the By-laws shall be distributed to all faculty members.

The Senate shall have regularly scheduled meetings during the academic year and summer session and shall be subject to call at other times.

Special meetings may be called by the Chair, the Chancellor of the University, or at the written request of at least six members of the Senate.

All Senate sessions shall be open to all faculty members except for good and sufficient reasons which shall be made known to the faculty. Any member of the faculty may address the Senate after securing recognition from the Chair. The Senate may call "open hearings" of the faculty to discuss issues, receive information, and ascertain opinion and positions.

Minutes of the Senate meetings shall be distributed to all faculty members.

Roberts' Rules of Order (revised) shall determine procedure.

The agenda shall be prepared by the Executive Committee of the Senate and submitted to the faculty three days prior to a regular Senate meeting. Any issues or recommendations shall be placed on the agenda by:

- The Faculty Senate Executive Committee
- The Chancellor of the University
- Faculty committees
- A majority vote of the senators present and voting at a meeting (Motion to place on agenda is not debatable)
- A petition signed by no fewer than twelve (12) faculty members.

Regular meetings of the Faculty Senate shall be scheduled in alternate weeks starting with the first week of fall semester, at such time and place as designated by the Faculty Senate Chair.

Duties of Faculty Senate Officers

Chair of the Faculty Senate:

- Preside over all meetings of the Faculty Senate
- Appoint all *ad hoc* Committees as authorized by the Faculty Senate
- Serve as liaison between the Chancellor and the Faculty Senate
- Call and conduct meetings of the Executive Committee
- Serve as the Senate's representative to the body known as "Faculty Representatives"

Vice Chair of the Faculty Senate:

- Preside over meetings in the absence of the Chair
- Keep a record of on-going changes for the Faculty/Academic Staff Handbook
- Serve the Faculty Senate as a resource person on the content of the Faculty/Academic Staff Handbook
- Update the on-line Faculty Handbook annually and in accordance with the August 1 deadline for changes. Make copies of the Handbook as needed.
- Validate, supervise, and conduct elections under jurisdiction of the Faculty Senate

Secretary of the Faculty Senate:

- Act as Secretary of the Faculty and be the recipient of items to be placed on the agenda
- Keep minutes of the Faculty Senate and Faculty meetings and effect the appropriate distribution of these minutes
- Transmit Faculty Senate actions in writing to the Chancellor for his or her information and/or approval
- Provide for notification of Faculty and Faculty Senate meetings as specified in the Constitution
- Transmit pertinent Faculty Senate actions in writing to the Faculty Senate Chair
- Receive and present to the Senate all appropriate correspondence
- Keep duplicate copies of all written records for annual disposition in the University Archives.

The Chair of the Faculty Senate shall appoint a parliamentarian whose duties shall be to interpret parliamentary procedure at all regular and special Senate meetings.

Article VII Amendment and Ratification

Section A

Ratification of this Constitution will be by a majority of faculty voting in a mail ballot and acceptance by the Chancellor of the University

Section B

Amendment of this Constitution will be by a majority of faculty voting in a mail ballot, provided notice of the proposed amendment has been given to the faculty at least two weeks prior to the vote. Amendments may be proposed by a majority vote of the Faculty Senate or by petition submitted to the Faculty Senate bearing signatures of at least 10 per cent of the faculty. In addition, all amendments to this Constitution must be approved by the Chancellor.

3.3 Faculty By-laws

Article I Authority for Faculty By-laws

The authority for Faculty By-laws is found in Article VI, Section A, Item 4 of the Constitution of the University of Wisconsin-River Falls Faculty (revised and approved Fall, 1974).

Article II Operation of Committees

Section A

Committees are responsible to the Chancellor through the Faculty Senate unless directed to report elsewhere at the time of establishment. In their consideration of policies, problems, and programs, committees shall seek information from and the counsel of the Chancellor, faculty, and students.

Committees should keep appropriate groups and individuals (especially the Chancellor) informed of their activities and progress.

Committees, when necessary and appropriate, may establish *ad hoc* task forces to study specific problems and recommend action to the sponsoring committee.

Section B – Meetings

Committees shall meet at least once per academic term.

Committee chairs shall arrange meeting times which allow faculty, staff, and student committee members to attend the meeting.

Committee chairs will arrange for all interested faculty, staff, and students to present views and opinions on all issues being considered.

Section C – Methods of Reporting

Committees shall provide the Chancellor, the Chair and the Secretary of the Faculty Senate, and the President and Secretary of the Student Senate with minutes of each meeting. These minutes shall be on file in the Faculty Senate office and, unless otherwise designated in the description of the committee, shall be open to the faculty. After three years, minutes will be moved to the University Archives.

Formal recommendations from committees should be prepared in triplicate, one copy each going to the Chancellor, the Faculty Senate, and the Student Senate. Upon receipt of a committee recommendation, the Faculty Senate may follow any one of three courses of action: it may (1) accept the recommendation without change or (2) accept it with modification, whereupon the committee recommendation becomes a faculty recommendation and is forwarded to the Chancellor for approval or veto, or it may (3) reject a committee recommendation.

Committees may ask, through the Senate or the Chancellor, that an issue be placed on the agenda for a faculty meeting. Such a request may grow out of the need for general discussion or information, or out of dissatisfaction with the action taken by the Senate or the Chancellor.

Each committee shall prepare a written report to the faculty at least once a year, citing its activities, concerns, and accomplishments for that year. This report shall be submitted to the Secretary and the Chair of the Faculty Senate and to the Chancellor of the University. Committees shall also provide interim reports when requested to do so.

Section D – General Functions of Committees

- To continuously study and review those matters over which jurisdiction has been assigned.
- To formulate legislative recommendations for action by the Faculty Senate, the general faculty, or the Chancellor
- To provide University-wide leadership and stimulate creative responses in coping with problems and questions in the assigned area.
- To coordinate University-wide activities and programs in the assigned area.
- To implement, supervise, or coordinate University policies when authorized to do so by the Faculty Senate or by procedures established by the By-laws.
- To report to the Faculty Senate and to the Chancellor their recommendations, favorable or unfavorable, on matters referred to them for study, examination, or research.

Section E – Appointment to Committees

Wherever practicable, committee membership shall include representation from each of the voting divisions of the faculty. Membership on the Senate shall not be a prerequisite for membership on a faculty committee. In cases where the business of a committee involves matters that are of interest and importance to students, there shall also be student membership on the faculty committee.

The Senate's Executive Committee will receive from the faculty its preferences as to committee appointments and will present to the Senate a list of nominees for existing vacancies. The Senate may propose alternative names or simply approve the Committee's slate. Final appointments to and removal from standing committees are, unless otherwise specified, made by the Faculty Senate with final approval by the Chancellor.

The Chair of each committee will be designated annually by the Faculty Senate and shall preferably be a retained member of the committee and appointed by the same process as committee members.

Term of membership is provided for in the definition of each committee (see Article III, By-laws); however, membership terms will be staggered so that each committee will be comprised of retained and new appointees. (Initial length of term will be determined by committee lot.)

It is the intention that appointments to committees be rotated as much as possible.

A committee member who is unable to attend committee meetings may appoint a proxy for a period of time not to exceed one semester, subject to the committee's acceptance of that proxy.

Article III Standing Committees

Section A - Academic Program and Policy Committee

Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost & Vice Chancellor designee, and four students.

1. Term of office: three years for faculty, one-third to be appointed each year; one year for students.
2. Duties:
 - a. To establish the goals and objectives of the undergraduate curriculum of the University.
 - b. To establish the goals and objectives of the graduate curriculum of the University in consultation with the Graduate Council.
 - c. To examine and evaluate the overall curriculum of the University for possible improvements, to recommend revisions, and to initiate suggestions for study and action.
 - d. To examine and recommend to the Faculty Senate proposals for new graduate degree and certificate programs, undergraduate minors and majors, general education, American cultural diversity and global perspective courses, and any other new academic programs. Graduate programs will be forwarded to the Academic Program and Policy Committee by the Graduate Council. [FS 03/04 #21]
 - e. To examine and promote the development of new, experimental, and innovative curricular programs and offerings at both the graduate and undergraduate level.
 - f. To examine and recommend to the Faculty Senate proposals for substantial changes in graduate degrees and certificate programs and undergraduate majors and submajors.
 - g. If the committee rejects a proposal for a new program from a Department or the Graduate Council, that body may request a vote on the proposal by the Faculty Senate. If rejected, the Faculty Senate will supply the department or Graduate Council with a summary of its reasons.
 - h. To approve the plan for assessment of General Education submitted by the Assessment Committee. The Assessment Committee will assess General Education every ten years in conjunction with and prior to the campus visit by the re-accreditation team of the Higher Learning Commission of the North Central Association of Colleges and Schools.
3. Procedure: The committee shall, in consultation with the Provost and Vice Chancellor, coordinate university-wide programs as specified under "Duties" above and require reports from faculty responsible for conducting such programs as requested.
4. Recommendations dealing with general education, diversity, new graduate and undergraduate programs and majors/minors are approved by Academic Policy & Program, Faculty Senate, the Provost & Vice Chancellor, and the Chancellor, in that order.

Section B – Academic Standards Committee

1. Membership: Six faculty; The Dean of the College of Agriculture, Food and Environmental Sciences, the Dean of the College of Arts and Sciences, the Dean of the College of Education and Professional Studies, the Dean of the College of Business and Economics; or their designees; the Registrar; the Assistant to the Chancellor for Equity and Compliance (ex-officio, non-voting); and four students.
2. Term of Office: Three years for faculty, one-third being appointed each year; one year for students.
3. Duties:

- a. To develop and recommend academic policies in the following areas: admission, drop-add, graduation requirements, pass-fail, probation, retention, scholastic standards, student academic load, student program changes, transfer, re-entry and withdrawal.
 - b. To recommend procedures for the implementation of academic policies.
 - c. To interpret academic policies upon the request of the Provost & Vice Chancellor and/or the Registrar.
 - d. To hear appeals relative to academic policy implementation.
4. Procedure:
- a. The Registrar will carry out the academic policies of the University under the direction of the Provost & Vice Chancellor
 - b. Each Academic Dean shall have the prerogative within the established policy to make decisions regarding requirements in his or her own College. Appeal of the Dean's decisions may be made to the Academic Standards Committee by students or faculty.
 - c. All policy questions about University requirements shall be referred to the Academic Standards Committee
 - d. Decisions of the Academic Standards Committee may be appealed by the student to the Provost & Vice Chancellor.

Section C – Advising Committee

- 1. Membership: Five faculty members: one from the College of Agriculture, Food and Environmental Sciences, one from the College of Education and Graduate Studies, two from the College of Arts and Sciences, one from the College of Business and Economics; the Director of the Academic Success Center, the Associate Director of the Academic Success Center, and two students - one appointed by Student Senate and one appointed by the Student Advisory Board of the Academic Success Center.
- 2. Term of Office: Three years for faculty, one year for students.
- 3. Duties:
 - a. To examine and develop innovative and/or experimental programs for advising students deemed at risk.
 - b. To evaluate periodically the student academic advising system and recommend changes that will increase the system's effectiveness.
 - c. To recommend policies for implementing new advising programs and improving current ones.
 - d. To serve in an advisory capacity for activities that involve academic, career, and personal counseling.
 - e. To encourage recognition of the importance of advising as a part of faculty responsibility and to recommend and revise procedures for evaluating faculty participation in advising.

Section D – Assessment Committee

1. Membership: Provost & Vice Chancellor (or representative), two students (appointed by Student Senate;), six Faculty/Staff (appointed by Faculty Senate; all five divisions represented), and one representative from each Dean's office (ex-officio, non-voting).
2. Term of Office: Three years for each faculty, one-third to be appointed each year; one year for students.
3. Duties:
 - a. To examine the University's assessment effort in light of the select mission and nature of UW-RF.
 - b. To propose changes in the assessment efforts to the Faculty Senate, when necessary.
 - c. To identify sources of necessary resources for assessment efforts.
 - d. To provide Faculty input into University reports on assessment.
 - e. To assess General Education every ten years. The last assessment began in the 2002-2003 academic year. The Assessment Committee will recommend instruments, methods, timetable and design for the general education assessment to the AP&P Committee. The AP&P Committee will approve or disapprove the Assessment Committee's Plan. Once approved, the Assessment Committee will coordinate the collection of data needed for the assessment. The Assessment Committee will tabulate their results and give them to the AP&P committee.

Section E – **Athletic Committee**

1. Membership: Six faculty and six students (with equal representation of men and women), the Athletic Director and the Associate Athletic Director, the Chair of the Department of Health and Human Performance, the Men's and Women's Athletic Conference Representatives to the Wisconsin Intercollegiate Athletic Conference (WIAC) and the Assistant to the Chancellor for Equity and Compliance. Ex-officio, non-voting members: all coaches and the Assistant Director of the Leadership Center (Recreation and Wellness).
2. Term of Office: Six years for faculty with one-sixth being appointed each year. Two years for students with half one-half being appointed each year.
3. Duties:
 - a. Review and remain current on the policies prescribed by the NCAA and WIAC.
 - b. Approval of the final recommendations as to how the money received from the Student Senate is to be budgeted.
 - c. Review of budgeted funds, statements, gate receipts, and expenditures of the Athletic Department. Review and audit report.
 - d. Must approve unbudgeted, unscheduled athletic events which involve University intercollegiate athletic teams.
 - e. Promote athletic programs and develop relations with other institutions.
 - f. Recommend policies for the improvement of the athletic programs and facilities of the University. Increase involvement in the areas of responsibility in athletic programs.
 - g. Recommend to the Chancellor candidates for appointment as faculty representatives to WIAC.

- h. Assist the Chancellor of the University, the Athletic Director, and the Chair of the Department of Health and Human Performance in interviewing and recommending personnel for coaching positions.
- i. Review equity issues involving men's and women's athletics.

Section F – Curriculum Committee of the University

1. Purpose:
 - a. To provide a university wide forum for the critical reading and response to new course proposals and all changes in all existing course proposals.
 - b. To facilitate the resolution of differences between colleges where duplication of course content occurs.
 - c. To provide continuity and guidance regarding course proposal format.
 - d. To provide continuity and guidance regarding the amount of detail in course proposals.
 - e. To maintain a standardized form to be used for all course proposals and accompanying transmittal form.
2. Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost and Vice Chancellor's designee, and three students. The nine faculty members selected will include at least one representative from each of the colleges. The Registrar or designee and a representative from the library will sit as an ex-officio, non-voting members of the Committee.
3. Term of Office: Three years for faculty, one-third to be appointed each year, one year for students.
4. Duties:
 - a. To receive and evaluate courses involving multiple colleges.
 - b. To receive and record proposals for new courses and changes in course offerings that have been approved by the appropriate College Curriculum Committee and/or Graduate Council. Receipt of these courses is for the purposes of the record. The Curriculum Committee of the University, however, reserves the right to review such courses and make recommendations in relation to the quality and application of credit prior to recording and to adjudicate and make recommendations in those cases that involve University regulations or cross college conflict or need.
 - c. To coordinate procedures with all College Curriculum Committees and/or Graduate Council.
 - d. To suggest changes in format of the course proposal form and transmittal form.
5. Procedure:
 - a. Courses are generally generated and developed by department faculty. Course proposals must be reviewed and approved at the departmental level. Letters of support from persons in departments that were consulted where possible curriculum overlap may occur must be forwarded with the proposal. The originating department must sign off on the accompanying transmittal form. The proposal is then sent to the college curriculum committee or other appropriate committees if the course is intercollege in nature.

- b. The Dean of the College approves or disapproves new courses and/or changes in course offerings by signing off on the accompanying transmittal form. This signature is an indication that the Dean acknowledges the impact the course may have on faculty load and financial requirements.
- c. Course proposals approved by the Deans are forwarded to the University Curriculum Committee (one copy per member). When a course is revised or changed copies of the old original proposal must also be sent to the Curriculum Committee. A signed transmittal form must accompany all course proposals.
- d. The University Curriculum Committee Chair will publish in the committee's agenda a list of all courses to be reviewed by the University Curriculum Committee so as to inform the University Faculty. Information should be published five working days prior to committee action or in a timely manner in accordance with Wisconsin open meeting statutes.
- e. A departmental representative should be at the meeting to represent new and reprised course proposals. The representative should be prepared to provide a short verbal explanation/justification of the new or revised course proposal. The representative will serve as a liaison between the University Curriculum Committee and the department in which the proposal originated. The committee may ask the representative to clarify information and provide background material.
- f. Guidelines for review and approval of course proposals:
 - 1) Review for accuracy information prompts, such as year of first offering, minor/major requirements.
 - 2) Check for the inclusion of appropriate prerequisites.
 - 3) Review for adequacy of course outlines and attachments including letters of support from persons in departments that were consulted where possible curriculum content overlap may occur.
 - 4) Adjudicate and make recommendations in those cases of overlap or other conflicts involving university regulations or intercollegiate differences.
- g. Guidelines for information dissemination after committee action.
 - 1) Minutes of all the meetings will be sent to:
 - a) all committee members
 - b) chairs of all college curriculum committees
 - c) all Dean's of Colleges
 - 2) The original course proposal with accompanying transmittal form will be sent to the Dean's Office of the appropriate college for the permanent/official files. Copies, including transmittal form, will also be sent to the person who submitted the course proposal and one to the Department(s) in which the course will be taught.

Section G - External Relations Committee

- 1. Membership: Ten faculty members with at least one representative from each of the four Colleges and the Fourth Division; the Chancellor's designee; the Director of the News Bureau (*ex officio*, non voting); the Assistant Chancellor for University Advancement (*ex officio*, non voting); the Director Development and Alumni Relations (*ex officio*, non voting); and two representatives from Student Senate.
- 2. Term of office: Three-year staggered terms for faculty; two years for the Student Senate representative.

3. Duties:

- a. To increase faculty and staff awareness of important actions being proposed at the state level.
- b. To assist with Faculty and Staff contact with appropriate state officials.
- c. To improve the state government's knowledge of the effects of their actions on the students and staff at UW-RF.
- d. To actively evaluate current public relations efforts.
- e. To initiate activities and publications which enhance the public relations of the University.
- f. To maintain communications and the exchange of information between the University's and Colleges' Public Relations Committees and the administration.
- g. To seek out public relations ideas from members of the University community to promote a positive image of the University.
- h. To be responsible for recommending and inviting the speakers for the Fall and Spring commencement exercises and to coordinate this effort with the offices of the Registrar and the Chancellor.
- i. To function as the Honorary Degree Committee.
- j. To advise the Director of the Foundation and the Director of Development and Alumni Relations on activities relating to alumni concerns and events such as Homecoming, Alumni Weekend, and chapter meetings.
- k. To seek nominations for the Distinguished Alumnus Award based on outstanding professional achievement and contributions to society; to forward a recommendation for this award to the Chancellor for final approval.
- l. To seek nominations for the Outstanding Service Award and to forward recommendations for this award to the Chancellor for final approval; those eligible are persons outside of the University community who have made exemplary contributions to UW-River Falls through their support of the University's goals and their volunteer efforts on behalf of the University.

Section H - Faculty Hearing, Grievance, and Appeals Committee

1. Membership:

- a. Eight tenured faculty with each College represented and with as many ranks as possible represented; and one academic staff member. [FS 04/05 #7]
- b. If members of the Committee perceive a possible conflict of interest regarding a particular hearing or appeal, the Chair of the Committee reserves the right to request the Chair of the Faculty Senate to appoint substitute members to serve on the Committee. These substitute members will be selected from those who have served previously as members of the Faculty Hearing, Grievance, and Appeals Committee.

2. Term of Office: Three years, with one-third appointed each year.

3. Duties: To function as a hearing body to review appeals and grievances. Appeals and grievances are defined as:

- a. Those allegations made by a faculty member(s) charging deprivation or invasion of academic freedom and/or a denial of equitable treatment in matters covered by the policies adopted by the faculty and administration relating to:
 - 1) Appointments, promotions, tenure and salary.
 - 2) Teaching loads and duties, i.e. working conditions generally.
 - 3) Retention/non-retention of probationary faculty.
 - b. Claims of violation of those standards and their application given in Wisconsin Statutes, Administrative Code, Personnel Guidelines, and other Board of Regents Rules and Regulations other than cases which fall within the province of the Termination Committee.
4. The findings of fact and conclusions and/or recommendations of the Committee shall not be regarded as preventing grievants from further appeal to such professional associations as the grievants may call upon.
 5. To sit as a judiciary body to hear appeals of individual faculty members concerning decisions or actions in the foregoing areas. The Committee will investigate the appeal and make recommendations to the Faculty Senate and parties concerned.
 6. Procedure for Appeals: In the event that the previous procedure has not resolved the grievance, grievance procedures as stated in Chapters 6, 9, and 10 of the Faculty Personnel Rules will be followed or as designated by the Board of Regents Policy, Personnel Guidelines, or State Statute.
 7. The confidentiality of the proceedings of this Committee shall be maintained. The minutes of the Committee will be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and to the grievant. The findings and recommendations of each grievance case shall be forwarded to the Executive Committee of the Faculty Senate, the Chancellor, and the grievant.

Section I - Faculty Salary Committee

1. Membership: Eight faculty with at least one from each of the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. In addition, the UW-River Falls faculty representative to the UW-System's Faculty/Staff Compensation Advisory Committee is a full, voting member. [FS 03-04 #2] The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor or the Provost & Vice Chancellor's designee, the Vice Chancellor for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.
2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.
3. Duties: To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to the following:
 - a. Salary and salary increases;
 - b. Personnel evaluation and recommendations which pertain to salary and salary increases.

Section J - Faculty Welfare and Personnel Policies Committee

1. Membership: Seven faculty with at least one each from the following: academic staff and/or the rank of instructor, assistant professor, associate professor, professor; and two students. The Assistant to the Chancellor for Equity and Compliance, the Provost & Vice Chancellor's designee, the Vice Chancellor

for Administration and Finance, and the Special Assistant to the Chancellor are all ex-officio, non-voting members.

2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring.
3. Duties:
 - a. To develop, continuously evaluate, recommend, and inform the faculty of policies and procedures relating to:
 - 1) equity and compliance;
 - 2) appointments and dismissal (academic year, summer, and extension);
 - 3) promotions and determination of rank;
 - 4) personnel evaluations and recommendations;
 - 5) tenure;
 - 6) sick leaves, leaves of absence, faculty development leaves, etc.;
 - 7) faculty working conditions; and
 - 8) fringe benefits.
 - b. To consider and recommend such additional guidelines and/or policies as may be conducive to faculty welfare.
 - c. To consult with the Executive Council of the Student Senate on items of mutual interest involving 1), 2), 3), 4) and 5) under a. above.
 - d. To provide to any member of the unclassified staff consultation and advice on the application of the Wisconsin Administrative Code, Chapter UWS 8, Unclassified Staff Code of Ethics.
 - e. To develop policies and procedures which shall, at a minimum, provide:
 - 1) standards concerning the use of University facilities and personnel in connection with outside activities;
 - 2) standards concerning absence from regular duties for the purpose of engaging in outside activities;
 - 3) guidelines identifying types or categories of outside activities which may result in a material conflict of interest; and
 - 4) for such reports of anticipated outside activities as are necessary to insure compliance with UWS 8.04.
 - f. To develop and monitor the use of an instrument to report outside interests and activities of faculty and academic staff as required under UWS 8.025.

Section K – General Education Committee [FS 03/04 #17]

1. **Committee Structure:** Responsibility for supervising the General Education Program at the University of Wisconsin – River Falls will be undertaken by a faculty committee comprised of the following voting membership: proportional representation of the faculty by college (determination to be based on FTE) not to exceed 10 faculty members appointed by Faculty Senate for three year terms, plus two student members appointed by the Student Senate. Each academic college must have at least one representative. Non-voting representatives will include a representative from the Office of the Vice Chancellor for Academic Affairs, the Assessment Committee, the Academic Programs and Policies Committee, the Library, and the Registrar’s Office.
2. **Committee Functions:**
 - a. Promote and support the General Education program on the UWRF campus.
 - b. Define and review the policies for the General Education course submission procedure.
 - c. Approve/disapprove courses for the General Education program and communicate these decisions to the campus community.
 - d. Ensure that the Assessment Committee assesses the General Education Program every 10 years and recommends changes.
 - e. Carry out a review of General Education courses on a 5-year cycle.
 - f. Evaluate all assessment results and provide feedback to all relevant parties.
 - g. Recommend changes in the General Education structure to the Academic Programs and Policies Committee.
 - h. Promote opportunities for faculty development related to General Education.
 - i. Develop processes and procedures for removal of General Education courses from the curriculum.
 - j. Determine whether or not the course offerings for each General Education goal are sufficient to meet student needs.

Section L - Instructional and Learning Technologies Committee

1. **Membership:** Voting members: 8 faculty and staff: two from the College of Education and Graduate Studies, two from the College of Agriculture, Food and Environmental Sciences, two from the College of Arts and Sciences, one from the College of Business and Economics, and one from the Fourth Division; two students appointed by Student Senate. Non-voting members: Director of Information Technology Services or representative; Vice Chancellor for Administration and Finance or representative; Provost & Vice Chancellor or representative; and one Library representative appointed by the Director of the Library.
2. **Term of Office:** Faculty and staff: four years, one-fourth to be appointed each year. Students: one year.
3. **Definition:**
 - a. Instructional Technologies describes computing and communication hardware/software resources and the corresponding infrastructure that can enhance delivery of instruction and curricular integration.
 - b. Learning technologies include computing and communication hardware/software resources that can enhance learning outcomes.

- c. Examples of these resources are: permanent and mobile Technology Enhanced Classroom (TEC) resources, electronic communication resources (such as World Wide Web, e-mail, etc.), general access and other non-discipline-specific computer lab/classrooms, Learning Technology Development Center (LTDC), Distance Learning facilities and library use of instructional and learning technologies.
4. Purpose:
- a. To ensure faculty and academic staff representation in shared governance decisions regarding instructional and learning technologies.
 - b. To represent faculty and academic staff interests regarding technology issues on other policy-making bodies such as the Technology Policy & Planning Team (TPP), the Information Technology Coordinating Council (ITCC), the students' Special Technology Fee Committee (STFC), etc.
 - c. To act as a conduit through which the campus community is kept informed about current campus instructional and learning technology resources and related issues.
5. Duties:
- a. To facilitate on-going campus discussions that examine technology issues in the context of teaching and learning.
 - b. To identify and promote related faculty development opportunities.
 - c. To review and recommend policies with respect to allocation, implementation, use, assessment and support of instructional and learning technologies.
 - d. To evaluate the overall effectiveness of campus support and delivery of Instructional and Learning Technology resources.
 - e. To recommend priorities for the allocation of University Instructional and Learning Technology resources.
 - f. To evaluate its own duties and membership as needed to reflect the rapid changes in instructional and learning technologies.
6. Procedure:

The Instructional and Learning Technologies Committee of the Faculty Senate will develop action and policy proposals regarding instructional and learning technologies. These proposals will go before the Faculty Senate for discussion and approval. When approved, the proposals will be forwarded to the Chancellor for approval.

Section M - Instructional Improvement Committee

- 1. Membership: Seven faculty, the Provost & Vice Chancellor or the Provost & Vice Chancellor's designee, the faculty representative to the Undergraduate Teaching Improvement Council, the chair of the Teaching Committee of the Faculty/Academic Staff Development Board, the chair of the University-wide Initiatives Committee of the Faculty/Academic Staff Development Board, and three students.
- 2. Term of Office: Three years, with two or three appointed each year in accordance with the number of vacancies occurring; one year for students.

3. Duties:
 - a. To initiate and conduct such activities that might be of general value to the faculty in order to enhance teaching and learning.
 - b. To work cooperatively with the Faculty/Academic Staff Development Board to implement specific programs consistent with duty a., such as helping to plan the programs for fall and spring faculty development days.

Section N - **International Programs Committee**

1. Membership: The International Coordinator from each College, one faculty member from each College, a faculty representative from a study abroad program from each College, the Director of International Programs (Associate Vice Chancellor), the Director of the International Studies Minor, the Coordinator of International Program Services, and two students. All members have voting rights.
2. Term of Office: Four years for faculty with one-fourth being appointed each year; two years for students with one half being appointed each year.
3. Duties:
 - a. To periodically review the UW-RF academic standards for students participating in international study programs.
 - b. To periodically review the UW-RF standards for faculty leadership and student selection in international study programs.
 - c. To periodically review existing study abroad/international programs to ensure that they are consistent with the Committee's, University's, state's and federal standards.
 - d. To periodically review and make recommendations pertinent to brochures and the materials which describe international study opportunities available to UW-RF students.
 - e. To periodically review, recommend, and encourage internationalization of the curriculum.
 - f. To periodically review standardized student and faculty training, orientation, and information to include issues related to study abroad legal liability, insurance coverage, emergency situations, personal expense responsibilities, and other concerns.

Section O - **Library Committee**

1. Membership: Six faculty, at least one from each College, the Director of the Library, Academic Staff representative [FS 03/04 #28], and two students.
2. Term of Office: Three years for faculty and staff [FS 03/04 #28], one-third appointed each year; two years for students, one being appointed each year.
3. Duties: [FS 03/04 #28]
 - a. Receive advance notice of significant issues and changes that may affect the mission of the library and effectively communicate these to the faculty and staff.
 - b. Provide a mechanism for input regarding the library's collections, services, faculty and students needs, etc.

- c. Receive annual summaries of the library budget and periodic updates as significant changes are made to the budget.
- d. Advocate on behalf of the development of the library's resources and services.

Section P - **Multicultural Advisory Committee**

1. **Membership:** Four faculty (one from each College), Coordinator of Ethnic Studies, Multicultural/Disadvantaged Coordinator, Assistant to the Chancellor for Equity and Compliance, an advisor to one of the multicultural student organizations and four students (preferably multicultural student organization members).
2. **Term of Office:** Three years for faculty, one-third appointed each year. One year for students.
3. **Duties:**
 - a. To recommend recruitment and retention policies and programs which encourage the participation of students of racial and ethnic groups under represented in the university's undergraduate and graduate programs.
 - b. To seek ways to encourage faculty and academic staff development focused on multicultural issues.
 - c. To assess reports and information on the campus climate as it relates to multicultural issues and make appropriate recommendations for improvement.
 - d. To review the status and progress of the University's strategic diversity initiatives and make appropriate recommendations.
 - e. To establish communication links with the multicultural student organizations so that committee members stay aware of campus issues and events.
 - f. To provide guidance on policy decisions related to multicultural issues to the Faculty Senate.
 - g. To seek ways to encourage infusion of multicultural content into the University curriculum and courses.

Section Q - **Recruitment, Admissions and Retention Committee**

1. **Membership:** Seven faculty, with at least one each from the academic staff and/or rank of instructor, assistant professor, associate professor, and professor; and three students. The Director of Admissions will be an *ex-officio* member of this committee [FS 03/04 #32].
2. **Term of Office:** Three years for faculty, one-third being appointed each year; one year for students.
3. **Duties:**
 - a. To examine and develop new, innovative, and/or experimental programs for the identification and recruitment of potential students and the retention of existing students.
 - b. To recommend policies for implementation of new recruitment and retention programs.
 - c. To coordinate with the External Relations Committee in the examination and recommendation of methods for making the public aware of the academic programs offered at UW-River Falls, as well as the strong commitment to teaching and academic excellence on the campus.

Section R - Termination Committee

1. **Membership:** The Termination Committee is established by the faculty, in response to the requirements of UWS 4.03 and UWS 5.11 of the Wisconsin Administrative Code, as a standing committee of nine tenured, full-time faculty members, nominated and elected by the faculty. (Academic staff shall not participate in the election of this committee.)
2. **Term of Office:** Three years with one-third (three members) being elected each year. The term of office begins September
3. **Election procedures:**
 - a. Committee members shall be nominated and elected at large.
 - b. The Vice Chair of the Faculty Senate shall supervise both nominations and elections to the Committee on Termination.
 - c. All faculty members (but not Academic Staff) shall be eligible to nominate and vote for members of the Committee on Termination.
 - d. During spring semester, the Vice Chair of the Faculty Senate shall furnish each voting member with a list of all tenured members of the faculty eligible for nomination. Each faculty member may nominate one person for each vacancy that exists on the Committee.
 - 1) Two persons will be nominated for each vacancy. Those nominated will be faculty members receiving the largest number of votes.
 - 2) The Vice Chair of the Faculty Senate will contact the nominees and obtain their consent before placing their names on the election ballot. If any nominee declines, the person having the next largest number of votes shall have his or her name placed on the ballot once it is determined by the Vice Chair that he or she accepts the nomination.
 - 3) The Vice Chair shall inform the voting faculty of the list of nominees and conduct the election by the end of the spring semester.
 - 4) Election shall be by secret ballot. The persons receiving the largest number of votes shall be declared elected and the vote will be published.
 - 5) (5). Ties will be broken by lot.
4. **Internal Organization**
 - a. The Committee on Termination shall elect a chair and other necessary officers from among its members. Such officers shall not serve beyond the beginning of the next fall semester unless re-elected.
 - b. For hearings, the Chair of the Committee on Termination shall select five panelists by lot from the nine elected Committee members. No one who has participated directly in the lay-off, dismissal or termination decision under consideration shall serve on that panel.
 - c. If insufficient panelists are eligible from the nine standing Committee members, the chair shall select additional members by lot from the eligible faculty in order to complete the hearing panel of five members.
 - d. Each committee impaneled to conduct a hearing shall elect its own chair.

- e. A panel may select an advisor to assist it in the conduct of the hearing in such ways as it directs. Such an advisor shall have no vote in the deliberations of the panel
5. Powers and Responsibilities:
- a. Hearings shall be conducted in accordance with the procedures stipulated in UWS 4 or UWS 5 of the Wisconsin Administrative Code and any additional procedures deemed necessary to conduct business.
 - b. The Committee on Termination and the hearing panels are empowered to adopt such other procedures as they deem necessary for the proper conduct of their business.

Section S - Visiting Professor Committee

1. Membership: Two faculty from the College of Arts and Sciences, one from the College of Agriculture, Food and Environmental Sciences, one from the College of Education and Graduate Studies, one from the College of Business and Economics and a designee of the Director of Foundation, Alumni and Development.
2. Term of Office: Four years, with one quarter of the membership being appointed each year.
3. Duties: The duties of this Committee are directed toward the administering of a Visiting Professor grant from the University of Wisconsin-River Falls Foundation.
 - a. Initially, the Committee selects the person to be brought to campus as a Visiting Professor, ideally for a minimum of three days. To begin the selection process, the Committee will solicit nominations from all of the academic departments of the University. Departments will submit their nominations with some background information. The Committee will attempt to select a candidate who has outstanding academic credentials and whose presentations may have appeal to a reasonable portion of the University community. The Committee may request that the sponsoring department make the initial contact with the candidate to obtain a curriculum vitae and to determine the feasibility of the candidate's visit. The Committee will then submit a proposal to the UW-RF Foundation requesting the funds needed for travel, lodging, meals, honorarium, etc. The Committee may modify this procedure as may be appropriate to facilitate the search and to assure fairness in the selection process.
 - b. Once the Visiting Professor has been selected, the academic departments most relevant to this person's discipline should take over the arranging of events and schedules for the visit. The Visiting Professor Committee should work with these departments to help to schedule public lectures and other events in connection with the Visiting Professor's appearance. Together the Committee and the departments should try to arrange a schedule designed to give students and faculty opportunity for informal conversation and discussion with the Visiting Professor.
 - c. The Committee should strive to ensure that the discipline areas represented by the Visiting Professors change from year to year so that the interests of all of the Colleges are fairly represented.

Administrative Committees

See the end of Chapter II for Administrative Committees.

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**Approved by the UW-River Falls Faculty Senate
in August 2005**

UW-RF Faculty/Academic Staff Handbook

Chapter ~~IV~~: IV: - Faculty Personnel Rules and Procedures of UW-River Falls

(Adopted pursuant to the Wisconsin Administrative Code, Personnel Rules for Faculty, University of Wisconsin System)

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13.2 Requirements 4013.3 Procedures 41~~Selection of Sabbatical Leave Recipients~~13.4 Privileges 41Index 421-**Personnel Definitions - Faculty Personnel**~~Rules-Chapter 1 Rules~~1.1**Academic Unit**~~RF 1.1 Unit~~

The academic unit may be the department in which a faculty member serves, a College or ~~School or~~ division within a ~~College or School, College,~~ or an administratively designated unit which does not have departmental status. The designation of the academic unit should be made at the time of an individual's appointment and should not be changed to handle particular cases pending.

Augmented Departments for Personnel Decisions

Any department with fewer than three tenured members shall be augmented with additional members who shall participate in personnel decisions.

Specific personnel actions covered by this rule include, but are not limited to, search and screen, appointment, and reviewing for retention, promotion, and tenure. The number of faculty needed to augment the department shall be determined on a case-by-case basis. Each case shall be reviewed by the Dean ~~or Director~~ and the department. Their deliberations should include such factors as the number of tenure lines and other positions to be filled, department history, and any other relevant programmatic and personnel factors.

Faculty selected to augment the department shall be tenured faculty in other UW-RF departments. They shall be selected by the Dean ~~or Director~~ of the College ~~or School~~ in which the department is located. The criteria for selection shall be 1) preparation in a cognate field or interdisciplinary training in the discipline of the department; and/or 2) expertise in personnel processes. The department to be augmented shall nominate up to two candidates for each position to be filled. The Dean ~~or Director~~ shall consider these nominees in making the final decision but is not obligated to include departmental nominees among faculty selected to augment the department. The ~~Dean or Director's~~ Dean's recommendations shall be reviewed and approved by the Chancellor and Provost ~~& and~~ Vice-Chancellor, Chancellor for Academic Affairs.

Applicants who are interviewed for a position shall be notified that the department has been augmented for personnel purposes. They shall also be apprised of the qualifications of the members who are augmenting the department and of the rules by which the augmented department operates. Whenever possible, the augmented department shall function from the beginning of the personnel process for a given position until the faculty member it hires for that position is nonretained, resigns, or is tenured.

In other cases, departments may be augmented if, in the best judgment of the appropriate academic ~~Dean or Director, Dean,~~ it is in the best interests of the department and the University to do so. ~~[FS 92/93 #32,33]~~

1.2

Academic Unit-~~Head~~ RF 1.2 Head

When an academic unit is identical to a department, ~~College or School, College,~~ or other existing administrative unit of the University, the academic unit head is the respective department chair, ~~Dean~~ Dean, or ~~Director~~ or other existing administrator. When an academic unit is specially created, the academic unit head is the person so designated by those responsible for designating the academic unit.

1.3

Faculty-~~Appointment~~ RF 1.3 Appointment

Faculty appointments are agreements between the individual faculty member and the University providing for the employment of the faculty member in either a probationary or tenured position. Faculty appointments carry the following titles: professor, associate professor, assistant professor, visiting assistant professor, and ~~instructor, instructional academic staff~~.

~~Probationary Appointment~~ RF 1.4 Probationary Appointment

A probationary appointment is an appointment by the Board made upon the affirmative recommendation of the appropriate academic unit and the Chancellor of the University and held by a faculty member during the period which may precede a decision on a tenure appointment.

~~Tenure Appointment~~ RF 1.5 ~~[FS 92/93#27]~~ Tenure Appointment

A tenure appointment is an appointment for an unlimited period granted to a ranked faculty member by the Board. Ordinarily, such appointments are made upon the affirmative recommendation of the appropriate academic unit and the Chancellor of the University via the President of the System. If the academic unit denies tenure and a review reveals that the denial was based on impermissible factors, a tenure appointment may be made on the affirmative recommendations of a properly constituted tenure review committee and of the Chancellor.

~~Faculty~~ RF 1.6 Faculty

"Faculty" means persons who hold the rank of professor, associate professor, assistant professor, visiting assistant professor, or ~~instructor instructional academic staff~~ in an academic unit of the University. The appointment of a member of the academic staff may be converted to a faculty appointment in accordance with UWS 3.01(1)(c).

~~Academic Staff~~ RF 1.7 Academic Staff

"Academic Staff" means professional and administrative personnel, other than faculty and classified staff, with duties and types of appointments that are primarily associated with higher education institutions or their administration.

~~Dean or Director~~ RF 1.8 Dean

In these rules, the term ~~"Dean or Director"~~ "Dean" refers to a Dean ~~or Director~~ or his or her functional equivalent.

Selection of Administrative Personnel - Procedures

1.9 Chancellor

The Board of Regents selects the Chancellor. The practice has been for the faculty to elect a committee to assist the Board. The committee has made recommendations on the basis of the candidates' papers, consulted with the Board, participated in interviews of applicants, and recommended the preferred

candidates to the Board.

1.10 Vice-Chancellors, Deans Chancellors and Director Deans

Vacancies at Vice Chancellor and Dean ~~or Director~~ levels requiring search and screen procedures will be reported to System Administration and Regents when they occur, thereby permitting Regents to identify those positions for which they want a Regent Committee to work with the Chancellor in reviewing the final list of candidates.

1.11

Tenuring of Administrators

Administrative candidates who may be offered tenure at the time of their hiring shall meet with the department in which they seek tenure during the campus interview process. In ~~eases, cases~~ where the candidate might be considered for tenure in more than one department, the Provost and Vice Chancellor for Academic Affairs and/or Chancellor shall identify, in consultation with the candidate, which department shall first consider the candidate for tenure.

To implement this policy, the Chancellor informs the identified departments in writing that one, or more, of the candidates invited for campus interviews might potentially be tenured into their department. The Chancellor also provides the department(s) with the following written information: a) the curriculum vitae of the candidate(s), b) a copy of the Faculty/Staff Handbook criteria on awarding tenure, c) a copy of the criteria for considering tenure within the respective department, and ~~d~~ information about the potential impact of this hire on existing and future tenure-track position in the department.

During the campus interview, the candidates meet with members of the identified department. Following that meeting, the tenured members of the department discuss the merits of the candidate relevant to the tenure criteria and forward a recommendation to the Chancellor.

Prior to the administrator returning to the department, the Chancellor and/or Provost and Vice Chancellor for Academic Affairs shall meet with the Department Chair to consider the appropriate assignment of ~~responsibilities. [FS 02-03 #15] responsibilities.~~

1.12

Middle Management

Written announcements of open positions in middle management (executive/administrative managerial positions titled Associate, Assistant, Assistant to, etc.) are to be made to the entire campus community with qualifications, duties, and salary range stated, and applications and nominations invited.

Applicants and nominees should have the opportunity to support their candidacies with a resumé, interview, and/or other materials. Administrators and search and screen committees should be alerted to and encouraged to consider non-traditional career patterns as potentially relevant for administrative positions.

The judgment of the final selecting (hiring) authority should be based on the broadest pool of talent (candidates) and the fullest information possible.

1.13 Department Chair

Term

The department chair shall be appointed for a period of three years, beginning July 1 of the year in which the appointment is made. The appointment is renewable.

Selection Process

The Dean~~-or Director~~ of the College~~-or School~~ concerned shall initiate the selection process for department chair. Recommendations for department chairs will be made to the Dean~~-or Director~~ by eligible members of the department by secret ballot through the campus mail. On request, individual faculty members may examine the total vote in consultation with the ~~Dean or Director~~, Dean.

Timeline for Chair Selection

The Dean~~-or Director~~ of the College~~-or School~~ shall initiate the selection for department chair by notifying the appropriate departments by November 1. Departments must return their recommendation to the Dean or Director by December 15. New chairs must be notified of their appointment by February 1. ~~[FS 97/98 #11]~~

Eligibility to Vote

All those full-time members of the department who are in at least their fourth semester of continuous service (not counting the summer session) and who have not received a letter of non-renewal are eligible to vote.

Nomination Procedure

In departments of ten or more members, nominees for the position of department chair shall consist of the top three candidates; ~~In in~~ departments of five to ten members, the nominees shall consist of the two top candidates.

To be considered for the position, a nominee must have at least 30% (thirty percent) of the total votes cast. If no person receives 30% of the votes, the Dean~~-or Director~~ will report the results of the balloting to the department and instruct the members to cast another ballot. If the second ballot is inconclusive, the Dean~~-or Director~~ will select the department chair. If 30% of the department wishes the establishment of a search and screen committee, then such a vote is a recommendation to the Dean~~-or Director~~ and such a committee shall be established from the voting members of the department. In departments with fewer than five members, or in cases where elections are not feasible, the Dean~~-or Director~~ shall make recommendation in consultation with the members of the department, when possible.

~~Dean or Director's~~

Dean's Recommendation

The Dean~~-or Director~~ makes recommendation to the Provost~~-& and~~ Vice Chancellor for Academic Affairs who in turn makes recommendation to the Chancellor for final approval and appointment.

Acting Chair Appointments

When a department chair is not on summer session staff or is absent for one semester during the academic year, the ~~Dean or Director~~, Dean, in consultation with the department chair and members of the department, will appoint an acting chair. When a department chair will be absent for more than one semester during the academic year, the Dean~~-or Director~~ may either appoint an acting chair in consultation with the department chair and members of the department or initiate procedures for the selection of a new chair as outlined above.

Appointments - Procedures

1.14 New Appointment

The initiation of a new appointment is usually by the head of the department and/or members of that department. New appointments must be approved by the Dean~~-or Director~~ of the College or ~~School or~~ unit head, the Provost~~-& and~~ Vice ~~Chancellor~~, Chancellor for Academic Affairs, and the Chancellor. It is the policy of the University of Wisconsin-River Falls to provide equal opportunity for all persons. Any special agreements between a faculty member and the University pertaining to the conditions of employment or performance expectations must be made in writing and be approved by the department or

departmentally approved procedure, the Dean ~~or Director~~ of the ~~College or School, College,~~ the Provost ~~& and Vice-Chancellor, Chancellor for Academic Affairs,~~ and the Chancellor, or they will have no force in subsequent personnel decisions. ~~[FS 90/91 #23]~~

1.15

Academic Year Appointment

An academic year appointment extends for the nine-month academic year specified in the calendar approved by the Board of Regents and should ordinarily begin no earlier than one week before the first day of scheduled campus registration for the fall term and should end no later than one week after the last day of scheduled classes. The institution may contract with the faculty member for distribution of the equivalent of an academic year of service over the twelve-month calendar year; but, in any event, the contractual academic year shall consist of not fewer than thirty-nine contiguous weeks.

1.16 Annual Appointment

An annual appointment extends for a period of twelve months and normally begins on July 1. Faculty members on annual appointment shall accrue vacation pay at the rate of 22 working days per year.

1.17 Summer Session Appointment [see Administrative Policy #43]

~~Summer session appointments are made each year at the time that the summer session program is determined. The Deans and Director of the Colleges and School recommend staff appointments to the Coordinator of the Summer Session, who, in turn, recommends them to the Chancellor. The size of the summer session staff is determined by budget, and appointments within the institution are based on needs as seen by course demands.~~

~~In order to achieve summer session revenue targets, the following policies and procedures should be followed [FS 97/98 #21]:~~

~~(a) Summer Courses should be offered to meet the needs of students.~~

~~(b) Classes with at least fifteen (15) undergraduate students or ten (10) graduate students will be offered. Faculty who teach classes meeting this criterion will be compensated at a proportional rate based on 2/9 (.22222) of their 9-month salary for a full-time appointment (8 credits, graduate or undergraduate) or \$1,000/credit, whichever is higher. However, if the tuition generated by a class is less than the staff member's salary as computed above, then the salary will be negotiated with the Dean or Director at an amount equal to at least 95% of the tuition.~~

~~(c) Compensation will be based on enrollment after the first week of class.~~

~~(d) The Deans and Director will have responsibility for allocating summer session dollars to meet the summer session student contact hour/revenue targets by offering classes during the summer or the academic year. The Deans and Director will be responsible for covering expenditures beyond the amount allocated to the Colleges and School.~~

~~(e) Extension courses will not be offered in competition with regular GPR classes.~~

~~(f) If a 12-month faculty or staff is generating student contact hours in the summer, it is expected that the equivalent of \$1,000/credit be charged to the College or School summer session account.~~

~~(g) The academic Deans and Director will be expected to meet the student contact hour/revenue targets specified above.~~

~~(h) The summer session pay plan outlined above will remain in effect for three years (1998-2000).~~

~~In making appointments for summer session teaching, the following priorities will be used:~~

~~(a) Those holding the doctorate or the terminal degree in their area.~~

~~(b) Non-doctorates holding the rank of full professor.~~

~~(c) Non-doctorates who have completed all the requirements for the degree except thesis and who are making progress in this area.~~

~~(d) Persons in areas of a teacher shortage when those having the educational qualifications listed in the above categories are not available from within or without the institution. In such cases, appointments of personnel of lesser qualifications may be made. Since each faculty member who does not have a doctorate or terminal degree in his or her field is expected to use summers to make progress toward his or her degree and should be provided with the opportunity to do so, these appointments will be kept to a minimum.~~

~~(e) Exceptions to the above may be made although additional academic work still is expected:~~

~~(1) In certain cases when an assignment is for special reasons or is considered desirable for a particular program.~~

~~(2) In the case of Library staff.~~

1.18 J-term Appointment [see Administrative Policy #43]

~~(3) In the event of federal or other grants from outside funds.~~

2-

Recruitment and Initial Appointment - Faculty Personnel ~~Rules Chapter 2 Rules~~

Chancellor's Statement [FS 04-05 #4]

The University of Wisconsin-River Falls stands committed to the principle of equality of opportunity in employment and in education. In its most elementary form, adherence to the concept of equality of opportunity requires that we strive toward a condition in which considerations of age, race, creed, color, religion, disability, marital status, gender, national origin, ancestry, sexual orientation, political affiliation, veteran status, arrest or conviction record, or membership in the National Guard or any other reserve component of the military forces of the United States or this state are irrelevant as determinants of the access an individual has to the opportunities for education, for employment, for achievement, and for personal fulfillment. Rather, the controlling factors in all such matters must be individual ability, interest and merit.

Our present and future course, which goes beyond non-discrimination (i.e., the elimination of all policies and practices that work to the disadvantage of individuals on the basis of age, race, creed, color, religion, disability, marital status, gender, national origin, ancestry, sexual orientation, political affiliation, veteran status, arrest or conviction record, or membership in the National Guard or any other reserve component of the military forces of the United States or this state), is based on the concept of Affirmative Action. The principle of Affirmative Action requires the University to determine if it has met its responsibility to recruit, employ, promote, and reward these populations to a degree consistent with their availability and merit, and whether or not any failure to do so can be traced to specific discriminatory actions or policies. Where these classes are underrepresented, the University will recruit and employ them in accordance with their increasing availability. The premise of this commitment is that the corrosive effects of systematic exclusion, inattention, and overt discrimination cannot be remedied in appropriate ways and in a reasonable time by a posture of neutrality with respect to all individuals. Affirmative Action is necessary to avoid the perpetuation of the inequities that are our heritage from the past.

While the University is obliged to develop and sustain a program of Affirmative Action, our commitment to these matters transcends legal or contractual requirements. We undertake these actions and adopt these policies not because we are required to, but because it is right and proper to do so.

~~See UW RF Hiring Handbook~~2.1 Procedures for Recruitment [FS 04-05 #4]

The following recruitment guidelines are designed to be consistent with UWS 3.02 which states "... [the recruiting] procedure shall be consistent with board policy and state and federal laws with respect of nondiscriminatory and affirmative action recruitment. The procedures shall allow maximum flexibility at the departmental and college levels to meet particular needs. In all instances the procedures shall provide -for further information departmental peer review -and guidance, judgment as the primary step in the recruiting process."

Recruitment – RF 2.1

Appointments and all terms of appointments shall be made only if based on affirmative recommendations of the academic unit/department and with the approval of the appropriate academic administrative officers.

2.11-Once

2.1.1 Once the decision has been made that a vacancy exists within an academic ~~unit~~ unit/department and clearance to fill the position has been received from University Administration, the ~~head academic unit/department, using one~~ -of the academic unit structures described in Section 2.12 below, -shall have the primary responsibility for recruitment for faculty appointments.

2.12-[FS 97/98 #17]-

2.1.2 Prior to establishing a ~~search and screen committee, Recruitment Committee,~~ the department academic unit/department -shall meet and determine the structure of the committee and the ~~voting~~ procedures to be followed. The decision of the ~~department academic unit/department~~ -should be recorded in the minutes of the meeting. The ~~department academic unit/department~~ -may elect one of the following:

- (a) act as a committee of the whole, delegating the ~~search and screen recruitment~~ -process to a duly appointed subcommittee. The subcommittee conducts the ~~search and screen recruitment~~ -consistent with all applicable sections of the Faculty/Academic Staff Handbook and makes ~~a recommendation~~ recommendations -to the voting members of the ~~department, academic unit/department,~~ -who then reconvene as a committee of the whole to review finalists' files and recommend ~~the candidate candidates~~ -for the position, or
- (b) act as a committee of the whole, without establishing a subcommittee, and conduct the ~~search and screen recruitment~~ -consistent with all applicable sections of the Faculty/Academic Staff Handbook. The committee consists of all eligible voting members of the ~~department academic unit/department~~ -and any additional committee members as required by the Faculty/Academic Staff Handbook, who ~~vote to~~ recommend ~~the candidate candidates~~ -for the ~~position,~~ position to the Dean of the College, -or
- (c) establish a ~~search and screen committee Recruitment Committee~~ -that conducts the recruitment on behalf of the ~~department, academic unit/department,~~ -The process ~~shall may~~ -include significant consultation with ~~department academic unit/department~~ -faculty. Only the members of the ~~search and screen committee Recruitment Committee~~ - (excluding advisory student members) shall ~~vote to~~ recommend ~~the candidate candidates~~ -for the ~~position,~~

~~All voting members have a level of accountability in which they are expected position~~ -to engage in an equitable and nondiscriminatory selection process, the Dean of the College, ~~Only voting members of the recruitment committee, the chair of the academic unit/department,~~ and the student advisory member shall have access to the candidates' files, which will be held in strictest confidence consistent with University policy.

The ~~head chair~~ -of the academic ~~unit~~ unit/department -shall appoint at least one student from among the junior and senior majors and minors in the academic ~~unit~~ unit/department -to advise the ~~search and~~

~~screen committee~~ Recruitment Committee -in a non-voting capacity.

The following table lists who is eligible to serve on a ~~Search and Screen~~ Recruitment -Committee, depending upon the type of search, and the voting rights of each of those members. The actual composition of the committee is determined separately.

Table 2.1.2 Recruitment Committees

Employee Classification	Tenure Track Search	Instructional Academic Staff Search	Academic Staff Search
Tenured Faculty	Serves & Votes	Serves & Votes	Serves & Votes
Probationary Faculty ¹	Serves & Votes	Serves & Votes	Serves & Votes
Academic Staff, Full Time	Serves & Advises Only ²	Serves & Advises Only ²	Serves & Votes
Academic Staff, Part-Time	May not serve or vote	May not serve or vote	May not serve or vote
Instructional Academic Staff Full Time	May not serve or vote ²	May not serve or vote ²	Serves & Votes
Instructional Academic Staff Part Time	May not serve or vote	May not serve or vote	May not serve or vote
Student	Serves & Advises Only	Serves & Advises Only ³	Serves & Advises Only ⁴
Community Member	Serves & Advises Only ³	May not serve or vote	Serves & Advises Only ³
Classified Staff	May not serve or vote	May not serve or vote	May not serve or vote

¹ Every faculty member, including the ~~department academic unit/department~~ -chair, with two consecutive semesters of service in that academic ~~unit unit/department~~ -shall be eligible to serve on the ~~search and screen committee, Recruitment Committee~~ -with the exception of emeriti, persons who have officially announced their intention to retire, those who have received non-renewal notices or resigned for reasons other than retirement, and the individual being replaced.

² Academic Staff may serve and vote on search committees hiring Full Time Faculty positions with coaching assignments, and Full Time Coaching-related Instructional Academic Staff positions, and Academic Staff Support positions.

³ Students and community members may serve in an advisory, non-voting capacity at the discretion of the unit.

⁴ Student representation on the ~~search and screen committee Recruitment Committee~~ -is highly recommended for units with significant student involvement. ~~[FS 00/01 #14]~~

~~2.13-~~

~~2.1.3~~ The ~~search and screen committee Recruitment Committee~~ -will ~~first~~ prepare a ~~policy statement recruiting plan~~ -to be used for recruiting candidates. The ~~statement Recruitment Committee should make every effort to ensure that the vacancy listings reach as many eligible candidates as possible and work with the Office of Equity and Compliance to develop a diverse applicant pool.~~

The Equity and Compliance Officer shall approve applicant pool diversity before review of applications begins.

The recruiting plan -requires the approval of the Dean ~~or Director, and~~ -the Provost ~~& Vice Chancellor,~~ and ~~the Chancellor, Vice Chancellor for Academic Affairs.~~ -The statement recruiting plan -must include, but shall not be limited to, the following:

(a) Job description

(b) Rank and anticipated salary range to be offered for the position

(c) ~~Criteria~~ In addition to the criteria stated in the job description, the following criteria, where applicable, will be used for reviewing the ~~applications, which shall include (where applicable):~~

applications:

(1)

(1) Professional preparation and experience

~~(2) Recommendations~~

(3)

(2) Effectiveness in teaching or potential as a teacher

(4)

(3) Professional ~~distinction involvement and accomplishments~~ in scholarly activities such as, but not limited to, research, writing, ~~or and~~ artistic production or ~~performance~~

~~(5) Ability and willingness to maintain working relations with colleagues as are essential to effective performance or potential for such accomplishment of the mission of~~

(4) Contributions. Significant contributions at the academic unit concerned departmental, college, university, community, state, national or international level in categories other than those identified above, or potential for such contributions

(6)

(5) Other criteria ~~considered necessary for the effective accomplishment of the goals of as identified in~~ the unit position description

(d) Interview procedures providing for participation by students, faculty and administration per guidelines from the Office of Equity and Compliance

(e) Equal opportunity statement or full statement (see Chancellor's Statement, Rules, ~~Chapter at the beginning of Section~~ -2 above)

~~(f) Closing date for receiving applications.~~

~~The search and screen committee should make every effort to ensure that the vacancy listings reach as many eligible candidates as possible by:~~

~~(a) Advertising in a national professional magazine or journal~~

~~(b) Participating in an employment clearing house Date at a national conference~~

~~(c) Mailing the vacancy listings to as many institutions and industries as possible~~

~~(d) Sending all position announcements along with a statement of procedures used to advertise the position to the Assistant to the Chancellor for Equity and Compliance prior to the interviewing which review of the candidates. applications begins~~

~~2.14-~~

2.14 The academic ~~unit~~ unit/department concerned shall maintain files of the candidates' applications and supporting materials. ~~These records shall be open to voting members of the academic unit throughout the screening process.~~ After the position is filled, these materials shall be filed with the ~~office of the Dean or Director, Human Resources Office.~~

~~2.15-~~

~~2.1.5~~ The ~~search and screen committee~~ Recruitment Committee shall screen applications and ~~make recommendations to the head as to which~~ recommend applicants ~~are best qualified for the position.~~

~~2.16~~ The Chancellor shall ~~provide guidelines~~ for ~~reimbursement of travel expenses incurred by candidates who have been identified by the~~ interviews, consistent with procedures in ~~RF 2.15.~~

~~2.17~~ The Chancellor can approve alternate procedures if those contained herein cannot be followed because of factors such as faculty members being unavailable for participation.

Initial Recommendation by Section 2.12. The Recruitment Committee chair, in consultation with the Faculty ~~RF 2.2~~

~~2.21~~ The decision to offer an appointment to a candidate Dean shall ~~be made by the Chancellor, only upon establish~~ the affirmative recommendation number of the appropriate academic unit.

~~2.22~~ The academic unit candidates to ~~make the initial recommendation will be determined by the~~ Chancellor.

~~2.23~~ Those who have received non-renewal notices or resigned for reasons other than retirement shall not vote on initial appointment questions. Otherwise, every faculty member, including the head, with two consecutive semesters of service in that academic unit shall ~~be eligible to vote on~~ interviewed and the initial recommendation regarding an initial appointment. interview dates

4.4.4

~~2.2~~ Procedures for ~~Recommendation~~ ~~RF 2.3~~ Recommendation [FS 04-05 #4]

~~2.31~~ The head of

~~2.2.1~~ After completing all applicant interviews, the Recruitment Committee and/or the academic ~~unit, in consultation unit/department, consistent~~ with the ~~Dean or Director and Provost & Vice Chancellor, shall establish interview dates.~~

~~2.32~~ Before a vote is taken, the recommendation for initial appointment shall be discussed at a meeting of: (a) the faculty members eligible to vote thereon or (b) a departmental committee assigned authority to do so by faculty members eligible procedures described in Section 2.1.2, will confer to vote thereon. determine which applicants are acceptable for hiring. In compliance with the open meeting law, written notice of the meeting shall be given ~~well~~ in advance of the meeting, together with a statement of the agenda. The meeting shall be conducted so as to afford reasonable opportunities to ask questions, offer additional information, and discuss the ~~recommendation~~ recommendations in question.

~~2.33~~ A motion

~~2.2.2~~ The Recruitment Committee chair will summarize in writing the discussion of candidates' strengths and weaknesses and the committee's preferences relative to ~~recommend a probationary appointment the position description. This narrative report will also note any candidates which the academic unit/department deems unacceptable for hire. The narrative~~ shall ~~pass if~~ be affirmed by consensus or by a majority vote of those voting ~~concur~~ eligible members. Candidates are not to be numerically ranked or rated.

~~2.34~~

~~2.2.3~~ The head of Dean will meet with the academic unit concerned shall Academic unit/department Chair and the Recruitment Committee to agree collaboratively on recommendation(s) for hire. Before that consultation, the Recruitment Committee chair will submit to the unit's initial recommendation, along with Dean the narrative described in Section 2.2.2 and any supporting materials, materials for administrative ~~review. The recommendation shall be accompanied by:~~ review, including

(a) a statement of the number of ~~faculty members~~ eligible voters who ~~avored supported~~ and ~~the number of faculty members who~~ opposed the ~~recommendation and a statement regarding whether or not the head agrees with the recommendation,~~ final narrative

(b) ~~a the~~ compliance report, report and

(c) other information which may be required by the Chancellor.

Administrative Review of Initial Recommendation RF 2.4

2.41 The initial recommendation of

2.2.4 If, after appropriate consultation, the Dean and the recruitment committee and/or the academic unit shall unit/department chair do not agree on a hiring recommendation, the following alternatives may be submitted for administrative review in accordance with this section: used:

(a) The head an additional candidate or candidates from the pool may be interviewed; (b) an extension of the academic unit shall submit search may be authorized by the recommendation outlined in RF 2.34 to Provost and Vice Chancellor for Academic Affairs; (c) the Dean recruitment committee may recommend that the search be terminated, or Director; (d) the Dean may terminate the search.

2.2.5 The Dean or Director shall make a decision, appending any comments, and forward the recommendation recommendation, appending the narrative, support materials and any other comments to the Provost & and Vice Chancellor, Chancellor for Academic Affairs.

(b)

2.2.6 The Provost & and Vice Chancellor for Academic Affairs shall make a decision, appending any comments, decision on the recommendation. If the Provost and forward Vice Chancellor for Academic Affairs does not concur with the recommendation, he or she shall meet with the Dean, the academic unit/department chair and the recommendation recruitment committee to discuss the Chancellor, decision.

(c) The Chancellor has

2.2.7 If the responsibility and authority candidate declines to make accept the final decision and shall inform offered position, the Provost & Vice Chancellor, recruitment committee may request permission from the Dean or Director, and head of to offer the academic unit position to another interviewed candidate. Alternatively, the recruitment committee may request permission from the Dean to interview additional candidates from the identified pool of qualified applicants, may request an extension of the decision, search, or may request that the search be closed.

(d)

2.2.8 In those cases where tenure is a consideration in the initial appointment, procedures as specified in Chapter IV, Section 4.2d are to be followed. If there is an affirmative tenure recommendation, the Chancellor will recommend to the Board of Regents, through the President of the System, that tenure be granted as part of the initial appointment, appointment.

2.3

Notification of Initial Appointment RF 2.5 Appointment

2.51

2.3.1 Each person to whom an appointment is offered must receive an appointment letter in which the Chancellor or other authorized official of the University of Wisconsin-River Falls details the terms and

conditions of the appointment, including but not limited to: duration of the appointment, salary, starting date, ending date, general position responsibilities, probation, tenure status, and crediting for prior service. Accompanying this letter shall be an attachment detailing the University and System rules and procedures relating to faculty appointments. If the appointment is subject to the advance approval of the Board of Regents, a statement to this effect must be included in the letter.

The following guidelines will be considered in the assignment of number of years of experience:

— a) teaching experience at the university level in an institution equivalent to this University will be honored on a 1 - 1 basis (one year equals one year).

— b) teaching experience at the elementary or secondary level will be honored on a 2 - 1 basis, however a maximum of five years will be granted.

— c) industrial, governmental, business, or pre-professional experience directly related to the University teaching assignment will be honored on a 2 - 1 basis with a maximum of five years ~~granted. [FS95-95]~~

~~— granted.~~

~~— d.~~

d) appropriate experience will be considered on an individual basis. The burden of proof is on the faculty member to show ~~he the~~ cause and for the department chair to present evidence. The experience shall not exceed the 3 - 1 ratio, with a maximum of five years granted.

— e. graduate assistantships may be considered in (d) of the above formula.

~~2.52~~

2.3.2 Applicants who are not offered the appointment shall be notified by the head of the academic unit that their applications will receive no further consideration.

3.-

Renewal and Nonrenewal of Probationary ~~Appointments-Faculty~~ Appointments-Faculty Personnel Rules-Chapter 3 Rules

The provisions of this ~~chapter, section,~~ except as they are modified by the provisions of ~~Chapter section~~ 4, shall not apply to the appointment of a faculty member to an eighth year of service to this institution.

3.1

Recommendation from an Academic ~~Unit-RF 3.1~~ Unit

~~3.11-~~

3.1.1- Renewal of appointments may be granted only upon affirmative recommendation of the appropriate academic unit. The proportion of time provided for the appointment may not be diminished or increased without the mutual consent of the faculty member and the institution, unless the faculty member is dismissed for just cause, pursuant to 36.13 (5), Wisconsin Statutes, or is terminated or laid off pursuant to 36.21, Wisconsin Statutes.

~~3.12-[FS 92/93 #14]-Only~~

3.1.2-Only tenured faculty members in the academic unit or its functional equivalent shall be eligible to vote on renewal and nonrenewal of probationary appointments except for those who have resigned for reasons other than retirement and those excluded by other UWS regulations, e.g., s. UWS 8.03 (3), the rule governing nepotism.

3.2

Criteria for ~~Recommendation RF 3.2 [FS 92/93 #10]~~ Recommendation

3.21-The

3.2.1-The recommendation shall be based on the following factors:

- (a) The personnel needs as determined by the specific mission and programs of the academic unit within the overall mission and programs as defined and set forth for the respective College ~~or School~~ and University of Wisconsin-River Falls.
- (b) Professional preparation and experience
- (c) Performance criteria.
- (c1) Effectiveness in teaching. This section is to apply to any academic unit (department) faculty member whose appointment normally involves a teaching component. Each academic unit (department) will draw up in writing a set of Teaching Expectations to be used as a guideline for all of its teaching staff in carrying out their teaching duties. Teaching expectations shall include, but not be limited to, classroom teaching and its ancillary activities such as advising, testing, professional consultations with students on class progress and with colleagues on curriculum revision and development, class preparation, and syllabus writing, and maintaining familiarity with ~~technology [FS 99/00 #32], technology.~~ These activities and their relative importance are to be clearly defined in departmental guidelines. The teaching effectiveness criteria for faculty also shall be used to evaluate academic staff with teaching appointments.

The most important performance criterion will be effectiveness in teaching. Effectiveness in teaching will be assessed through peer evaluations, student evaluations, the faculty member's teaching portfolio, and any other appropriate means of evaluation as approved by a majority of the academic unit's (department's) teaching staff.

- (c2) Professional involvement and accomplishments. Professional ~~Involvement involvement~~ and accomplishments in research/scholarly/creative activity may include, but is not limited to, student-faculty or faculty research/scholarly/creative activity involving traditional discipline-related activity or the scholarship of teaching and learning, publications, presentations to professional organizations, grants applied for, grants received, exhibitions of works of art, performances, video productions, software production, participation in scholarly/scientific meetings and related activities. ~~[FS 02/03 #11]~~

- (c3) Contributions. Significant contributions at the departmental, College or School, University, community, state, national, or international level in categories other than those identified above. Such activities include, but are not limited to, advising campus organizations; participating in faculty governance; sharing professional expertise with government, business or private non-profit entities; participation in non-academic local, regional, national, and international organizations whose aims parallel the professional interests of the faculty.

3.22-A3.2.2-A-supportable, severe deficiency in any or all of the above criteria, (c1)-(c3), is a reasonable cause for non-renewal.

3.23-Each

3.2.3-Each academic unit (department) will develop a written set of criteria and will determine the relative importance of these criteria for determining renewal using the basic core of the above criteria including the integration of technology in ~~RF Section~~ 3.21 as a model and have it approved by the respective College Dean, the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~ and the Chancellor. These criteria are to be provided in writing to and discussed with new faculty members by each academic unit chair.

The department may adjust its criteria, within the boundaries of core criteria C1-3 above; the respective

College Dean, the Provost-~~& and~~-Vice-~~Chancellor, Chancellor for Academic Affairs,~~-and the Chancellor must approve those changes. Departments and administrators must follow a principle of fairness in applying changed criteria to decisions involving faculty who have been working under the conditions of the prior criteria. Faculty within three years of the department's decision for tenure, promotion, or post-tenure review decisions will be given the option to have the criteria operative prior to the change used in these decisions.

Other faculty subject to a retention, promotion or post-tenure review decision when criteria have changed since time of hire, last promotion or post-tenure review should confer with the department and department chair to negotiate and clarify the criteria to be used. Consideration must be given to length of service under the prior criteria, the terms and expectations under which the initial hire was made, the decision process used to change the criteria, and the extent of prior consultation with the faculty member with respect to the changed criteria. These clarifications will be summarized in writing, approved by the respective College Dean, the Provost-~~& and~~-Vice-~~Chancellor, Chancellor for Academic Affairs,~~-and the Chancellor, and entered into the faculty member's professional record. These clarifications will also be mentioned in the Chair's recommendation and the individual's Reflective Statement in the decision file. Decision makers will use these clarified criteria in making their recommendations. [FS 03-04 #7]

3.24-The

3.2.4-The head of the academic unit concerned shall maintain the professional record indicating the performance of each probationary faculty member with respect to the criteria set forth in Section-~~3.21,~~ ~~3.2.1.~~-Such records shall be limited to official University documents relevant to reaching an evaluation.

3.25-As

3.2.5-As part of the official record, faculty members under review shall prepare two to three page statements reflecting on their progress in meeting the department's performance criteria noted in-~~3.21e,~~ ~~Section 3.2.1c.~~ - This statement should summarize the candidates' portfolios and elaborate on activities such as their teaching, collaborations with students and colleagues, accomplishments in research/scholarly/creative activity, and service to the campus and larger community. This statement shall be prepared and updated for the professional record as appropriate for decisions involving retention, tenure, promotion, and post-tenure-~~review.~~ ~~[FS 02-03 #48]~~ review.

3.3

Procedures for-~~Recommendation~~-RF 3.3 [FS 87/88 #75] Recommendation

3.31-

3.3.1- The names of the probationary faculty members to be evaluated shall be forwarded to the heads of the appropriate academic units by the Dean in accordance with the schedules set forth in Section-~~3.61,~~ ~~3.6.1.~~

— Probationary faculty hired at mid year will be evaluated (first review) with first year probationary faculty hired in the next academic year. ~~[2001-02#21]~~

3.32-At

3.3.2-At least 30 calendar days prior to the vote on the question of renewal of a probationary appointment, the head of the academic unit shall notify, in writing, the faculty member in question and all faculty members eligible to vote thereon. These individuals shall be allowed access to the professional record and given the opportunity to update that record as identified in-~~RF 3.24, Section 3.2.4.~~-This material must be placed in the record within 20 days after the notification. For at least a five-day period before the vote is taken, the faculty member in question and every faculty member eligible to vote shall be allowed access to the professional record for review purposes only. (See time schedule in-~~RF 3.61)~~ Section 3.6.1)

3.33-[FS 92/93 #15]-Before

3.3.3-Before a vote is taken, the recommendation in question shall be discussed at a meeting of the faculty members eligible to vote thereon. The meeting shall be called under the provisions of s. 19.85, Wisconsin Statutes, the Open Meeting Law, and ~~RF 3.12, Section 3.1.2.~~ The meeting shall be called and conducted by the chair so as to afford reasonable opportunities to ask questions, to offer additional information, and to discuss the recommendation in question. This discussion shall be based on documents in the probationary faculty member's personnel file. This file should contain and the chair shall introduce for discussion: official recommendations from departmental personnel committee where such exist; and non-binding advisory reports from other sources who are engaged in a working relationship with the faculty under review.

3.34-The

3.3.4-The vote shall be taken at the meeting by signed ballots. Members unavoidably absent from the meeting because of illness, professional commitment, or emergency may vote by absentee ballot submitted to the head prior to the meeting. There shall be no voting by proxy.

3.35-[FS 90/91 #20]-The

3.3.5-The recommendation to renew a probationary appointment shall pass if a majority of those voting concur. If the votes are equally divided, the recommendation shall be against reappointment. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision.

3.36-

3.3.6- The head of the academic unit shall prepare and submit the unit's recommendation for the administrative review provided in ~~RF Section~~ 3.5. The recommendation shall be accompanied by a copy of the record which was presented to the faculty, a statement of the number of faculty members who favored and the number who opposed the recommendation, any minority view which has substantial support, and whether the head of the academic unit concerned agrees with the recommendation.

3.37-The

3.3.7-The recommendation, including all documents referred to in ~~RF 3.36, Section 3.3.6,~~ shall be available in the chair's office for inspection and comment by the voting members for a period of not less than three weekdays prior to the date set forth in ~~RF Section~~ 3.6 for its submission for administrative review. During those days, voting members may add their separate concurring or dissenting statements to the material forwarded.

3.38-Copies

3.3.8-Copies of the academic unit's recommendation, including all documents referred to in ~~RF 3.36 Section 3.3.6~~ and ~~RF 3.37 Section 3.3.7~~ and the individual signed ballots, shall be retained by the ~~Dean or Director, Dean,~~

3.4

Disclosure of Recommendation to a Faculty ~~Member~~ RF 3.4 Member

3.41-

3.4.1- At the same time that the recommendation is submitted for administrative review, the head of the academic unit shall give written notice to the faculty member of the recommendation adopted by the unit.

3.42-The

3.4.2-The probationary faculty member shall be notified in writing within 20 days after each decision at each reviewing level as outlined under "Dates of Implementation" ~~(FS (Section~~ 3.6).

3.5

Administrative Review of the ~~Recommendation~~ RF 3.5 Recommendation

~~3.51-~~

3.5.1-The recommendation of the academic unit shall be submitted to and reviewed by the administration in accordance with this section.

- (a) The head of the academic unit shall submit the recommendation outlined in ~~RF 3.36 Section 3.3.6~~ and ~~RF 3.37 Section 3.3.7~~ to the ~~Dean or Director, Dean,~~ The Dean ~~or Director~~ shall make a decision, appending any comments, and forward the recommendation to the Provost ~~& and~~ Vice ~~Chancellor,~~ Chancellor for Academic Affairs.
- (b) The Provost ~~& and~~ Vice Chancellor for Academic Affairs shall make a decision, appending any comments, and forward the recommendation to the Chancellor.
- (c) The Chancellor has the responsibility and authority to make the decision for renewal and nonrenewal based on the criteria listed in ~~3.24 Section 3.2.1~~ and shall inform the head of the academic unit of the decision.
- (d) If the Chancellor disagrees with the recommendation of the academic unit and requests that the unit reconsider the matter, he or she must submit a statement of reasons for disagreement to the unit.
- (e) The head of the academic unit shall call a meeting of those members of the academic unit who are eligible to vote on the question. After discussion of the reasons given by the Chancellor, a vote shall be taken to determine what the reconsidered recommendation shall be. Voting shall follow procedures given in ~~RF 3.34 Section 3.3.4~~ and ~~RF 3.35, Section 3.3.5.~~
- (f) The head of the academic unit shall submit the unit's reconsidered recommendation to the Chancellor not less than three weekdays prior to the notification dates for reappointment. ~~(RF (see Table -3.6)~~
- (g) The decision of the Chancellor on the reconsidered recommendation shall be final.

3.52-~~The~~**3.5.2-**The Chancellor shall inform the faculty member of his or her decision for the renewal or nonrenewal of the probationary appointment. The faculty member may, within 30 days of a nonrenewal notice, submit a written request to the Chancellor for reasons of nonrenewal. The Chancellor shall, within 10 days, give him or her written reasons for nonrenewal. Such reasons shall become a part of the professional record of the individual.

3.53-Within

3.5.3-Within 20 days after receiving written reasons from the Chancellor, the faculty member may submit to him or her a written request for a reconsideration of the nonrenewal decision. The purpose of reconsideration of a nonrenewal decision shall be to provide an opportunity for a fair and full reconsideration of the nonrenewal decision and to ensure that all relevant material is considered.

- (a) Such reconsideration shall be undertaken by the Chancellor and shall include, but not be limited to, notice at least five days in advance of the time of reconsideration of the decision, an opportunity to respond to the written reasons and to present any written or oral evidence or arguments relevant to the decision, and written notification of the decision resulting from the reconsideration.
- (b) Reconsideration is not a hearing or an appeal, and shall be non-adversarial in nature.
- (c) In the event that a reconsideration affirms the nonrenewal decision, the procedure outlined for appeal may be followed. (See Chapter ~~6~~ IV, Section 6 Nonrenewal Appeals)

Implementation Dates ~~RF 3.6~~ **Implementation Dates**

3.61-Since

3.6.1-Since the promotion to associate professor is coupled to the granting of tenure, the dates of implementation to ~~IV-19~~ **Table 3.6** shall apply to both.

3.62-

3.6.2- The dates used in the implementation of the procedures of ~~RF Section~~ **3.3** are based upon the notice periods provided by UWS 3.09, Wisconsin Administrative Code, and are listed in the table below.

3.63-

3.6.3- In case of an appointment terminating in the middle of an academic year, the time associated with the implementation dates shall be apportioned accordingly and precede the notification dates as given in UWS 3.09 of the Wisconsin Administrative Code.

See ~~chart on~~ the following ~~page~~ **chart**.

Table

3.6-Dates of Implementation ~~—————~~ **Years of Employment** ~~—————~~ **Probationary Faculty Calendar**

Action	First Year *** = (for second year appointment)	Second year** <u>year</u> (for third and fourth year app)	After two or More more -years
A. Names of probationary faculty members forwarded to heads of academic units no later than (RF 3.31)	December <u>A. Names of probationary faculty members forwarded to heads of academic units no later than (Section 3.3.1) December 5-5</u>	September 15	November 25
B. Head of academic unit notifies probationary faculty members and all eligible voters no later than (RF 3.32)	December <u>B. Head of academic unit notifies probationary faculty members and all eligible voters no later than (Section 3.3.2) December 10 10</u>	September 20	December 5
C. Professional file is make available to candidate and faculty members eligible to vote, for their consideration and additions (RF 3.32) (Section 3.3.2)	December 11- January 20	September 21- October 20	December 6 - January 5
D. Amended file—available for review only (RF 3.32) (Section 3.3.2)	Jan 21-26	October 21-31	January 6-31
E. Vote no later than (RF 3.32-3.35) (Section 3.3.2-3.3.5)	Feb 2	November 10	February 6
F. Departmental recommendations and all supporting documents (as outlined in RF Section -3.36) 3.3.6) shall be opened to inspection and comments for three weekdays prior to their submission to the Dean or Director but no later than (RF 3.37	Feb <u>F. Departmental recommendations and all supporting documents (as outlined in Section 3.3.6) shall be opened to inspection and comments for three</u>	November 15*	February 13*

	<u>weekdays prior to their submission to the Dean or Director but no later than (Section 3.3.7) Feb 7 * - 7 *</u>		
G. Departmental recommendations with all supporting documents (as outlined in 3.36 Sections 3.3.6 and 3.3.7) 3.3.7) –forwarded to the Dean or Director no later than (RF 3.51)	<u>G. Departmental recommendations with all supporting documents (as outlined in Sections 3.3.6 and 3.3.7) forwarded to the Dean or Director no later than (Section 3.5.1) February 10 February 10</u>	November 16	February 14
H. Dean or Director forwards recommendations to Provost and Vice Chancellor for Academic Affairs & Vice Chancellor no later than (RF 3.51)	<u>February H. Dean or Director forwards recommendations to Provost and Vice Chancellor for Academic Affairs & Vice Chancellor no later than (Section 3.5.1) February 15 15</u>	November 23	February 21
I. Provost & and Vice Chancellor for Academic Affairs forwards recommendation to Chancellor no later than (RF 3.51)	<u>February I. Provost and Vice Chancellor for Academic Affairs forwards recommendation to Chancellor no later than (Section 3.5.1) February 20 -20</u>	November 30	February 28
J. Chancellor informs head of academic unit of decision no later than (RF 3.51) <u>(Section 3.5.1)</u>	February 25	December 8	March 7
K. Chancellor notifies faculty member of decision no later than (RF 3.51)	<u>March K. Chancellor notifies faculty member of decision no later than (Section 3.5.1) March 1 -4</u>	December 15	March 14

* 5 days allocated to allow for ~~week-ends~~ weekends -during some terms

~~** [FS 96/07#23]~~

~~*** [2001-2002 # 23]~~

4-

Granting Tenure - Faculty Personnel ~~Rules Chapter 4~~ Rules

General RF 4.1 General

The usual probationary period shall be seven years in a full-time or at least half-time position. Provisions

shall be made at the time of hire for the appropriate counting of prior service at other institutions and at the institution. Tenure is not acquired solely because of years of service.

~~4.11-4.1.1-~~ A tenure recommendation shall ordinarily be made during a probationary faculty member's sixth year of full-time or at least half-time employment. The notice of employment for the eighth year shall be given during the sixth year in accordance with the schedule set forth in ~~RF 3.61, Section 3.6.1.~~ Except as provided in UWS 3.10 and ~~UWRF 4.15, Section 4.1.5,~~ notice of appointment for the eighth year shall constitute the granting of tenure to the probationary faculty member.

~~4.12-~~

~~4.1.2-~~ A faculty member may be considered for tenure prior to the completion of the usual probationary period provided that at least one of the following criteria is met:

- (a) For extraordinary reasons, the faculty member has taught seven years at this institution without receiving tenure.
- (b) The faculty member possesses teaching, administrative, and/or research expertise that makes possible an extraordinary contribution to the fulfillment of the goals of the institution.

~~4.13-4.1.3-~~ A faculty member may be considered for tenure with a longer maximum probationary period (greater than 7 years as defined in 4.1) in a full-time or part-time position of at least half-time (see ~~UWRF 4.14 Sections 4.1.4 and 4.15, 4.1.5,~~

~~4.14-~~

~~4.1.4-~~ A leave of absence, sabbatical or a teacher improvement assignment does not constitute a break in continuous service and shall not be included in the 7-year period under ~~sub (4.1) Section 4.1,~~

~~4.15-~~

~~4.1.5-~~ Circumstances in addition to those identified under ~~sub. (4.14) Section 4.1.4~~ that do not constitute a break in continuous service and that shall not be included in the 7-year period include responsibilities with respect to childbirth and adoption, significant responsibilities with respect to elder or dependent care obligations, disability or chronic illness, or circumstances beyond the control of the faculty member, when those circumstances significantly impede the faculty member's progress toward achieving tenure. The request shall be made in writing. It shall be presumed that a request made under this section because of responsibilities with respect to childbirth or adoption shall be approved. A request for additional time should be made prior to the beginning of the sixth year.

(a) A request for additional time because of responsibilities with respect to childbirth or adoption shall be initiated in writing by the probationary faculty member concerned and shall be submitted to the chair or academic unit head who will forward it with a recommendation to the Dean ~~or Director~~ who will forward it with a recommendation to the Provost ~~& and~~ Vice Chancellor for Academic Affairs for approval. The Provost ~~& and~~ Vice Chancellor for Academic Affairs shall specify the length of time for which the request is granted. The request should state the reason for the exception, and state the beginning date and the ending date of the leave. Final approval and notification shall be made by the Chancellor.

(b) Except for a request because of responsibilities with respect to childbirth or adoption, a written request made because of other circumstances under this section shall be submitted to the chair or academic unit head, who will forward it with a recommendation to the ~~Dean or Director, Dean,~~ who shall forward it with a recommendation to the Provost ~~& and~~ Vice Chancellor for Academic Affairs for approval. The Provost ~~& and~~ Vice Chancellor for Academic Affairs shall specify the length of time for which the request is granted. The request should state the reason for the exception and state the beginning date and the ending date of the leave. Final approval and notification shall be made by the Chancellor. A denial of a request shall be in writing by the Chancellor and shall be based on clear and convincing reasons.

(c) More than one request may be granted because of responsibilities with respect to childbirth or adoption.

More than one request may be granted to a probationary faculty member but the total, aggregated length of time of all requests, except for a request because of responsibilities with respect to childbirth or adoption, granted to one probationary faculty member ordinarily shall be no more than one year.

(d) If additional time is needed, the approval process must be reinstituted.

(e) The department chair shall notify the tenured faculty members that the leave has been approved and does not constitute a break in service. The chair does not need to notify the tenured faculty members as to the reason for the request.

(f) If any faculty member has been in probationary status for more than 7 years because of one or more of the reasons set forth in ~~4.14 Section 4.1.4~~ or ~~4.15, 4.1.5,~~ the faculty member shall be evaluated as if he or she had been on probationary status for 7 years. ~~[FS 94/95 #28]~~

~~Procedure – RF 4.2~~

4.2 Procedure

The procedure for granting tenure shall be the same as the procedure for the renewal or nonrenewal of a probationary appointment in ~~RF Section~~ 3.1 through ~~RF Section~~ 3.6, except for the following:

(a) Voting members of the academic unit shall consist of all tenured faculty members of the unit.

(b) A motion to grant tenure shall carry only if favored by at least two-thirds of those voting. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision. ~~[FS 90/91 #20]~~

(c) When tenure is to be granted to a faculty member prior to the expiration of the normal probationary period, the decision may be made independently of the calendar dates in ~~RF 3.51 Section 3.5.1~~-(f) and ~~RF Section~~ 3.6. Nevertheless, the time periods and sequences associated with giving notice, scheduling meetings, and providing information shall be honored. When the Dean ~~or Director~~ forwards his or her recommendation to the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~ he or she shall, at the same time, inform all academic unit heads and each other Dean ~~and Director~~ about the recommendation. The purpose of providing this information is to give the various parts of the University an opportunity to express to the Provost ~~& and~~ Vice Chancellor for Academic Affairs and/or Chancellor any concerns they have regarding the proposed action prior to a decision.

(d) When tenure is to be granted simultaneously with initial appointment, the tenured faculty of the academic unit, upon two-thirds majority vote, shall initiate the recommendation for granting tenure. This recommendation shall accompany the recommendation for initial appointment in the process of administrative review provided in ~~RF Section~~ 2.4. When the Dean ~~or Director~~ forwards his or her recommendation to the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~ he or she shall, at the same time, inform all academic unit heads and each other Dean ~~and Director~~ about the recommendation. The purpose of providing this information is to give the various parts of the University an opportunity to express to the Provost ~~& and~~ Vice Chancellor for Academic Affairs and/or Chancellor any concerns they have regarding the proposed action prior to a decision. A denial of tenure under these circumstances does not require written reasons, a reconsideration, nor opportunity for an appeal under UWS 3.07 and UWS 3.08.

(e) As noted in ~~RF Section~~ 1.5, a tenure appointment is granted by the Board upon the affirmative recommendation of the appropriate academic unit and the Chancellor or the University via the President of the System, unless a denial of tenure is found to be based on impermissible factors, in which case the provisions of ~~RF Section~~ 4.3 will apply. ~~[FS 92/93 #27]~~

4.3

Review and Rectification of Denial of Tenure For Impermissible ~~Factors – RF 4.3 [FS 92/93#27]~~

4.3.1

Procedures for the Review and Rectification of Denial of Tenure on Basis of Impermissible Factors

Recommendations for tenure shall be based on the criteria established in ~~RF 3.21~~ Section 3.2.1 and on such extension of those criteria as are enacted by each academic unit and filed with the Provost ~~& and Vice-Chancellor, Chancellor for Academic Affairs.~~ Tenure shall not be denied on the basis of impermissible factors as defined in ~~RF Section~~ 6.4 of the Faculty/Academic Staff Handbook ~~(Seventeenth (Eighteenth~~ Edition). Faculty who appeal their denial of tenure on the basis of impermissible factors may follow the process and procedure of the appeal process described below. No member of the academic unit in which the appeal originated shall serve on any body involved in the appeal.

(a) The faculty member denied tenure may appeal to the Faculty Hearing, Grievance and Appeals Committee to determine if impermissible factors were used in denying tenure.

This committee will review the tenure documents and supporting materials and hold interviews and hearings as needed to establish the basis on which the decision was made. Academic staff members of the Hearing, Grievance and Appeals Committee shall not participate in appeals of denial of tenure for impermissible factors.

(b) Should the Hearing, Grievance and Appeals Committee find that the decision was not based on impermissible factors, the denial shall ~~stand. [FS 97/98 #10]~~ stand.

(c) Should the Hearing, Grievance and Appeals Committee find that the decision was based on impermissible factors, an Ad Hoc Committee shall be established to conduct an independent review of the grievant's credentials in relation to established criteria ~~(RF 3.21), (Section 3.2.1).~~

(d) The Faculty Senate shall be responsible for establishing the Ad Hoc Committee.

(1) The Chair of the Faculty Senate in consultation with the tenured members of the Executive Committee shall draft a list of potential Ad Hoc Committee members to be approved by the entire Faculty Senate. The Faculty Senate Chair shall be responsible for contacting nominees to the Ad Hoc Committee and obtaining their consent to ~~serve.~~ serve.

(2) This Ad Hoc Committee shall be composed of five members who teach in the same academic field as the individual under review or in a substantially similar academic field, and a non-voting chair selected by the tenured members of the Executive Committee of the UW-RF Faculty Senate.

(3) Members of the Ad Hoc Committee may be UW-RF faculty or faculty from other campuses, but they must be tenured at an accredited four-year institution of higher learning. In selecting off-campus members of the Ad Hoc Committee, the Faculty Senate shall try to choose faculty from institutions whose philosophy and mission are similar to those on this campus. Members of this Ad Hoc Committee are expected to give a fair and impartial review and to be free of conflicts of interest which might bias them in favor of one of the parties to the appeal.

(e) The Ad Hoc Committee shall function as follows:

(1) The administration shall provide a recording secretary who, in the event of an open meeting, will prepare a verbatim ~~report.~~ report.

(2) The Ad Hoc Committee shall review documents on which the decision was based including, but not limited to, the grievant's personnel file, minutes of meetings at which the grievant's tenure was discussed, the chair's recommendation regarding tenure, and other supporting ~~documents;~~ documents;

(3) hold a meeting to conduct an independent review of the grievant's credentials in relation to established criteria ~~(RF 3.21); (Section 3.2.1).~~ -In accordance with s. 19.85(1)(b) Wisconsin Statutes and other statutory provisions, appropriate notice shall be given of this meeting and the grievant shall have the option to request that it be open;

(4) after due discussion and deliberation, vote by signed ballot to recommend granting or denying tenure; and

(5) convey to the Chancellor their conclusions, providing a report stating the rationale for their decision and indicating any substantive minority views which may have been expressed.

(f) The Chancellor shall review the recommendation of the Ad Hoc Committee and make a recommendation following the criteria in ~~RF 3.21 Section 3.2.1~~ -and any such extension of those criteria established by the academic unit and filed with the Provost ~~& and~~ -Vice ~~Chancellor.~~ Chancellor for Academic Affairs.

(g) The following time limits shall govern this ~~procedure;~~ procedure;

(1) Within 15 days after being notified in writing of the departmental vote denying tenure, the faculty member must forward an appeal to the Hearing, Grievance and Appeals ~~Committee.~~ Committee.

(2) The Hearing, Grievance and Appeals Committee shall operate under the provisions of ~~RF Section -10~~ except that in the event impermissible factors are found to operate, the Hearing, Grievance and Appeals Committee chair shall immediately notify the faculty member and the Chair of the Faculty ~~Senate.~~ Senate.

(3) Faculty Senate action on establishing the Ad Hoc Committee shall proceed in a timely fashion, but no more than one month shall elapse between notification and the approval of the Ad Hoc ~~Committee.~~ Committee.

(4) The Ad Hoc Committee shall have one month in which to conduct its review and to notify the Chancellor of its decision.

(5) The Chancellor will act on the report within two weeks after its receipt and will immediately give written notice of the final decision to all parties involved.

4.4 General Criteria for ~~Promotion;~~ Promotion

Reflecting the spirit and intent of Chapter 3 of the UWS Administrative Code "renewal of appointment and granting of tenure," this handbook includes the ~~general~~ criteria for promotion.

4.4.1

Specific Criteria for Promotion to Associate ~~Professor:~~ Professor

Each department or functional equivalent develops specific criteria for retention and promotion including technology integration in accordance with ~~RF 3.21e Section 3.2.1c~~ and determines the relative importance of these criteria. The appropriate Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor review and approve the criteria. The Department Chair shall present these department criteria to faculty members and shall discuss with them the ways in which the criteria can be fulfilled so that such faculty can successfully attain tenure and the automatic promotion to Associate Professor it carries. Copies of the criteria will be on file in the offices ~~of the of the~~ -Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor.

4.4.2

Procedure for Promotion to Associate ~~Professor:~~ Professor

Faculty appointed at the Assistant Professor level are promoted to Associate Professor simultaneously with the granting of tenure. For additional information on promotion to ~~associate~~ Associate -Professor see ~~RF 4 Section 4.1~~ on Granting Tenure.

4.4.3

Specific Criteria for Promotion ~~for Promotion to~~ ~~Professor:~~ Professor

Performance expectations for promotion to Professor will be beyond those expectations for promotion to Associate Professor. Similar to promotion to Associate Professor, each department or functional equivalent develops the specific criteria, including technology integration, and determines the relative importance of these criteria. The appropriate Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor review and approve the criteria. The Department Chair shall present these department criteria to faculty members and shall discuss with them the ways in which the criteria can be fulfilled. Copies of the criteria will be on file in the offices of the Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor. A supportable, severe deficiency in any or all of the criteria is reasonable cause for denial of promotion.

4.4.4

Procedures for Promotion to ~~Professor:~~ Professor

Promotion to Professor involves review and recommendations at the department, college/unit, University and UW Regents levels as described later in this section. A positive recommendation for promotion at a lower level does not guarantee a positive recommendation at a subsequent higher level.

4.4.5 Qualifications for ~~Promotion~~ Promotion

4.4.5.1

Appropriate Educational Preparation

In promotion of faculty members, the following criteria will be considered: appropriate educational preparation, appropriate experience, and contributions to the University.

The educational preparation code assignment shall be based on the following minimal academic experience pertinent to the teaching assignment:

Code 1. Any of the following categories qualify for this rating:

- Ph.D.
- Ed.D.
- Earned doctor's degree equivalent to the Ph.D. and Ed.D. requiring the minimum equivalent of three full years of graduate study beyond the baccalaureate
- M.F.A. in performing arts (dance and theatre) or in studio arts
- M.S.W./M.S.S.W. with ACSW eligibility (limited to promotions to Associate Professor ~~only~~ only)
- M.A./M.S. in Journalism and minimum three years relevant professional experience (limited to promotions to Associate Professor only) ~~(FS JES-03-04 #6)~~

M.A. in SCTA/Mass Communication with appropriate professional experience (limited to promotions to Associate Professor only) [FS 04-05 #1]

Code 2.

- Earned degrees requiring a minimum of three years of work beyond the baccalaureate degree
- All requirements met for the doctorate except for the completion of the dissertation

Code 3.

- Master's degree plus one full year of graduate study as measured by the institution where graduate work is applicable in a degree program
- A specialist degree or its equivalent
- Two-year master's degree

Code 4. Master's degree

Code 5. Bachelor's degree

Code 6. No bachelor's degree

NOTE: In those academic areas where the terminal degree traditionally accepted in the discipline is other than code 1 or code 2 or in fields where faculty members with code 1 or code 2 credentials are not available, the faculty member may receive consideration for promotion upon recommendation of the academic department. Less than full-time faculty may be considered for promotion in rank when their actual teaching experience adds up to the number of years required for promotion to the rank in question. The Chancellor may waive the criteria and must provide the justification for the ~~waiver~~. [FS 90/91 #23]
waiver.

4.4.5.2

Appropriate Experience

Having met the standard for minimal academic preparation as outlined in assignment of code, the faculty member who seeks advancement in rank must meet the following criteria:

- Associate Professor: To be eligible for consideration for promotion to the rank of Associate Professor, the faculty member must meet minimal educational preparation code 1. A minimum of six years of teaching or equivalency with a minimum of three academic years as an Assistant Professor at this University will be required.* An Assistant Professor who is granted tenure shall automatically be promoted to Associate

Professor if minimal educational preparation code 1 is met and the rank of Assistant Professor has been held for at least three years. There shall be no promotion to Associate Professor prior to the granting of ~~tenure.~~ ~~[FS 96/97 #4]~~ tenure. ~~**~~

*Neither the current year nor summer sessions will be considered in meeting this requirement

**Applies to tenure-track faculty hired after October 9, ~~1996~~ ~~[FS 96/97 #5]~~ 1996

· Professor: There shall be no promotion to Professor prior to the granting of tenure. ~~**~~ ~~[FS 96/97 #4]~~ To be eligible for promotion to the rank of Professor, the faculty member must meet minimal educational preparation code 1. Ten years of full-time college/university teaching or equivalency is required.* A minimum of three of those years must be at the rank of Associate Professor at this University.

*Neither the current year nor summer sessions will be considered in meeting this requirement

**Applies to tenure-track faculty hired after October 9, ~~1996~~ ~~[FS 96/97 #5]~~ 1996

4.4.5.3

Contribution to the University

The faculty member who has met criteria Appropriate Educational Preparation and Appropriate Experience (above) may be considered for promotion using the criteria found under ~~RF 3.21~~ Section 3.2.1-c. 1, 2, and 3.

~~[FS 93/94 #9]~~

Evaluation of ~~he the~~ criteria in ~~RF 3.21~~ Section 3.2.1-c shall be based on the faculty member's professional record. Faculty members (tenured and tenure track) are expected to develop and maintain a faculty ~~record~~ for use in merit, retention, tenure, promotion, and post-tenure decisions. A copy of the record should be kept by both the faculty member and his or her department chair and updated annually. This professional record should include a Vita, a self-reflective ~~statement~~ ~~[FS 02-03 #48]~~ statement, - and the following position information: Letters of appointment, position announcement, University rank and years of service. The record shall document the faculty member's activities in four categories 1) teaching, 2) research/scholarly activity/creative activity, 3) university service and outreach, and 4) other professional contributions, and may include the following documentation and activities:

A. Teaching: must include student, peer, and department evaluations, and may include a list of courses taught, enrollment, student advising, reassigned/release time, curriculum revision/innovation, renewal and retraining, and other professional teaching development.

B. Research/Scholarly/Creative Activity: may include student-faculty or faculty research/scholarly/creative activity, publications, presentations to professional organizations, grants applied for, exhibitions of works of art, performances, participation in scholarly/scientific meetings, and related activities.

C. University Service and Outreach: may include committee participation and leadership (department, college, University), student club advising, and extension and outreach responsibilities.

D. Other Professional Contributions: may include active involvement in professional organizations, professional consulting, professional service to community organizations, and similar activities.

The items within the categories above are suggestions of appropriate activities to document in the record and may not include every appropriate activity. Specific performance expectations for promotion are established by the department and kept on file with the Dean of the College, the Provost and Vice ~~Chancellor,~~ Chancellor for Academic Affairs, -and the Chancellor.

4.4.6

Promotion ~~Procedures~~ Procedures

4.4.6.1

Department Procedures

Recommendations for promotions shall be initiated during Fall semester at the departmental level. The departmental procedures shall provide a review of a promotion professional record containing such information and summary of data as described ~~above~~ above. At the departmental level, ~~the~~ professional records of those candidates recommended by the department shall be forwarded to the College Promotions Committee for review and action. Every faculty member who meets the minimum requirements for promotion but is not recommended for promotion by the department can request that his or her professional record be forwarded to the Dean of the College. ~~[FS 90/91 #23]~~

A meeting will be conducted by the department chair, except in instances where the chair does not hold a rank equivalent to that being decided on in which case the Dean will designate a committee chair from the department members eligible to vote.

The vote will be taken at the meeting by signed ballots of those department members who hold the same or higher rank for which the candidate is being considered. Members unavoidably absent from the meeting because of illness, professional commitment, or emergency may vote by absentee ballot submitted to the committee chair prior to the meeting. There shall be no voting by proxy.

The recommendation for promotion shall pass if a majority of those voting concur. If the votes are equally divided, no department recommendation will be forwarded to the College Promotions Committee. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision.

The Department committee chair shall prepare and submit the unit's recommendation for administrative review. The recommendation shall be accompanied by a copy of the record which was presented to the faculty, and a statement of the number of faculty members who favored and the number who opposed the recommendation.

Copies of the academic unit's recommendation, including all documents referred to above, and a copy of the department's promotion criteria shall be reviewed by the College Promotion Committee. That material and the individual signed ballots shall be retained by the Dean.

At the same time that the recommendation is forwarded for review to the College Promotions Committee, the department committee chair shall give written notice to the faculty member of the recommendation adopted by the unit.

NOTES:

The Dean shall augment any department with less than three eligible voting members with additional members who shall participate in the promotion decisions. See ~~RF Section~~ RF Section -1.1 and the chart of members eligible to vote on personnel decisions for information on how the augmented committee shall be formed and who shall serve on it.

Recommendations for promotion of department chairs may be made by the Dean in consultation with the tenured members of ~~the~~ the department.

Colleges and School

4.4.6.2 College Promotions Committees

The Dean of each College shall establish a College Promotions Committee to evaluate the professional record of each candidate. This committee shall consist of at least seven members. Voting in the College Promotions Committee shall be governed by the principle that nominations to a given rank shall be voted

only by members of the committee who hold rank equivalent to or higher than that under consideration. A member's service on this committee shall be limited to three consecutive years and no more than two members of the same department shall serve on the committee at the same time. The College Promotions Committee shall consider the professional records of the following groups: (a) candidates recommended by the department, (b) persons who request consideration by appeal to the Dean of the College, and (c) any others whom the committee believes deserve consideration because of special circumstances.

A written report on the deliberations of the College Promotions Committee shall be forwarded to the Dean. This report shall explain briefly the strengths and weaknesses of each nominee and in cases in which the committee chooses not to recommend a candidate for promotion, the report shall give reasons for this action. Wherever feasible, this report shall include any information which may be of service to the faculty member who is not granted promotion and who wishes to improve his or her performance.

4.4.6.3 Action of the Dean

The Dean shall review the recommendations of the College Promotions Committee, shall provide additional information where it is appropriate and shall then forward the list of candidates for promotion to the Provost and Vice ~~Chancellor~~ Chancellor for Academic Affairs. Upon timely request from an unsuccessful candidate, the Dean shall meet with the candidate to review the professional promotion record and to advise the candidate of any actions that may be taken to strengthen his or her qualifications for promotion.

4.4.6.4

Review by the Provost ~~& and~~ Vice ~~Chancellor~~ Chancellor for Academic Affairs

The Provost and Vice Chancellor for Academic Affairs shall review the recommendations of the Deans and shall send his or her recommendation concerning promotions to the Chancellor.

4.4.6.5

Final Action by the ~~Chancellor~~ Chancellor

The Chancellor shall make his or her final decision regarding recommendations for promotion, shall forward this decision to the Board of Regents, and shall notify all candidates of the status of their nomination. Upon written request from an unsuccessful candidate, the Chancellor shall review the candidate's professional record, including recommendations of the various promotions committees, of the Dean, and of the Provost ~~& and~~ Vice ~~Chancellor~~ Chancellor for Academic Affairs, and shall discuss with the candidate the rationale for the action on his or her recommendation. The Chancellor may refer the candidate to the Provost ~~& and~~ Vice Chancellor for Academic Affairs or to the appropriate Dean or the department chair for a review of the candidate's file and the actions ~~thereon~~ thereon.

4.4.6.6

Appeal

A faculty member who is not recommended for promotion has the right to appeal that decision to the Faculty Hearing, Grievance, and Appeals Committee in accordance with the procedures of Chapter IV of this Handbook: ~~Procedure Section 10-Procedure~~ for Handling Grievances: Faculty Personnel ~~Rules-Chapter 10, Rules~~.

4.4.6.7 Promotion

Calendar

The Dean ~~or Director~~ of the College ~~or School~~ notifies the department chair of all faculty eligible for promotion consideration by September 15.

The chair notifies individual faculty members within five working days following September 15 of the faculty members' eligibility for promotion to full professor and their requirement to submit their professional record, as specified in ~~Chapter Section~~ 4 of the Faculty Handbook - Procedure for Promotion to Professor. The completed record will be submitted to Department Chair for departmental review by October 15. [FS 03/04 #13]

The departmental decision is made by November 1.

The departments send promotion recommendations to College ~~and School~~ Promotion Committees by November 15.

The College ~~Promotion Committees~~ send recommendations to their respective Deans ~~by~~ February 1.

The College Deans ~~send~~ recommendations to the Provost ~~& and~~ Vice Chancellor for Academic Affairs by February 15.

The Chancellor and Provost and Vice Chancellor for Academic Affairs inform the Deans and the individual faculty of their recommendations by March 1 and send recommendations to the Board of Regents according to System guidelines. ~~[FS 00/01 #9]~~

Upon receipt of the final decision from the Board of Regents, the Chancellor shall inform the faculty members of their status.

~~[FS 94/95 #7]~~ Table 4.4.6.7 Promotion to Full Professor Calendar - Action Date Table 4.4.6.7 Promotion to Full Professor Calendar

Action Date

The Dean of the College notified the department chair of all faculty eligible for promotion By September 15

Department chair notifies individual faculty members Within five working days following September 15

Completed record submitted to department chair By October 15

Departmental decision By November 1

Recommendations from departments to College promotion committees By November 15

Recommendations from promotion committees to Deans By February 1

Recommendations from Deans to the Provost and Vice Chancellor for Academic Affairs By February 15

Chancellor and Provost and Vice Chancellor for Academic Affairs inform the Deans and individual faculty and send recommendations to the Board of Regents By March 1

Chancellor informs faculty members After receipt of the final decision from the Board of Regents

5 - Periodic Review-Faculty Personnel Rules

Periodic Review-Faculty Personnel ~~Rules-Chapter 5 Rules~~

5.1

Post-tenure Review of Professional Activities of ~~Faculty-RF 5.1 Faculty~~

At least once every five years the professional activities of tenured faculty will be reviewed to inform each faculty member of his or her performance. The review may be conducted simultaneously with merit review or with promotion review.

For the purpose of this review the criteria used are those found in the Faculty/Academic Staff Handbook under ~~RF 3.24e Section 3.2.1c~~ and the appropriate department's statement applying these criteria to the department mission, such statement to be on file in the Provost-~~& and~~-Vice-~~Chancellor's~~ Chancellor for Academic Affairs'-office.

5.2

Conducting the ~~Review-RF 5.2 Review~~

The academic unit will determine whether a committee of its tenured faculty or the chair will conduct the review. The reviewer(s) shall:

- (a) Review the teaching ~~portfolio Review, the teaching~~ portfolio, the personal reflective statement (see Section 3.24 above) and other pertinent data ~~[FS 02-03 #48]~~ submitted by the faculty member. The faculty member has primary responsibility for assembling the data for review. The faculty member will include an inventory of the data submitted, and the chair will verify the inventory contents. The faculty member is responsible for promptly submitting the information for his or her review. The reviewer(s) will prepare a summary of their findings.
- (b) Discuss with the faculty member his or her performance in continuing to meet the criteria under ~~RF 3.24e Section 3.2.1c~~. Following this discussion the reviewer(s) will prepare a final summary of findings and recommendations which will be signed by the chair and any other reviewers, and by the faculty member reviewed to acknowledge that the review was completed.
- (c) Enter into the faculty member's departmental professional file the inventory, the final summary report, and any other pertinent information used in the review. The faculty member reviewed will be given a copy of the final summary report.

If the faculty member's performance is deemed outstanding, a copy of the report shall be entered into the peer merit file as evidence to support a high merit ranking, and the chair shall consider the faculty member in the recommendations to the Dean ~~or Director~~ for special merit awards.

If the faculty member's review reveals a need for significant improvement in performance, the chair will report such to the academic ~~Dean or Director, Dean,~~ The Dean ~~or Director~~ and the chair in consultation with the faculty member will recommend a retraining or redevelopment program to the Provost-~~& and~~ Vice-~~Chancellor, Chancellor for Academic Affairs,~~ who shall assist the Dean ~~or Director~~ to find resources to fund such a program. This program may include, but is not limited to, additional coursework, referral to the Employee Assistance Program, participation in professional meetings in the discipline, and/or appointment of a peer mentor.

5.3

Challenging the ~~Review-RF 5.3 Review~~

The faculty member may challenge the summary report before the reviewer(s) and/or before the tenured faculty of his or her department. Subsequently, the faculty member may take the matter to the University Faculty Hearing, Grievance, and Appeals ~~Committee. [FS 92/93 #18]~~ Committee.

5.3.1

Procedures: Post-tenure Review Timeline

- a. Names of faculty members subject to post-tenure review forwarded to heads of academic units no later than May 1 of the academic year preceding review
- b. Head of academic unit notifies faculty member no later than May 15 of the academic year preceding review
- c. Department sets post-tenure review dates and decides whether post-tenure review will be conducted by the chair or by committee no later than September 30
- d. Selection of committee, if necessary, completed by October 15
- e. Head of academic unit notifies faculty member and post-tenure review committee (if committee option is in effect) of review dates by October 30
- f. Faculty member compiles portfolio and other pertinent data of previous five years' contributions no later than January 30
- g. Chair or committee reviews portfolio during one week review period between January 30 and April 15. (Post-tenure review dates set by department no later than September 30 - see (c) above.)
- h. Chair or committee meets with faculty member to discuss performance. Following this meeting, final summary of findings and recommendations is prepared and signed, with faculty member receiving copy of post-tenure review report no later than two weeks after post-tenure review period. (Post-tenure review dates set by department no later than September 30 - see (c) above.)
- i. Post-tenure review report is forwarded to Dean ~~or Director~~ by one week after meeting with faculty member.
- j. Dean ~~or Director~~ forwards post-tenure review report and any response to the Provost ~~& and~~ Vice Chancellor for Academic Affairs by one week after post-tenure review report forwarded to Dean j. Dean forwards post-tenure review report and any response to the Provost and Vice Chancellor for Academic Affairs by one week after post-tenure review report forwarded to Dean

Table 5.3.1 Post-tenure Review Calendar

<u>Names forwarded to heads of academic units</u>	<u>By May 1 of the academic year preceding review</u>
<u>Head of academic unit notifies faculty member</u>	<u>By May 15 of the academic year preceding review</u>
<u>Department sets post-tenure review dates and method</u>	<u>By September 30</u>
<u>Selection of committee, if necessary</u>	<u>By October 15</u>
<u>Head of academic unit notifies faculty member and committee of review dates</u>	<u>By October 30</u>
<u>Faculty member completes portfolio</u>	<u>By January 30</u>
<u>Chair or committee reviews portfolio</u>	<u>One week review period between January 30 and April 15</u>
<u>Chair or committee member meets with faculty member and final summary is submitted to faculty member</u>	<u>No later than two weeks after the post-tenure review period</u>
<u>or Director</u>	<u>Chair or committee member meets with faculty member and final summary is submitted to faculty member</u>
	<u>No later than two weeks after the post-tenure review period</u>

~~Post-tenure review report forwarded to Dean~~ ~~By one week after meeting with faculty member~~

~~Post-tenure review report forwarded to Dean~~ ~~By one week after meeting with faculty member~~

Dean forwards report and any response to the Provost and Vice Chancellor for Academic Affairs
By one week after post-tenure review report is forwarded to Dean

If significant improvement in performance is needed, the faculty member, the chair, the Dean ~~or Director~~ and the Provost ~~& and~~ Vice Chancellor for Academic Affairs confer to draft an appropriate retraining or development program. Resources should not be removed from existing faculty development programs for programs to remedy deficiencies. ~~[FS 93/94 #17]~~

5.4

Professional Record Procedures

A folder containing the personal resumé of each staff member with certified transcripts, academic record, experience, and professional accomplishments is kept in the office of the Chancellor. It is the responsibility of all faculty members to see that the record is kept up to date. See the section on Promotion Criteria earlier in this ~~chapter section~~ for a listing of items which should be in the professional record. This record is confidential and will be released only as deemed appropriate under state and federal statutes.

5.5

Student Evaluation of Instruction

5.5.1

Introduction

In general, student evaluation of classroom teaching produces two types of information. One type of information can be used to help the ~~instructor~~ instructional academic staff identify the effectiveness of specific instructional practices and can also identify areas for improvement or development. The second type of information gained from uniform student evaluations is used to arrive at broad comparisons of ~~instructors~~ instructional academic staff members and can be used for personnel decisions.

The student survey of classroom teaching effectiveness conducted at UW-RF is of the second type only. According to an interpretation by the Wisconsin Attorney General, the results of uniform student evaluations conducted by the University, College, School, or unit on a required basis are PUBLIC information.

Student evaluations are but one means of assessing classroom teaching effectiveness. A thorough review of teaching effectiveness includes classroom observations by peers; a review of syllabi, tests, texts, and required readings; a review of other teaching tools such as computer simulations and videos; videos of a class period; self-evaluation including statements of teaching goals, and the methods the teacher uses to accomplish these goals; examples of the products of one's teaching such as essays, papers, art and performances; examination of grading patterns and how grades are determined in a department; and the results of uniform student evaluations. The information used in assessing teaching effectiveness for personnel decisions should augment the information required in ~~UW-RF 3.21~~ Section 3.2.1-c.1 and ~~3.23~~ 3.2.3.

In brief, uniform student evaluations should be used as supporting evidence of classroom teaching effectiveness and not as the primary evidence of it.

5.5.2 Uses of the Uniform Survey Results

(a) The results of uniform evaluations of classroom teaching effectiveness can be used in personnel decisions. Personnel decisions are made in departments/units, by the ~~Deans and Director, Deans,~~ by the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~ by the Chancellor, by College and School promotion committees, and by those involved in grievance proceedings. Normally the personnel decisions made are for retention, promotion, tenure, and merit pay.

(b) Every academic and administrative unit making personnel decisions must state in writing the relative importance of student evaluations in comparison to other means of evaluating teaching such as those discussed above. The statements must be approved by the appropriate ~~Dean or Director, Dean,~~ the Provost ~~& and~~ Vice Chancellor for Academic Affairs and by the Chancellor.

5.5.3

Uniform Survey Instrument

(a) The survey instrument will include only questions approved by the Faculty Senate, and will be administered by the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~

(b) Any statistical measures will be applied to the results of one question only, not to any combination of all the questions. Statistical measures applied to a question must be limited to the responses to that question in one class section only. There must not be any "composite" number derived from the results of the questions.

(c) The frequency, standard deviation, mean or average of the results of each question must not be used explicitly to compute any department, College or School, or University-wide salary change including raises, merit pay or pay reductions.

(d) The results of uniform student evaluations will be sent to the individual faculty member surveyed, to the department chair, to the ~~Dean or Director, Dean,~~ to the Provost ~~& and~~ Vice ~~Chancellor, Chancellor for Academic Affairs,~~ and will be available in the Library.

(e) Uniform student evaluations will be conducted within the last three weeks of the semester. Fall semester evaluation(s) shall be conducted in a timely manner so that results for probationary faculty will be available by January ~~10th [2001-02#22], The 10th.~~ The results of the survey will not be available until after the final grade rosters are submitted to the Registrar. The Provost ~~& and~~ Vice Chancellor for Academic Affairs will ensure that all grade rosters have been submitted.

(f) Uniform student evaluations will be administered in all classes each semester for probationary faculty and instructional academic staff only, and evaluations will be administered each semester for one-third of tenured faculty. Tenured faculty to be evaluated will be selected alphabetically every third evaluation period. Faculty have the option to have evaluations done more frequently.

5.5.4 Recommendation for Further Evaluation

Individual faculty members may on their own volition conduct additional student surveys to help identify the effectiveness of specific instructional practices and areas for improvement or development. Individual students may decide whether to complete these surveys or not. The results of the surveys are confidential and are the property of the individual faculty member. At the discretion of the faculty member, a copy of the survey instrument, and any results obtained from them, may be included in the personnel file as a part of the teaching ~~portfolio. [FS 94/95 #23] portfolio.~~

6-

Rules for Nonrenewal Appeals -Faculty Personnel ~~Rules Chapter 6 Rules~~

These rules are established to implement and augment the requirements of UWS 3.08.

6.1 Authority to Review ~~RF 6.1~~

The authority to review nonrenewal decisions concerning faculty members shall be vested in the Faculty Hearing, Grievance and Appeals Committee of the University of Wisconsin-River Falls (hereinafter, Committee). No person participating in the original decision to nonrenew a faculty member shall participate with the Committee in reviewing that decision.

6.2 Request for Review~~RF 6.2~~

The Committee shall review a nonrenewal decision in accordance with the following procedure:

- (a) If the faculty member wishes to appeal his or her nonrenewal decision, he or she shall make a written appeal to the Committee within 20 days of official notice that the reconsideration has affirmed the nonrenewal decision (25 days if notice is by first class mail and publication).
- (b) The Committee shall conduct a review of the nonrenewal decision not later than 20 days after receipt of the request from the faculty member concerned, except that this time limit may be extended by mutual consent of the parties or by order of the Committee.
- (c) The faculty member concerned shall be given at least 10 days notice of such review.

6.3 Burden of Proof~~RF 6.3 Proof~~

The burden of proof before the Committee shall be on the faculty member concerned. This burden shall be satisfied upon a showing that the decision to nonrenew was based in any significant degree upon one or more of the factors set forth in ~~RF Section~~ 6.4 herein, with material prejudice to the individual [See UWS 3.08 (1)].

6.4

Scope of Review~~RF 6.4 Review~~

The Committee shall ascertain whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the faculty member concerned:

- (a) conduct, expressions or beliefs which are constitutionally protected or protected by the principles of academic freedom, or
- (b) factors proscribed by applicable state or federal laws regarding fair employment practices, or
- (c) improper consideration of qualifications for reappointment or renewal:
 - (1) the procedures required by rules of the faculty or board related to renewal or nonrenewal of probationary appointments were not followed, or
 - (2) available data bearing materially on the quality of performance were not considered, or
 - (3) unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

6.5 Proceedings Before the Committee~~RF 6.5 Committee~~

The review of a nonrenewal decision shall be conducted by the Committee at a meeting held specifically for that purpose. Such meeting shall be closed unless the faculty member concerned requests an open meeting. The faculty member concerned and representatives of those making the nonrenewal decision shall be present at the review.

~~Committee Report-RF 6.6-~~ Committee Report

The Committee shall report on the validity of the appeal to the body or official making the nonrenewal decision and to the appropriate Dean ~~or Director~~ and the Chancellor. The report may include remedies which may, without limitation because of enumeration, take the form of:

- (a) a reconsideration by the decision maker, or
- (b) a reconsideration by the decision maker under instructions from the Committee, or
- (c) recommendations to the next higher appointing level.

Cases shall be remanded for reconsideration by the decision maker in all instances unless the Committee specifically finds that such a remand would serve no useful purpose.

6.7 Continued Jurisdiction ~~-RF 6.7~~

The Committee shall retain jurisdiction during the pendency of any reconsideration.

~~Final Decision-RF 6.8~~ Final Decision

The decision of the Chancellor will be final and shall be supported by the reasons for accepting or denying the recommendations of the Committee.

7 - Standing Committee For Dismissals, Layoffs, and Terminations-Faculty Personnel ~~Rules-Chapter 7- Rules~~

~~Termination Committee-RF 7.1-~~ Termination Committee

The Termination Committee is designated as the standing faculty committee responsible for the duties assigned in UWS 4.03 and UWS 5.11. Organization and procedures of the Termination Committee are set forth in the Faculty By-laws.

8 - Faculty Consultative Committee and Rules on Seniority -Faculty Personnel ~~Rules-Chapter 8 Rules~~

8.1

~~Faculty Consultative-Committee-RF 8.1~~ Committee

The Faculty Senate shall serve as the Faculty Consultative Committee required by UWS 5.04.

~~Seniority-RF 8.2~~ Seniority

Seniority is defined in response to the requirements of UWS 5.08. It shall be determined by total years of service to the institution, without regard to rank.

9 - Procedure For Handling Complaints -Faculty Personnel ~~Rules-Chapter 9~~

~~Chapter 9~~ Rules

9.1

~~Committee Defined-RF 9.1~~

In the following, the term "Committee" refers to the Faculty Hearing, Grievance, and Appeals Committee.

~~Complaints Defined-RF 9.2-~~ Complaints Defined

Complaints are allegations by the administration, students, academic staff members, other faculty members, classified staff members, or members of the public charging conduct by a faculty member that is not serious enough to warrant dismissal proceedings under UWS 4, but which does (a) violate University rules or policies or (b) adversely affect the faculty member's performance of his or her obligation to the University.

Procedure—RF 9.39.3 Procedure

9.31

9.3.1 All complaints to receive formal attention under the provisions of this ~~chapter section~~ shall be written, signed, and submitted to the Chancellor of the University within a reasonable time after the alleged misconduct.

9.32

9.3.2 The Chancellor shall first notify the faculty member concerned, in writing, regarding the nature of the complaint and give him or her an opportunity to explain his or her conduct. The Chancellor may make further investigation of the allegations and shall then:

- (a) dismiss the complaint, or
- (b) invoke the appropriate disciplinary action, or
- (c) refer the complaint to the Committee.

The Chancellor shall notify the faculty member, in writing, of his or her decision and/or action.

~~9.33~~**9.3.3** If the Chancellor takes disciplinary action, the affected faculty member may request a hearing before the Committee. The request shall be made within 20 days after notice of the Chancellor's disciplinary action.

9.34

9.3.4 The Committee shall hold a hearing not more than 30 days after receiving a request from the faculty member or after having a complaint referred to it by the Chancellor, except that this time limit may be lengthened by mutual consent of the parties. The affected faculty member shall be given at least 10 days notice of the hearing.

9.35

9.3.5 The hearing shall be closed unless the faculty member concerned requests an open meeting in which case it shall be open (see Chapter 19, Subchapter IV, Wis. Statutes, Open Meeting Law).

9.36

9.3.6 The Committee shall consider all available information relevant to the complaint. Such information may be sought from students and members of the public. The Committee shall have the right to obtain information relevant to the complaint from University personnel.

9.37

9.3.7 The concerned faculty member may be present at those times when information is being presented to the Committee.

9.38

9.3.8 The faculty member charged shall be presumed innocent by the Committee until proven otherwise.

9.39

9.3.9 The findings and recommendation of the Committee shall be reported in writing to the Chancellor and to the faculty member concerned. The recommendation may be for:

- (a) dismissal of the complaint, or
- (b) appropriate disciplinary action, or
- (c) referral of the complaint to the appropriate department or administrative officer.

RF 9.4 Decision of the Chancellor

The decision of the Chancellor on the recommendation of the Committee, or on the complaint in the absence of a Committee recommendation, shall be final except that the Board of Regents at its option may grant a review on the record. The final decision of the Chancellor shall be supported by written reasons.

RF 9.5 Preclusion of Double Jeopardy

After the hearing and recommendation of the Committee and the final decision of the Chancellor, the faculty member shall not again be called to account for the same alleged misconduct that was the subject of the complaint.

10 -

Procedure For Handling Grievances (UWS 6.02)-Faculty Personnel ~~Rules-Chapter 10~~ **Rules**

~~Other Grievances-RF~~ **10.1- Other Grievances**

This procedure is set up to deal with faculty grievances not specifically provided for in UWS 3, 4, 5, and 6.01.

~~Committee Defined-RF~~ **10.2- Committee Defined**

In the following, the term "Committee" refers to the Faculty Hearing, Grievance, and Appeals Committee.

~~Procedure-RF~~ **10.3 Procedure**~~10.31-~~

10.3.1- A faculty member who feels that he or she has a just cause for a professional grievance shall notify the chair of the Committee in writing, stating the nature of the grievance. A grievance may be withdrawn at any time upon the written request of the faculty member and no report will be made.

~~10.32~~

10.3.2 Within 20 days after receiving notice of the grievance, the Committee shall meet for the purpose of hearing the faculty member. The faculty member shall be given written notice of this meeting at least three days in advance. The purpose of the hearing shall be to consider whether the grievance should be dismissed or investigated further. The decision shall be communicated to the faculty member concerned.

~~10.33~~

10.3.3 If the Committee decides to dismiss the grievance, the faculty member concerned shall be so informed and no other report will be made.

~~10.34~~

10.3.4 If the Committee decides to investigate the grievance, it shall proceed with reasonable speed. In the

investigation, the Committee shall have the right to obtain information relevant to the grievance from University personnel.

10.35

10.3.5 The Committee shall prepare a written report of its conclusions and recommendations which shall be submitted to the faculty member and the Chancellor. The report shall contain recommendations for either:

- (a) dismissal of the grievance, ~~or or~~
- (b) proposed solutions to the grievance.

10.4

The Chancellor's ~~Responsibility~~ RF 10.4 Responsibility

Within 30 days of having received the Committee's recommendation, the Chancellor shall report his or her response and intended action to the Committee.

10.5 Access to the Board of ~~Regents~~ RF 10.5 Regents

The Regents have the option to consider a faculty grievance on the record upon petition of a faculty grievant as well as upon the receipt of recommendations from Faculty Hearing, Grievance and Appeals ~~Com-mittee~~ Committee -which has already considered the matter at the institutional ~~level~~. [FS 89/90 #23] level.

11 - Outside Activities-Faculty Personnel Rules

UWS Guidelines for Reporting Outside Activities under UWS 8.025

It is the policy of the University of Wisconsin System to require a report from all faculty and academic staff who engage in remunerative outside activities in their field of professional interest and whose appointments are half time or more for the period under contract to the UW System. If an employee has a joint appointment, he or she must file a report for each department/unit. This report covers activities that occur during the full year, even if the employee was not under contract to the University for part of that time. The employee should discuss with his or her Dean ~~or Director~~ any activities that may present carryover questions of conflict with the employee's responsibilities during his or her contract period.

Report Form Definitions

For purposes of the ~~reporting~~ reporting -form:

Remunerative Relationship: A remunerative relationship is any relationship that results in payments, transfer of goods, or provisions of services to the reporting staff member.

Net Remuneration: Net remuneration includes the value of all payments, goods, and services received as compensation for an activity less expenses. Expenses deducted should not exceed those that could ordinarily be claimed from University administered funds.

Organization: An organization is any corporation, partnership, proprietorship, firm, enterprise, franchise, association, trust or the legal entity other than an individual or body politic (see UWS 8.02 (12), Wisconsin Administrative Code).

Professionally Related Activities: Professionally related activities are activities related to the staff member's field of academic interest or specialization.

Ordinary Professional Activities: Ordinary professional activities are those activities which extend a faculty or staff member's normal institutional responsibilities of teaching, research and service to serving

other public institutions, organizations, and professional societies. Examples of such ordinary professional activities would be:

- (a) occasional lectures, colloquia, seminars, etc., given at colleges and universities and at meetings of professional societies;
- (b) preparation of monographs, chapters, and editorial services for nonprofit educational organizations;
- (c) service on advisory committees and evaluation panels for government funding agencies, non-profit foundations and educational organizations;
- (d) leadership positions in professional societies.

Reportable Activities

Those items which are reportable under UWS 8.025 include:

- (a) Professional related outside activities occurring while one is under contract to the University for which net remuneration is received, not including ordinary professional activities.
- (b) The names of organizations or businesses for which net remunerative outside activities were performed, the type of activity (consulting, teaching, research, writing, etc.) and the aggregate time spent (days) in that activity.
- (c) Royalties from writing and patents need be reported only in the year that they first appear.
- (d) The organization or source must be named and the aggregate amount of time in days spent in outside activities with that organization must be indicated. If \$5,000.00 or more compensation per year from a single source is received, the last column of section A should be checked.

If the name of the organization should not be publicly identified, ~~Dean or Director's~~ Dean's approval to withhold the name must be received (e.g., if revealing the name would be damaging to the organization's legitimate competitive interests.)

- (e) Any remunerative relationships with organizations which sponsor university research, teaching or training. If these relationships exist, the name of the organization must be reported.
- (f) Officerships, directorships, or trusteeships held by faculty or members of immediate family in businesses or commercial organizations related to professional fields.
- (g) Ownership interests in organizations related to an academic area of specialization, provided that immediate family collectively owns more than 10% of the equity.

Those activities which need not be reported include:

- (a) Activities for which remuneration comes from University administered funds (e.g., teaching and innovation awards, etc.).
- (b) Remunerative ordinary professional activities (see definitions above).
- (c) Instruction at another nonprofit educational institution or research supported by a government agency if the instruction or research is performed during periods when the staff member is not in the University payroll, or in the case of part-time appointment, if the work is performed during time not contracted to the University.

11.1 ~~Outside Activities-Faculty Personnel Rules-Chapter 11~~ Activities

Outside Activities—RF 11.1

Rules and procedures governing outside activities are intended to ensure devotion to teaching, research activities and all normal University responsibilities on the part of members of the faculty, while permitting their broad participation in public service or endeavors related to their fields of interest. (In addition to the provisions of this ~~chapter, section~~, -see Chapter UWS 8, Section 11.36 Wisconsin Statutes.)

~~University Responsibilities~~ RF 11.2 University Responsibilities

Full-time appointment to the faculty of the University implies that the University has first claim to the individual's professional services. The faculty member's professional duties include such activities as teaching, research, committee assignments, and making his or her services available to students and to the University as a whole. Absences from regular duties are justified when occasioned by (1) the requirements of University-assigned responsibilities, (2) efforts and activities that make specific, identifiable (as opposed to general) contributions to the individual's ability to fulfill the responsibilities of his or her position, and (3) the taking of time that is partially compensatory for unusually long hours devoted in service to the University. This compensatory time shall not entail absences from classes. Faculty members employed on a fractional time basis have similar responsibilities, but they shall be proportionate to the fractional time appointment.

~~Definitions~~ RF 11.3 Definitions

~~11.31~~

11.3.1 In addition to the outside activities specified in Section 11.2, outside activities are those activities of a member of the faculty which are of an extensive, recurring, or continuing nature outside of his or her institutional responsibilities during any period of employment by UW-River Falls.

~~11.32~~

11.3.2 Substantial outside activities are any outside activities that do reduce or threaten to reduce the faculty member's effectiveness in the performance of teaching, research activities, and all normal University duties. All instances of the following activities are specifically recognized as substantial outside activities:

- (a) teaching for remuneration;
- (b) service as an expert witness in legal proceedings; and
- (c) service as staff, advisor, or consultant to granting agencies.

~~Reporting~~ RF 11.4 11.4 Reporting

It is the responsibility of each faculty member to submit a written report of all his or her substantial outside activities to the head of his or her academic unit. This shall be done before an activity is undertaken. If there is doubt as to whether or not the outside activity is "substantial," it is the responsibility of the faculty member to consult the academic unit head regarding the matter. Failure to report substantial outside activities may subject the faculty member to disciplinary action under either ~~Chapter Section~~ -9 (Complaints) of these rules or Chapter UWS 4 (Dismissal).

11.5

~~Review and Action~~ RF 11.5 Action

~~11.51~~

11.5.1 Copies of reports of substantial outside activities shall be forwarded through normal administrative channels to the Dean or Director, Provost ~~& and~~ -Vice ~~Chancellor~~, Chancellor for Academic Affairs, and Chancellor for the purpose of permitting reviews of the reports.

11.52

11.5.2 If it is determined, at any administrative level, that outside activities are excessive or otherwise improper, oral communication with the faculty member concerned may be used as a means of correcting the situation. However, (a) at the discretion of the administrative officer, (b) upon the request of the faculty member, or (c) if the improper activity persists after oral communication of disapproval and suggested corrections, the faculty member shall be notified of the impropriety in writing. The notice shall include reasons for judging the outside activity improper and recommendations for adjustments in those activities. If the notice does not originate with the head of the academic unit, it shall be transmitted by him or her to the faculty member concerned.

Appeal–RF 11.6

11.6 Appeal

The faculty member may appeal a decision regarding the impropriety of his or her outside activities. The appeal shall be submitted to the Faculty Hearing, Grievance, and Appeals Committee in accordance with the procedures of ~~Chapter Section~~ -10 (Grievances).

11.7

University Equipment and ~~Services RF 11.7~~ Services

No faculty member shall use University facilities, equipment, or services for purposes of private practice without first obtaining written approval from the department chair, Dean or Director, and the Vice Chancellor for Administration and Finance, and the payment of a reasonable fee for the privilege enjoyed.

12 - Faculty Sabbaticals ~~Procedures~~

~~[FS 92/93 #21] [FS 90/91 #25] [FS 95/96 #18]~~

12.1 Faculty Sabbaticals Procedures

12.1.1

Purpose

The purpose of the faculty sabbatical program is to enable recipients to be engaged in intensive study in order to become more effective teachers and scholars and to enhance their services to the University. The sabbatical program should also be understood as recognition of past and continuing academic contributions of the recipients in keeping with the Select Mission of UW-River Falls.

12.1.2 Types

Two types of sabbatical leaves are available to faculty members.

(1) A faculty member may take a sabbatical leave for an academic year and receive from the institution financial support at any level up to 65% of his or her full compensation for that period.

(2) A faculty member may take a sabbatical leave for one semester of the academic year and receive from the institution financial support at any level up to a maximum of his or her full compensation for that period.

12.1.3 Eligibility

(1) At the time the sabbatical proposal is submitted, the faculty member must have met the following criteria:

- (a) The faculty member is tenured at the time of application.
- (b) The faculty member has completed at least five years since the conclusion of his or her last sabbatical leave

—[FS 99/00 #23].

- (c) The faculty member has completed at least six full years of employment at UW-RF as a probationary/tenured faculty—~~member, member.~~

- (d) If the faculty member has taken a leave of absence, for whatever reason, the leave period shall be excluded in

—determining the faculty member's years of full-time service.

- (2) A sabbatical will not be awarded to a faculty member who does not plan to return to UW-RF for at least one ~~academic~~

— academic-year of service after the termination of the sabbatical.

Requirements

12.1.4 Requirements [FS 04-05 #30]

Each applicant shall ~~prepare a proposal describing complete the Sabbatical Proposal Form, which describes~~ the proposed sabbatical ~~program~~ in complete, clear, and specific terms, including each of the following items:

- (1) ~~A cover sheet signed by the department chair and the Dean or Director of the applicant's College or School acknowledging their familiarity with the faculty member's intent in seeking a sabbatical leave. The signatures do not signify support either for or against the proposal in terms of its merits, departmental personnel considerations or financial obligations.~~

- (2) An abstract of ~~fifty~~ 100-words or less summarizing the objectives of the ~~proposal, proposal.~~

(3)

- (2) The nature and objectives of the proposed sabbatical program, including a detailed account of proposed sabbatical activities. ~~If the proposal involves interaction with other than a traditional institution, documentation should be provided establishing the credibility of that institution as a proper setting for a sabbatical.~~

(4) **Demonstration of the**

- (3) **The** relationship of the proposed sabbatical ~~program~~ to the ~~faculty~~ applicant's field of ~~expertise, supported, expertise is to be demonstrated, and~~ as appropriate, supported by references to the vita and other ~~documentation, documentation.~~

(5)

(4) The anticipated contribution of the proposed sabbatical ~~program~~ to the enhancement of teaching and/or course and curriculum development at UW-River Falls, which may or may not include the relationship of the sabbatical program to the research interests of the ~~applicant~~, applicant.

~~(6)~~

(5) The proposed period and/or schedule of ~~sabbatical study~~ sabbatical, -including a time line which shows when the work will be ~~done~~, done.

~~(7)~~

(6) A copy of the personal vita which must include evidence of excellence in teaching and of the academic contributions made by the ~~individual~~, individual. If possible, submit an electronic version of the CV to FASDB@uwrf.edu <mailto:FASDB@uwrf.edu>. If the proposal is approved, an electronic CV will be required.

(7) A transmittal form signed by the department chair and the Dean acknowledging their support of the sabbatical.

(8) Letters confirming the existence of a proposed relationship, travel/residence, or outside institutional commitment germane to the sabbatical proposal, if any, should be included. Letters of support from colleagues, department chairs, Deans, ~~Directors~~ or others are not to be included in the proposal and will not be considered by the committee in its ~~evaluations~~. ~~Only letters which confirm the existence of a proposed relationship, travel/residence, or outside institutional commitment germane deliberations.~~

(9) Applicants should submit seven copies to the ~~sabbatical proposal, if any, should be included.~~ Director of Faculty and Student Academic Support Programs, 104 North Hall.

12.1.5

Conditions

The following conditions govern the faculty sabbatical program:

(1) In the administration of faculty sabbaticals, creditable service for retirement purposes will vary, depending on the length of the sabbatical and level of compensation. A faculty member considering a sabbatical leave request should consult with the institutional fringe benefit coordinator prior to submitting a formal ~~request~~, request.

(2) A faculty member may receive supplementary grants or other awards while on sabbatical leave, but such compensation, when combined with the amount of institutional compensation, shall not exceed the

full compensation normally received from the UW System for that ~~period.~~ period.

(3) Such additional grants or awards may be received by a faculty member only if the conditions for accepting the additional resources do not interfere with the stated purpose of a faculty member's sabbatical ~~program.~~ program.

(4) A faculty member may seek additional grants specifically for travel or unusual living expenses incident to the sabbatical program without restriction by the full-compensation maximum (see condition ~~2).~~ 2).

(5) A faculty member may not use the sabbatical period to accept other paid employment during the period of the leave, unless stipulated as a condition of the leave. If so stipulated, condition (2) is ~~operative.~~ operative.

(6) A faculty member must specify all grants or other awards applied for or to be received during the leave in his or her application for the sabbatical ~~program.~~ program.

(7) A faculty member must agree to return to UW-RF for at least one academic year of service after the termination of the sabbatical or repay any compensation (salary plus the University's share of fringe benefits) received from the UW System during the ~~sabbatical.~~ sabbatical.

(8) A faculty member must submit to the Provost ~~& and~~ -Vice Chancellor for Academic Affairs a written report outlining his or her accomplishments during the leave. This report should be submitted within three months after the faculty member's return to full-time employment.

12.1.6

Selection of Sabbatical Leave Recipients

(1) Call: The Provost ~~& and~~ -Vice Chancellor for Academic Affairs shall notify the faculty of the availability of sabbatical leave each March and shall call for applications for the leave period beginning 18 months hence. The Provost ~~& and~~ -Vice Chancellor for Academic Affairs shall make explicit in the call that funds for sabbaticals are limited. In addition, any financial exigencies which might indicate preference for year-long as opposed to semester-long sabbaticals must be announced with the call. If no such exigencies are announced then all proposals must be evaluated, and sabbaticals awarded, without preference to one period over another.

(2) Following this notification, applicants should submit application in accordance with the requirements set forth above. Proposals are due no later than October 1 of the year preceding the proposed sabbatical period. One copy of the proposal and supporting documents should be submitted to the applicant's department chair, one copy to the applicant's academic ~~Dean or Director.~~ Dean. and eight copies to the

Provost-~~& and~~-Vice-~~Chancellor's~~ Chancellor for Academic Affairs' -Office. A transmittal form must be signed by the appropriate department chair and Dean-~~or Director~~-and be submitted with the copies sent to the Provost-~~& and~~-Vice-~~Chancellor's~~ Chancellor for Academic Affairs' -office. Transmittal forms are available from the Provost-~~& and~~-Vice-~~Chancellor's~~ Chancellor for Academic Affairs' -office. The Provost-~~& and~~-Vice-~~Chancellor's~~ Chancellor for Academic Affairs' -Office shall conduct the initial screening for eligibility defined under Eligibility: (1) (a)-(d).

(3) The Faculty Professional Development Committee of the Faculty/Academic Staff Development Board serves as the review board for sabbatical proposals. ~~[FS 95/96 #30]~~

(4) The committee shall be convened by the Assistant to the Provost-~~& and~~-Vice-~~Chancellor,~~ Chancellor for Academic Affairs, -who will review with the committee the purpose of the sabbatical program and the evaluation/selection process to be followed.

(5) At its final meeting, the committee shall discuss the proposals and then rank them on a written ballot. The committee shall communicate their rankings of the proposals to the Provost-~~& and~~-Vice Chancellor for Academic Affairs or representative. Included in his or her report shall be such information as the committee determines may be helpful to unsuccessful applicants who may wish to apply at a later time.

(6) During the first two weeks of November, the Provost-~~& and~~-Vice-~~Chancellor,~~ Chancellor for Academic Affairs, -in consultation with the-~~Deans and Director,~~ Deans, -and the Chancellor shall review the recommendations of the Faculty Professional Development Committee, shall make the final selection, and shall notify the applicants of the status of their applications. The Provost-~~& and~~-Vice Chancellor for Academic Affairs will implement the granting of awards based on the committee's recommendations and within budget limitations. The rationale for any changes from the Faculty Professional Development Committee would be sent to the chair of the committee by the Provost-~~& and~~-Vice-~~Chancellor,~~ Chancellor for Academic Affairs.

(7) The Chancellor shall communicate his or her selections, in writing, to System Administration by November 15th for formal announcement at the December meeting of the Board of Regents.

(8) Evaluation: The criteria to be applied by the committee are as follows:

(a) The candidate must meet the minimum eligibility-~~requirements,~~ requirements.

(b) All forms of sabbatical activity are valid. That is, preference may not be given to one particular form of activity (research, publication) over another (travel, creative, course development). Proposals are to be evaluated on their-~~merits,~~ merits.

(c) Preference shall be given to those candidates who have made significant academic contributions to the University. Academic contributions include those activities normally recognized in decisions of promotion and tenure: quality of teaching, scholarly activity and service to the University and the wider community. The committee shall refer to the vita for evidence of academic contributions. ~~The~~ For candidates who have not received a previous sabbatical, the -time period for purposes of evaluation shall be the candidate's full length of ~~time since the applicant's last sabbatical. Priority will be given to those applicants employment at this University. For candidates~~ -who have ~~not~~-received a ~~sabbatical in previous sabbatical, the candidate should submit, and the committee will consider, only contributions made since the completion of~~ -the previous ~~ten years,~~ sabbatical. ~~[FS 00/01 #21], 04-05 #30]~~

(d) After candidates have been evaluated on the basis of their academic contributions the committee shall

evaluate the merits of the specific sabbatical proposals. This evaluation shall judge the extent to which the proposal clearly follows the guidelines for proposals as specified under Proposal Requirements ~~(1)-(8), (1)-(8)~~.

(e) The Committee shall use an evaluation form approved by the Faculty Senate ~~[FS 97-98 #2]~~ to ensure the following:

(i) 65% of the overall evaluation shall be based on the candidate's record of academic contributions to the University, and

(ii) 35% shall be based on the merits of the sabbatical proposal.

NOTE: WRS Retirement Credit--Creditable service for retirement is based on the percentage of time a person is on the payroll. For more specific information, contact the Staff Benefits Office in the Personnel Office. For further information regarding the UW System Sabbatical Program, see UW System Academic Planning Statement #3.3 and Wisconsin Statutes ~~36.11(17), 36.11(17)~~.

13 - Emeriti Status

EMERITUS STATUS: CRITERIA, PROCEDURES, PRIVILEGES [FS 04-05 #29]

13.1 Criteria for Awarding Emeriti Status

~~Emeriti status is awarded in recognition of excellence in contributions to UW-River Falls. - It is not granted automatically upon retirement.~~

13.2 Requirements

1. Only faculty and academic staff are eligible for emeriti status.

2. Emeriti status is awarded only to individuals retired from UW-River Falls.

3. Emeriti status is awarded based on a minimum of 15 years of significant service to UW-River Falls.

4. Exceptions to these requirements may be considered if there is considerable support for the application by the nominating unit or if there are unusual circumstances.

13.3 Procedures

1. The name and qualifications of an eligible faculty or academic staff member are submitted by the academic unit or department to the appropriate Dean or Supervisor for approval.

2. If approved, the nomination is forwarded to the Chancellor for final approval.

3. Upon final approval, the Chancellor sends a letter to the nominee listing privileges bestowed by emeriti status. The appropriate units, such as the library, the Campus Card Office, and IT Services, will also receive a copy of the letter.

13.4 Privileges

Privileges bestowed on individuals awarded emeriti status will be reviewed periodically by administration. Any changes or adjustments to the list of privileges will be made in consultation with the Faculty Senate. Emeriti will be notified if any changes occur due to budgetary reasons.

Privileges include:

1. complimentary parking permit, upon request.
2. campus ID, with all privileges it confers.
3. a UW-River Falls e-mail address.
4. the right to participate in all-University social affairs and functions.
5. inclusion on the Falcon Features mailing list.
6. complimentary tickets to University Theatre performances upon request.

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UW-RF Faculty/Academic Staff Handbook

Chapter IV: Faculty Personnel Rules and Procedures of UW-River Falls

(Adopted pursuant to the Wisconsin Administrative Code, Personnel Rules for Faculty, University of Wisconsin System)

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1 - Personnel Definitions - Faculty Personnel Rules

1.1 Academic Unit

The academic unit may be the department in which a faculty member serves, a College or division within a College, or an administratively designated unit which does not have departmental status. The designation of the academic unit should be made at the time of an individual's appointment and should not be changed to handle particular cases pending.

Augmented Departments for Personnel Decisions

Any department with fewer than three tenured members shall be augmented with additional members who shall participate in personnel decisions.

Specific personnel actions covered by this rule include, but are not limited to, search and screen, appointment, and reviewing for retention, promotion, and tenure. The number of faculty needed to augment the department shall be determined on a case-by-case basis. Each case shall be reviewed by the Dean and

the department. Their deliberations should include such factors as the number of tenure lines and other positions to be filled, department history, and any other relevant programmatic and personnel factors.

Faculty selected to augment the department shall be tenured faculty in other UW-RF departments. They shall be selected by the Dean of the College in which the department is located. The criteria for selection shall be 1) preparation in a cognate field or interdisciplinary training in the discipline of the department; and/or 2) expertise in personnel processes. The department to be augmented shall nominate up to two candidates for each position to be filled. The Dean shall consider these nominees in making the final decision but is not obligated to include departmental nominees among faculty selected to augment the department. The Dean's recommendations shall be reviewed and approved by the Chancellor and Provost and Vice Chancellor for Academic Affairs.

Applicants who are interviewed for a position shall be notified that the department has been augmented for personnel purposes. They shall also be apprised of the qualifications of the members who are augmenting the department and of the rules by which the augmented department operates. Whenever possible, the augmented department shall function from the beginning of the personnel process for a given position until the faculty member it hires for that position is nonretained, resigns, or is tenured.

In other cases, departments may be augmented if, in the best judgment of the appropriate academic Dean, it is in the best interests of the department and the University to do so.

1.2 Academic Unit Head

When an academic unit is identical to a department, College, or other existing administrative unit of the University, the academic unit head is the respective department chair, Dean, or other existing administrator. When an academic unit is specially created, the academic unit head is the person so designated by those responsible for designating the academic unit.

1.3 Faculty Appointment

Faculty appointments are agreements between the individual faculty member and the University providing for the employment of the faculty member in either a probationary or tenured position. Faculty appointments carry the following titles: professor, associate professor, assistant professor, visiting assistant professor, and instructional academic staff.

1.4 Probationary Appointment

A probationary appointment is an appointment by the Board made upon the affirmative recommendation of the appropriate academic unit and the Chancellor of the University and held by a faculty member during the period which may precede a decision on a tenure appointment.

1.5 Tenure Appointment

A tenure appointment is an appointment for an unlimited period granted to a ranked faculty member by the Board. Ordinarily, such appointments are made upon the affirmative recommendation of the appropriate academic unit and the Chancellor of the University via the President of the System. If the academic unit denies tenure and a review reveals that the denial was based on impermissible factors, a tenure appointment may be made on the affirmative recommendations of a properly constituted tenure review committee and of the Chancellor.

1.6 Faculty

"Faculty" means persons who hold the rank of professor, associate professor, assistant professor, visiting assistant professor, or instructional academic staff in an academic unit of the University. The appointment of a member of the academic staff may be converted to a faculty appointment in accordance with UWS 3.01(1)(c).

1.7 Academic Staff

"Academic Staff" means professional and administrative personnel, other than faculty and classified staff, with duties and types of appointments that are primarily associated with higher education institutions or their administration.

1.8 Dean

In these rules, the term "Dean" refers to a Dean or his or her functional equivalent.

Selection of Administrative Personnel - Procedures

1.9 Chancellor

The Board of Regents selects the Chancellor. The practice has been for the faculty to elect a committee to assist the Board. The committee has made recommendations on the basis of the candidates' papers, consulted with the Board, participated in interviews of applicants, and recommended the preferred candidates to the Board.

1.10 Vice Chancellors and Deans

Vacancies at Vice Chancellor and Dean levels requiring search and screen procedures will be reported to System Administration and Regents when they occur, thereby permitting Regents to identify those positions for which they want a Regent Committee to work with the Chancellor in reviewing the final list of candidates.

1.11 Tenuring of Administrators

Administrative candidates who may be offered tenure at the time of their hiring shall meet with the department in which they seek tenure during the campus interview process. In cases where the candidate might be considered for tenure in more than one department, the Provost and Vice Chancellor for Academic Affairs and/or Chancellor shall identify, in consultation with the candidate, which department shall first consider the candidate for tenure.

To implement this policy, the Chancellor informs the identified departments in writing that one, or more, of the candidates invited for campus interviews might potentially be tenured into their department. The Chancellor also provides the department(s) with the following written information: a) the curriculum vitae of the candidate(s), b) a copy of the Faculty/Staff Handbook criteria on awarding tenure, c) a copy of the criteria for considering tenure within the respective department, and d) information about the potential impact of this hire on existing and future tenure-track position in the department.

During the campus interview, the candidates meet with members of the identified department. Following that meeting, the tenured members of the department discuss the merits of the candidate relevant to the tenure criteria and forward a recommendation to the Chancellor.

Prior to the administrator returning to the department, the Chancellor and/or Provost and Vice Chancellor for Academic Affairs shall meet with the Department Chair to consider the appropriate assignment of responsibilities.

1.12 Middle Management

Written announcements of open positions in middle management (executive/administrative managerial positions titled Associate, Assistant, Assistant to, etc.) are to be made to the entire campus community with qualifications, duties, and salary range stated, and applications and nominations invited.

Applicants and nominees should have the opportunity to support their candidacies with a resumé, interview, and/or other materials. Administrators and search and screen committees should be alerted to

and encouraged to consider non-traditional career patterns as potentially relevant for administrative positions.

The judgment of the final selecting (hiring) authority should be based on the broadest pool of talent (candidates) and the fullest information possible.

1.13 Department Chair

Term

The department chair shall be appointed for a period of three years, beginning July 1 of the year in which the appointment is made. The appointment is renewable.

Selection Process

The Dean of the College concerned shall initiate the selection process for department chair. Recommendations for department chairs will be made to the Dean by eligible members of the department by secret ballot through the campus mail. On request, individual faculty members may examine the total vote in consultation with the Dean.

Timeline for Chair Selection

The Dean of the College shall initiate the selection for department chair by notifying the appropriate departments by November 1. Departments must return their recommendation to the Dean or Director by December 15. New chairs must be notified of their appointment by February 1.

Eligibility to Vote

All those full-time members of the department who are in at least their fourth semester of continuous service (not counting the summer session) and who have not received a letter of non-renewal are eligible to vote.

Nomination Procedure

In departments of ten or more members, nominees for the position of department chair shall consist of the top three candidates; in departments of five to ten members, the nominees shall consist of the two top candidates.

To be considered for the position, a nominee must have at least 30% (thirty percent) of the total votes cast. If no person receives 30% of the votes, the Dean will report the results of the balloting to the department and instruct the members to cast another ballot. If the second ballot is inconclusive, the Dean will select the department chair. If 30% of the department wishes the establishment of a search and screen committee, then such a vote is a recommendation to the Dean and such a committee shall be established from the voting members of the department. In departments with fewer than five members, or in cases where elections are not feasible, the Dean shall make recommendation in consultation with the members of the department, when possible.

Dean's Recommendation

The Dean makes recommendation to the Provost and Vice Chancellor for Academic Affairs who in turn makes recommendation to the Chancellor for final approval and appointment.

Acting Chair Appointments

When a department chair is not on summer session staff or is absent for one semester during the academic year, the Dean, in consultation with the department chair and members of the department, will appoint an acting chair. When a department chair will be absent for more than one semester during the academic year, the Dean may either appoint an acting chair in consultation with the department chair and members of the department or initiate procedures for the selection of a new chair as outlined above.

Appointments - Procedures

1.14 New Appointment

The initiation of a new appointment is usually by the head of the department and/or members of that department. New appointments must be approved by the Dean of the College or unit head, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor. It is the policy of the University of Wisconsin-River Falls to provide equal opportunity for all persons. Any special agreements between a faculty member and the University pertaining to the conditions of employment or performance expectations must be made in writing and be approved by the department or departmentally approved procedure, the Dean of the College, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor, or they will have no force in subsequent personnel decisions.

1.15 Academic Year Appointment

An academic year appointment extends for the nine-month academic year specified in the calendar approved by the Board of Regents and should ordinarily begin no earlier than one week before the first day of scheduled campus registration for the fall term and should end no later than one week after the last day of scheduled classes. The institution may contract with the faculty member for distribution of the equivalent of an academic year of service over the twelve-month calendar year; but, in any event, the contractual academic year shall consist of not fewer than thirty-nine contiguous weeks.

1.16 Annual Appointment

An annual appointment extends for a period of twelve months and normally begins on July 1. Faculty members on annual appointment shall accrue vacation pay at the rate of 22 working days per year.

1.17 Summer Session Appointment [see Administrative Policy #43]

1.18 J-term Appointment [see Administrative Policy #43]

2 - Recruitment and Initial Appointment - Faculty Personnel Rules

Chancellor's Statement [FS 04-05 #4]

The University of Wisconsin-River Falls stands committed to the principle of equality of opportunity in employment and in education. In its most elementary form, adherence to the concept of equality of opportunity requires that we strive toward a condition in which considerations of age, race, creed, color, religion, disability, marital status, gender, national origin, ancestry, sexual orientation, political affiliation, veteran status, arrest or conviction record, or membership in the National Guard or any other reserve component of the military forces of the United States or this state are irrelevant as determinants of the access an individual has to the opportunities for education, for employment, for achievement, and for personal fulfillment. Rather, the controlling factors in all such matters must be individual ability, interest and merit.

Our present and future course, which goes beyond non-discrimination (i.e., the elimination of all policies and practices that work to the disadvantage of individuals on the basis of age, race, creed, color, religion, disability, marital status, gender, national origin, ancestry, sexual orientation, political affiliation, veteran status, arrest or conviction record, or membership in the National Guard or any other reserve component of the military forces of the United States or this state), is based on the concept of Affirmative Action. The principle of Affirmative Action requires the University to determine if it has met its responsibility to

recruit, employ, promote, and reward these populations to a degree consistent with their availability and merit, and whether or not any failure to do so can be traced to specific discriminatory actions or policies. Where these classes are underrepresented, the University will recruit and employ them in accordance with their increasing availability. The premise of this commitment is that the corrosive effects of systematic exclusion, inattention, and overt discrimination cannot be remedied in appropriate ways and in a reasonable time by a posture of neutrality with respect to all individuals. Affirmative Action is necessary to avoid the perpetuation of the inequities that are our heritage from the past.

While the University is obliged to develop and sustain a program of Affirmative Action, our commitment to these matters transcends legal or contractual requirements. We undertake these actions and adopt these policies not because we are required to, but because it is right and proper to do so.

2.1 Procedures for Recruitment [FS 04-05 #4]

The following recruitment guidelines are designed to be consistent with UWS 3.02 which states “. . . [the recruiting] procedure shall be consistent with board policy and state and federal laws with respect of nondiscriminatory and affirmative action recruitment. The procedures shall allow maximum flexibility at the departmental and college levels to meet particular needs. In all instances the procedures shall provide for departmental peer review and judgment as the primary step in the recruiting process.”

Appointments and all terms of appointments shall be made only if based on affirmative recommendations of the academic unit/department and with the approval of the appropriate academic administrative officers.

2.1.1 Once the decision has been made that a vacancy exists within an academic unit/department and clearance to fill the position has been received from University Administration, the academic unit/department, using one of the structures described in Section 2.12 below, shall have the primary responsibility for recruitment for faculty appointments.

2.1.2 Prior to establishing a Recruitment Committee, the academic unit/department shall meet and determine the structure of the committee and the procedures to be followed. The decision of the academic unit/department should be recorded in the minutes of the meeting. The academic unit/department may elect one of the following:

- (a) act as a committee of the whole, delegating the recruitment process to a duly appointed subcommittee. The subcommittee conducts the recruitment consistent with all applicable sections of the Faculty/Academic Staff Handbook and makes recommendations to the voting members of the academic unit/department, who then reconvene as a committee of the whole to review finalists' files and recommend candidates for the position, or
- (b) act as a committee of the whole, without establishing a subcommittee, and conduct the recruitment consistent with all applicable sections of the Faculty/Academic Staff Handbook. The committee consists of all eligible voting members of the academic unit/department and any additional committee members as required by the Faculty/Academic Staff Handbook, who recommend candidates for the position to the Dean of the College, or
- (c) establish a Recruitment Committee that conducts the recruitment on behalf of the academic unit/department. The process may include consultation with academic unit/department faculty. Only the members of the Recruitment Committee (excluding advisory student members) shall recommend candidates for the position to the Dean of the College. Only members of the recruitment committee, the chair of the academic unit/department, and the student advisory member shall have access to the candidates' files, which will be held in strictest confidence consistent with University policy.

The chair of the academic unit/department shall appoint at least one student from among the junior and senior majors and minors in the academic unit/department to advise the Recruitment Committee in a non-voting capacity.

The following table lists who is eligible to serve on a Recruitment Committee, depending upon the type of search, and the voting rights of each of those members. The actual composition of the committee is determined separately.

Table 2.1.2 Recruitment Committees

Personnel Classifications and Voting Rights, Recruitment Committees, Unclassified Staff			
Employee Classification	Tenure Track Search	Instructional Academic Staff Search	Academic Staff Search
Tenured Faculty	Serves & Votes	Serves & Votes	Serves & Votes
Probationary Faculty ¹	Serves & Votes	Serves & Votes	Serves & Votes
Academic Staff, Full Time	Serves & Advises Only ²	Serves & Advises Only ²	Serves & Votes
Academic Staff, Part-Time	May not serve or vote	May not serve or vote	May not serve or vote
Instructional Academic Staff Full Time	May not serve or vote ²	May not serve or vote ²	Serves & Votes
Instructional Academic Staff Part Time	May not serve or vote	May not serve or vote	May not serve or vote
Student	Serves & Advises Only	Serves & Advises Only ³	Serves & Advises Only ⁴
Community Member	Serves & Advises Only ³	May not serve or vote	Serves & Advises Only ³
Classified Staff	May not serve or vote	May not serve or vote	May not serve or vote

¹. Every faculty member, including the academic unit/department chair, with two consecutive semesters of service in that academic unit/department shall be eligible to serve on the Recruitment Committee, with the exception of emeriti, persons who have officially announced their intention to retire, those who have received non-renewal notices or resigned for reasons other than retirement, and the individual being replaced.

². Academic Staff may serve and vote on search committees hiring Full Time Faculty positions with coaching assignments, and Full Time Coaching-related Instructional Academic Staff positions, and Academic Staff Support positions.

³. Students and community members may serve in an advisory, non-voting capacity at the discretion of the unit.

⁴. Student representation on the Recruitment Committee is highly recommended for units with significant student involvement.

2.1.3 The Recruitment Committee will prepare a recruiting plan to be used for recruiting candidates. The Recruitment Committee should make every effort to ensure that the vacancy listings reach as many eligible candidates as possible and work with the Office of Equity and Compliance to develop a diverse applicant pool.

The Equity and Compliance Officer shall approve applicant pool diversity before review of applications begins.

The recruiting plan requires the approval of the Dean and the Provost and Vice Chancellor for Academic Affairs. The recruiting plan must include, but shall not be limited to, the following:

- (a) Job description
- (b) Rank and anticipated salary range to be offered for the position

(c) In addition to the criteria stated in the job description, the following criteria, where applicable, will be used for reviewing the applications:

- (1) Professional preparation and experience
- (2) Effectiveness in teaching or potential as a teacher
- (3) Professional involvement and accomplishments in scholarly activities such as, but not limited to, research, writing, and artistic production or performance or potential for such accomplishment
- (4) Contributions. Significant contributions at the departmental, college, university, community, state, national or international level in categories other than those identified above, or potential for such contributions
- (5) Other criteria as identified in the position description

(d) Interview procedures providing for participation by students, faculty and administration per guidelines from the Office of Equity and Compliance

(e) Equal opportunity statement or full statement (see Chancellor's Statement, Rules, at the beginning of Section 2 above)

(f) Date at which review of applications begins

2.1.4 The academic unit/department concerned shall maintain files of the candidates' applications and supporting materials. After the position is filled, these materials shall be filed with the Human Resources Office.

2.1.5 The Recruitment Committee shall screen applications and recommend applicants for interviews, consistent with procedures in Section 2.12. The Recruitment Committee chair, in consultation with the Dean, shall establish the number of candidates to be interviewed and the interview dates.

2.2 Procedures for Recommendation [FS 04-05 #4]

2.2.1 After completing all applicant interviews, the Recruitment Committee and/or the academic unit/department, consistent with the procedures described in Section 2.1.2, will confer to determine which applicants are acceptable for hiring. In compliance with the open meeting law, written notice of the meeting shall be given in advance of the meeting, together with a statement of the agenda. The meeting shall be conducted so as to afford reasonable opportunities to ask questions, offer additional information, and discuss the recommendations in question.

2.2.2 The Recruitment Committee chair will summarize in writing the discussion of candidates' strengths and weaknesses and the committee's preferences relative to the position description. This narrative report will also note any candidates which the academic unit/department deems unacceptable for hire. The narrative shall be affirmed by consensus or by a majority vote of eligible members. Candidates are not to be numerically ranked or rated.

2.2.3 The Dean will meet with the Academic unit/department Chair and the Recruitment Committee to agree collaboratively on recommendation(s) for hire. Before that consultation, the Recruitment Committee chair will submit to the Dean the narrative described in Section 2.2.2 and any supporting materials for administrative review, including (a) a statement of the number of eligible voters who supported and

opposed the final narrative (b) the compliance report and (c) other information which may be required by the Chancellor.

2.2.4 If, after appropriate consultation, the Dean and the recruitment committee and/or the academic unit/department chair do not agree on a hiring recommendation, the following alternatives may be used: (a) an additional candidate or candidates from the pool may be interviewed; (b) an extension of the search may be authorized by the Provost and Vice Chancellor for Academic Affairs; (c) the recruitment committee may recommend that the search be terminated, or (d) the Dean may terminate the search.

2.2.5 The Dean shall forward the recommendation, appending the narrative, support materials and any other comments to the Provost and Vice Chancellor for Academic Affairs.

2.2.6 The Provost and Vice Chancellor for Academic Affairs shall make a decision on the recommendation. If the Provost and Vice Chancellor for Academic Affairs does not concur with the recommendation, he or she shall meet with the Dean, the academic unit/department chair and the recruitment committee to discuss the decision.

2.2.7 If the candidate declines to accept the offered position, the recruitment committee may request permission from the Dean to offer the position to another interviewed candidate. Alternatively, the recruitment committee may request permission from the Dean to interview additional candidates from the identified pool of qualified applicants, may request an extension of the search, or may request that the search be closed.

2.2.8 In those cases where tenure is a consideration in the initial appointment, procedures as specified in Chapter IV, Section 4.2d are to be followed. If there is an affirmative tenure recommendation, the Chancellor will recommend to the Board of Regents, through the President of the System, that tenure be granted as part of the initial appointment.

2.3 Notification of Initial Appointment

2.3.1 Each person to whom an appointment is offered must receive an appointment letter in which the Chancellor or other authorized official of the University of Wisconsin-River Falls details the terms and conditions of the appointment, including but not limited to: duration of the appointment, salary, starting date, ending date, general position responsibilities, probation, tenure status, and crediting for prior service. Accompanying this letter shall be an attachment detailing the University and System rules and procedures relating to faculty appointments. If the appointment is subject to the advance approval of the Board of Regents, a statement to this effect must be included in the letter.

The following guidelines will be considered in the assignment of number of years of experience:

a) teaching experience at the university level in an institution equivalent to this University will be honored on a 1 - 1 basis (one year equals one year).

b) teaching experience at the elementary or secondary level will be honored on a 2 - 1 basis, however a maximum of five years will be granted.

c) industrial, governmental, business, or pre-professional experience directly related to the University teaching assignment will be honored on a 2 -1 basis with a maximum of five years granted.

d) appropriate experience will be considered on an individual basis. The burden of proof is on the faculty member to show the cause and for the department chair to present evidence. The experience shall not exceed the 3 -1 ratio, with a maximum of five years granted.

e. graduate assistantships may be considered in (d) of the above formula.

2.3.2 Applicants who are not offered the appointment shall be notified by the head of the academic unit that their applications will receive no further consideration.

3 - Renewal and Nonrenewal of Probationary Appointments-Faculty Personnel Rules

The provisions of this section, except as they are modified by the provisions of section 4, shall not apply to the appointment of a faculty member to an eighth year of service to this institution.

3.1 Recommendation from an Academic Unit

3.1.1- Renewal of appointments may be granted only upon affirmative recommendation of the appropriate academic unit. The proportion of time provided for the appointment may not be diminished or increased without the mutual consent of the faculty member and the institution, unless the faculty member is dismissed for just cause, pursuant to 36.13 (5), Wisconsin Statutes, or is terminated or laid off pursuant to 36.21, Wisconsin Statutes.

3.1.2-Only tenured faculty members in the academic unit or its functional equivalent shall be eligible to vote on renewal and nonrenewal of probationary appointments except for those who have resigned for reasons other than retirement and those excluded by other UWS regulations, e.g., s. UWS 8.03 (3), the rule governing nepotism.

3.2 Criteria for Recommendation

3.2.1-The recommendation shall be based on the following factors:

(a) The personnel needs as determined by the specific mission and programs of the academic unit within the overall mission and programs as defined and set forth for the respective College and University of Wisconsin-River Falls.

(b) Professional preparation and experience

(c) Performance criteria.

(c1) Effectiveness in teaching. This section is to apply to any academic unit (department) faculty member whose appointment normally involves a teaching component. Each academic unit (department) will draw up in writing a set of Teaching Expectations to be used as a guideline for all of its teaching staff in carrying out their teaching duties. Teaching expectations shall include, but not be limited to, classroom teaching and its ancillary activities such as advising, testing, professional consultations with students on class progress and with colleagues on curriculum revision and development, class preparation, and syllabus writing, and maintaining familiarity with technology. These activities and their relative importance are to be clearly defined in departmental guidelines. The teaching effectiveness criteria for faculty also shall be used to evaluate academic staff with teaching appointments.

The most important performance criterion will be effectiveness in teaching. Effectiveness in teaching will be assessed through peer evaluations, student evaluations, the faculty member's teaching portfolio, and any other appropriate means of evaluation as approved by a majority of the academic unit's (department's) teaching staff.

(c2) Professional involvement and accomplishments. Professional involvement and accomplishments in research/scholarly/creative activity may include, but is not limited to, student–faculty or faculty research/scholarly/creative activity involving traditional discipline-related activity or the scholarship of teaching and learning, publications, presentations to professional organizations, grants applied for, grants received, exhibitions of works of art, performances, video productions, software production, participation in scholarly/scientific meetings and related activities.

(c3) Contributions. Significant contributions at the departmental, College or School, University, community, state, national, or international level in categories other than those identified above. Such activities include, but are not limited to, advising campus organizations; participating in faculty governance; sharing professional expertise with government, business or private non-profit entities; participation in non-academic local, regional, national, and international organizations whose aims parallel the professional interests of the faculty.

3.2.2-A supportable, severe deficiency in any or all of the above criteria, (c1)-(c3), is a reasonable cause for non-renewal.

3.2.3-Each academic unit (department) will develop a written set of criteria and will determine the relative importance of these criteria for determining renewal using the basic core of the above criteria including the integration of technology in Section 3.21 as a model and have it approved by the respective College Dean, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor. These criteria are to be provided in writing to and discussed with new faculty members by each academic unit chair.

The department may adjust its criteria, within the boundaries of core criteria C1-3 above; the respective College Dean, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor must approve those changes. Departments and administrators must follow a principle of fairness in applying changed criteria to decisions involving faculty who have been working under the conditions of the prior criteria. Faculty within three years of the department's decision for tenure, promotion, or post-tenure review decisions will be given the option to have the criteria operative prior to the change used in these decisions. Other faculty subject to a retention, promotion or post-tenure review decision when criteria have changed since time of hire, last promotion or post-tenure review should confer with the department and department chair to negotiate and clarify the criteria to be used. Consideration must be given to length of service under the prior criteria, the terms and expectations under which the initial hire was made, the decision process used to change the criteria, and the extent of prior consultation with the faculty member with respect to the changed criteria. These clarifications will be summarized in writing, approved by the respective College Dean, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor, and entered into the faculty member's professional record. These clarifications will also be mentioned in the Chair's recommendation and the individual's Reflective Statement in the decision file. Decision makers will use these clarified criteria in making their recommendations. [FS 03-04 #7]

3.2.4-The head of the academic unit concerned shall maintain the professional record indicating the performance of each probationary faculty member with respect to the criteria set forth in Section 3.2.1. Such records shall be limited to official University documents relevant to reaching an evaluation.

3.2.5-As part of the official record, faculty members under review shall prepare two to three page statements reflecting on their progress in meeting the department's performance criteria noted in Section

3.2.1c. This statement should summarize the candidates' portfolios and elaborate on activities such as their teaching, collaborations with students and colleagues, accomplishments in research/scholarly/creative activity, and service to the campus and larger community. This statement shall be prepared and updated for the professional record as appropriate for decisions involving retention, tenure, promotion, and post-tenure review.

3.3 Procedures for Recommendation

3.3.1- The names of the probationary faculty members to be evaluated shall be forwarded to the heads of the appropriate academic units by the Dean in accordance with the schedules set forth in Section 3.6.1.

Probationary faculty hired at mid year will be evaluated (first review) with first year probationary faculty hired in the next academic year.

3.3.2-At least 30 calendar days prior to the vote on the question of renewal of a probationary appointment, the head of the academic unit shall notify, in writing, the faculty member in question and all faculty members eligible to vote thereon. These individuals shall be allowed access to the professional record and given the opportunity to update that record as identified in Section 3.2.4. This material must be placed in the record within 20 days after the notification. For at least a five-day period before the vote is taken, the faculty member in question and every faculty member eligible to vote shall be allowed access to the professional record for review purposes only. (See time schedule in Section 3.6.1)

3.3.3-Before a vote is taken, the recommendation in question shall be discussed at a meeting of the faculty members eligible to vote thereon. The meeting shall be called under the provisions of s. 19.85, Wisconsin Statutes, the Open Meeting Law, and Section 3.1.2. The meeting shall be called and conducted by the chair so as to afford reasonable opportunities to ask questions, to offer additional information, and to discuss the recommendation in question. This discussion shall be based on documents in the probationary faculty member's personnel file. This file should contain and the chair shall introduce for discussion: official recommendations from departmental personnel committee where such exist; and non-binding advisory reports from other sources who are engaged in a working relationship with the faculty under review.

3.3.4-The vote shall be taken at the meeting by signed ballots. Members unavoidably absent from the meeting because of illness, professional commitment, or emergency may vote by absentee ballot submitted to the head prior to the meeting. There shall be no voting by proxy.

3.3.5-The recommendation to renew a probationary appointment shall pass if a majority of those voting concur. If the votes are equally divided, the recommendation shall be against reappointment. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision.

3.3.6- The head of the academic unit shall prepare and submit the unit's recommendation for the administrative review provided in Section 3.5. The recommendation shall be accompanied by a copy of the record which was presented to the faculty, a statement of the number of faculty members who favored and the number who opposed the recommendation, any minority view which has substantial support, and whether the head of the academic unit concerned agrees with the recommendation.

3.3.7-The recommendation, including all documents referred to in Section 3.3.6, shall be available in the chair's office for inspection and comment by the voting members for a period of not less than three weekdays prior to the date set forth in Section 3.6 for its submission for administrative review. During those days, voting members may add their separate concurring or dissenting statements to the material forwarded.

3.3.8-Copies of the academic unit's recommendation, including all documents referred to in Section 3.3.6 and Section 3.3.7 and the individual signed ballots, shall be retained by the Dean.

3.4 Disclosure of Recommendation to a Faculty Member

3.4.1- At the same time that the recommendation is submitted for administrative review, the head of the academic unit shall give written notice to the faculty member of the recommendation adopted by the unit.

3.4.2-The probationary faculty member shall be notified in writing within 20 days after each decision at each reviewing level as outlined under "Dates of Implementation" (Section 3.6).

3.5 Administrative Review of the Recommendation

3.5.1- The recommendation of the academic unit shall be submitted to and reviewed by the administration in accordance with this section.

(a) The head of the academic unit shall submit the recommendation outlined in Section 3.3.6 and Section 3.3.7 to the Dean. The Dean shall make a decision, appending any comments, and forward the recommendation to the Provost and Vice Chancellor for Academic Affairs.

(b) The Provost and Vice Chancellor for Academic Affairs shall make a decision, appending any comments, and forward the recommendation to the Chancellor.

(c) The Chancellor has the responsibility and authority to make the decision for renewal and nonrenewal based on the criteria listed in Section 3.2.1 and shall inform the head of the academic unit of the decision.

(d) If the Chancellor disagrees with the recommendation of the academic unit and requests that the unit reconsider the matter, he or she must submit a statement of reasons for disagreement to the unit.

(e) The head of the academic unit shall call a meeting of those members of the academic unit who are eligible to vote on the question. After discussion of the reasons given by the Chancellor, a vote shall be taken to determine what the reconsidered recommendation shall be. Voting shall follow procedures given in Section 3.3.4 and Section 3.3.5.

(f) The head of the academic unit shall submit the unit's reconsidered recommendation to the Chancellor not less than three weekdays prior to the notification dates for reappointment. (see Table 3.6)

(g) The decision of the Chancellor on the reconsidered recommendation shall be final.

3.5.2-The Chancellor shall inform the faculty member of his or her decision for the renewal or nonrenewal of the probationary appointment. The faculty member may, within 30 days of a nonrenewal notice, submit a written request to the Chancellor for reasons of nonrenewal. The Chancellor shall, within 10 days, give him or her written reasons for nonrenewal. Such reasons shall become a part of the professional record of the individual.

3.5.3-Within 20 days after receiving written reasons from the Chancellor, the faculty member may submit to him or her a written request for a reconsideration of the nonrenewal decision. The purpose of reconsideration of a nonrenewal decision shall be to provide an opportunity for a fair and full reconsideration of the nonrenewal decision and to ensure that all relevant material is considered.

(a) Such reconsideration shall be undertaken by the Chancellor and shall include, but not be limited to, notice at least five days in advance of the time of reconsideration of the decision, an opportunity to respond to the written reasons and to present any written or oral evidence or arguments relevant to the decision, and written notification of the decision resulting from the reconsideration.

(b) Reconsideration is not a hearing or an appeal, and shall be non-adversarial in nature.

(c) In the event that a reconsideration affirms the nonrenewal decision, the procedure outlined for appeal may be followed. (See Chapter IV, Section 6 Nonrenewal Appeals)

3.6 Implementation Dates

3.6.1-Since the promotion to associate professor is coupled to the granting of tenure, the dates of implementation to Table 3.6 shall apply to both.

3.6.2- The dates used in the implementation of the procedures of Section 3.3 are based upon the notice periods provided by UWS 3.09, Wisconsin Administrative Code, and are listed in the table below.

3.6.3- In case of an appointment terminating in the middle of an academic year, the time associated with the implementation dates shall be apportioned accordingly and precede the notification dates as given in UWS 3.09 of the Wisconsin Administrative Code.

See the following chart.

Table 3.6 Probationary Faculty Calendar

Action	First Year (for second year appointment)	Second year (for third and fourth year app)	After two or more years
A. Names of probationary faculty members forwarded to heads of academic units no later than (Section 3.3.1)	December 5	September 15	November 25
B. Head of academic unit notifies probationary faculty members and all eligible voters no later than (Section 3.3.2)	December 10	September 20	December 5
C. Professional file is make available to candidate and faculty members eligible to vote, for their consideration and additions (Section 3.3.2)	December 11- January 20	September 21- October 20	December 6 - January 5
D. Amended file available for review only (Section 3.3.2)	Jan 21-26	October 21-31	January 6-31
E. Vote no later than (Section 3.3.2-3.3.5)	Feb 2	November 10	February 6
F. Departmental recommendations and all supporting documents (as outlined in Section 3.3.6) shall be opened to inspection and comments for three weekdays prior to their submission to the Dean or Director but no later than (Section 3.3.7)	Feb 7 *	November 15*	February 13*
G. Departmental recommendations with all supporting documents (as outlined in Sections 3.3.6 and 3.3.7) forwarded to the Dean or Director no later than (Section 3.5.1)	February 10	November 16	February 14
H. Dean or Director forwards	February 15	November 23	February 21

recommendations to Provost and Vice Chancellor for Academic Affairs & Vice Chancellor no later than (Section 3.5.1)			
I. Provost and Vice Chancellor for Academic Affairs forwards recommendation to Chancellor no later than (Section 3.5.1)	February 20	November 30	February 28
J. Chancellor informs head of academic unit of decision no later than (Section 3.5.1)	February 25	December 8	March 7
K. Chancellor notifies faculty member of decision no later than (Section 3.5.1)	March 1	December 15	March 14

* 5 days allocated to allow for weekends during some terms

4 - Granting Tenure - Faculty Personnel Rules

4.1 General

The usual probationary period shall be seven years in a full-time or at least half-time position. Provisions shall be made at the time of hire for the appropriate counting of prior service at other institutions and at the institution. Tenure is not acquired solely because of years of service.

4.1.1- A tenure recommendation shall ordinarily be made during a probationary faculty member's sixth year of full-time or at least half-time employment. The notice of employment for the eighth year shall be given during the sixth year in accordance with the schedule set forth in Section 3.6.1. Except as provided in UWS 3.10 and Section 4.1.5, notice of appointment for the eighth year shall constitute the granting of tenure to the probationary faculty member.

4.1.2- A faculty member may be considered for tenure prior to the completion of the usual probationary period provided that at least one of the following criteria is met:

- (a) For extraordinary reasons, the faculty member has taught seven years at this institution without receiving tenure.
- (b) The faculty member possesses teaching, administrative, and/or research expertise that makes possible an extraordinary contribution to the fulfillment of the goals of the institution.

4.1.3- A faculty member may be considered for tenure with a longer maximum probationary period (greater than 7 years as defined in 4.1) in a full-time or part-time position of at least half-time (see Sections 4.1.4 and 4.1.5).

4.1.4- A leave of absence, sabbatical or a teacher improvement assignment does not constitute a break in continuous service and shall not be included in the 7-year period under Section 4.1.

4.1.5- Circumstances in addition to those identified under Section 4.1.4 that do not constitute a break in continuous service and that shall not be included in the 7-year period include responsibilities with respect to childbirth and adoption, significant responsibilities with respect to elder or dependent care obligations, disability or chronic illness, or circumstances beyond the control of the faculty member, when those circumstances significantly impede the faculty member's progress toward achieving tenure. The request shall be made in writing. It shall be presumed that a request made under this section because of

responsibilities with respect to childbirth or adoption shall be approved. A request for additional time should be made prior to the beginning of the sixth year.

- (a) A request for additional time because of responsibilities with respect to childbirth or adoption shall be initiated in writing by the probationary faculty member concerned and shall be submitted to the chair or academic unit head who will forward it with a recommendation to the Dean who will forward it with a recommendation to the Provost and Vice Chancellor for Academic Affairs for approval. The Provost and Vice Chancellor for Academic Affairs shall specify the length of time for which the request is granted. The request should state the reason for the exception, and state the beginning date and the ending date of the leave. Final approval and notification shall be made by the Chancellor.
- (b) Except for a request because of responsibilities with respect to childbirth or adoption, a written request made because of other circumstances under this section shall be submitted to the chair or academic unit head, who will forward it with a recommendation to the Dean, who shall forward it with a recommendation to the Provost and Vice Chancellor for Academic Affairs for approval. The Provost and Vice Chancellor for Academic Affairs shall specify the length of time for which the request is granted. The request should state the reason for the exception and state the beginning date and the ending date of the leave. Final approval and notification shall be made by the Chancellor. A denial of a request shall be in writing by the Chancellor and shall be based on clear and convincing reasons.
- (c) More than one request may be granted because of responsibilities with respect to childbirth or adoption. More than one request may be granted to a probationary faculty member but the total, aggregated length of time of all requests, except for a request because of responsibilities with respect to childbirth or adoption, granted to one probationary faculty member ordinarily shall be no more than one year.
- (d) If additional time is needed, the approval process must be reinstituted.
- (e) The department chair shall notify the tenured faculty members that the leave has been approved and does not constitute a break in service. The chair does not need to notify the tenured faculty members as to the reason for the request.
- (f) If any faculty member has been in probationary status for more than 7 years because of one or more of the reasons set forth in Section 4.1.4 or 4.1.5, the faculty member shall be evaluated as if he or she had been on probationary status for 7 years.

4.2 Procedure

The procedure for granting tenure shall be the same as the procedure for the renewal or nonrenewal of a probationary appointment in Section 3.1 through Section 3.6, except for the following:

- (a) Voting members of the academic unit shall consist of all tenured faculty members of the unit.
- (b) A motion to grant tenure shall carry only if favored by at least two-thirds of those voting. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision.
- (c) When tenure is to be granted to a faculty member prior to the expiration of the normal probationary period, the decision may be made independently of the calendar dates in Section 3.5.1 (f) and Section 3.6. Nevertheless, the time periods and sequences associated with giving notice, scheduling meetings, and providing information shall be honored. When the Dean forwards his or her recommendation to the Provost and Vice Chancellor for Academic Affairs, he or she

shall, at the same time, inform all academic unit heads and each other Dean about the recommendation. The purpose of providing this information is to give the various parts of the University an opportunity to express to the Provost and Vice Chancellor for Academic Affairs and/or Chancellor any concerns they have regarding the proposed action prior to a decision.

(d) When tenure is to be granted simultaneously with initial appointment, the tenured faculty of the academic unit, upon two-thirds majority vote, shall initiate the recommendation for granting tenure. This recommendation shall accompany the recommendation for initial appointment in the process of administrative review provided in Section 2.4. When the Dean forwards his or her recommendation to the Provost and Vice Chancellor for Academic Affairs, he or she shall, at the same time, inform all academic unit heads and each other Dean about the recommendation. The purpose of providing this information is to give the various parts of the University an opportunity to express to the Provost and Vice Chancellor for Academic Affairs and/or Chancellor any concerns they have regarding the proposed action prior to a decision. A denial of tenure under these circumstances does not require written reasons, a reconsideration, nor opportunity for an appeal under UWS 3.07 and UWS 3.08.

(e) As noted in Section 1.5, a tenure appointment is granted by the Board upon the affirmative recommendation of the appropriate academic unit and the Chancellor or the University via the President of the System, unless a denial of tenure is found to be based on impermissible factors, in which case the provisions of Section 4.3 will apply.

4.3 Review and Rectification of Denial of Tenure For Impermissible Factors

4.3.1 Procedures for the Review and Rectification of Denial of Tenure on Basis of Impermissible Factors

Recommendations for tenure shall be based on the criteria established in Section 3.2.1 and on such extension of those criteria as are enacted by each academic unit and filed with the Provost and Vice Chancellor for Academic Affairs. Tenure shall not be denied on the basis of impermissible factors as defined in Section 6.4 of the Faculty/Academic Staff Handbook (Eighteenth Edition). Faculty who appeal their denial of tenure on the basis of impermissible factors may follow the process and procedure of the appeal process described below. No member of the academic unit in which the appeal originated shall serve on any body involved in the appeal.

(a) The faculty member denied tenure may appeal to the Faculty Hearing, Grievance and Appeals Committee to determine if impermissible factors were used in denying tenure.

This committee will review the tenure documents and supporting materials and hold interviews and hearings as needed to establish the basis on which the decision was made. Academic staff members of the Hearing, Grievance and Appeals Committee shall not participate in appeals of denial of tenure for impermissible factors.

(b) Should the Hearing, Grievance and Appeals Committee find that the decision was not based on impermissible factors, the denial shall stand.

(c) Should the Hearing, Grievance and Appeals Committee find that the decision was based on impermissible factors, an Ad Hoc Committee shall be established to conduct an independent review of the grievant's credentials in relation to established criteria (Section 3.2.1).

(d) The Faculty Senate shall be responsible for establishing the Ad Hoc Committee.

(1) The Chair of the Faculty Senate in consultation with the tenured members of the Executive Committee shall draft a list of potential Ad Hoc Committee members to be

approved by the entire Faculty Senate. The Faculty Senate Chair shall be responsible for contacting nominees to the Ad Hoc Committee and obtaining their consent to serve.

(2) This Ad Hoc Committee shall be composed of five members who teach in the same academic field as the individual under review or in a substantially similar academic field, and a non-voting chair selected by the tenured members of the Executive Committee of the UW-RF Faculty Senate.

(3) Members of the Ad Hoc Committee may be UW-RF faculty or faculty from other campuses, but they must be tenured at an accredited four-year institution of higher learning. In selecting off-campus members of the Ad Hoc Committee, the Faculty Senate shall try to choose faculty from institutions whose philosophy and mission are similar to those on this campus. Members of this Ad Hoc Committee are expected to give a fair and impartial review and to be free of conflicts of interest which might bias them in favor of one of the parties to the appeal.

(e) The Ad Hoc Committee shall function as follows:

(1) The administration shall provide a recording secretary who, in the event of an open meeting, will prepare a verbatim report.

(2) The Ad Hoc Committee shall review documents on which the decision was based including, but not limited to, the grievant's personnel file, minutes of meetings at which the grievant's tenure was discussed, the chair's recommendation regarding tenure, and other supporting documents;

(3) hold a meeting to conduct an independent review of the grievant's credentials in relation to established criteria (Section 3.2.1). In accordance with s. 19.85(1)(b) Wisconsin Statutes and other statutory provisions, appropriate notice shall be given of this meeting and the grievant shall have the option to request that it be open;

(4) after due discussion and deliberation, vote by signed ballot to recommend granting or denying tenure; and

(5) convey to the Chancellor their conclusions, providing a report stating the rationale for their decision and indicating any substantive minority views which may have been expressed.

(f) The Chancellor shall review the recommendation of the Ad Hoc Committee and make a recommendation following the criteria in Section 3.2.1 and any such extension of those criteria established by the academic unit and filed with the Provost and Vice Chancellor for Academic Affairs.

(g) The following time limits shall govern this procedure:

(1) Within 15 days after being notified in writing of the departmental vote denying tenure, the faculty member must forward an appeal to the Hearing, Grievance and Appeals Committee.

(2) The Hearing, Grievance and Appeals Committee shall operate under the provisions of Section 10 except that in the event impermissible factors are found to operate, the Hearing, Grievance and Appeals Committee chair shall immediately notify the faculty member and the Chair of the Faculty Senate.

(3) Faculty Senate action on establishing the Ad Hoc Committee shall proceed in a timely fashion, but no more than one month shall elapse between notification and the approval of the Ad Hoc Committee.

(4) The Ad Hoc Committee shall have one month in which to conduct its review and to notify the Chancellor of its decision.

(5) The Chancellor will act on the report within two weeks after its receipt and will immediately give written notice of the final decision to all parties involved.

4.4 General Criteria for Promotion

Reflecting the spirit and intent of Chapter 3 of the UWS Administrative Code "renewal of appointment and granting of tenure," this handbook includes the general criteria for promotion.

4.4.1 Specific Criteria for Promotion to Associate Professor

Each department or functional equivalent develops specific criteria for retention and promotion including technology integration in accordance with Section 3.2.1c and determines the relative importance of these criteria. The appropriate Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor review and approve the criteria. The Department Chair shall present these department criteria to faculty members and shall discuss with them the ways in which the criteria can be fulfilled so that such faculty can successfully attain tenure and the automatic promotion to Associate Professor it carries. Copies of the criteria will be on file in the offices of the Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor.

4.4.2 Procedure for Promotion to Associate Professor

Faculty appointed at the Assistant Professor level are promoted to Associate Professor simultaneously with the granting of tenure. For additional information on promotion to Associate Professor see Section 4.1 on Granting Tenure.

4.4.3 Specific Criteria for Promotion to Professor

Performance expectations for promotion to Professor will be beyond those expectations for promotion to Associate Professor. Similar to promotion to Associate Professor, each department or functional equivalent develops the specific criteria, including technology integration, and determines the relative importance of these criteria. The appropriate Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor review and approve the criteria. The Department Chair shall present these department criteria to faculty members and shall discuss with them the ways in which the criteria can be fulfilled. Copies of the criteria will be on file in the offices of the Dean, the Provost and Vice Chancellor for Academic Affairs and the Chancellor. A supportable, severe deficiency in any or all of the criteria is reasonable cause for denial of promotion.

4.4.4 Procedures for Promotion to Professor

Promotion to Professor involves review and recommendations at the department, college/unit, University and UW Regents levels as described later in this section. A positive recommendation for promotion at a lower level does not guarantee a positive recommendation at a subsequent higher level.

4.4.5 Qualifications for Promotion

4.4.5.1 Appropriate Educational Preparation

In promotion of faculty members, the following criteria will be considered: appropriate educational preparation, appropriate experience, and contributions to the University.

The educational preparation code assignment shall be based on the following minimal academic experience pertinent to the teaching assignment:

Code 1. Any of the following categories qualify for this rating:

- Ph.D.
- Ed.D.
- Earned doctor's degree equivalent to the Ph.D. and Ed.D. requiring the minimum equivalent of three full years of graduate study beyond the baccalaureate
- M.F.A. in performing arts (dance and theatre) or in studio arts
- M.S.W./M.S.S.W. with ACSW eligibility (limited to promotions to Associate Professor only)
- M.A./M.S. in Journalism and minimum three years relevant professional experience (limited to promotions to Associate Professor only) [FS 03-04 #6]
- M.A. in SCTA/Mass Communication with appropriate professional experience (limited to promotions to Associate Professor only) [FS 04-05 #1]

Code 2.

- Earned degrees requiring a minimum of three years of work beyond the baccalaureate degree
- All requirements met for the doctorate except for the completion of the dissertation

Code 3.

- Master's degree plus one full year of graduate study as measured by the institution where graduate work is applicable in a degree program
- A specialist degree or its equivalent
- Two-year master's degree

Code 4. Master's degree

Code 5. Bachelor's degree

Code 6. No bachelor's degree

NOTE: In those academic areas where the terminal degree traditionally accepted in the discipline is other than code 1 or code 2 or in fields where faculty members with code 1 or code 2 credentials are not available, the faculty member may receive consideration for promotion upon recommendation of the academic department. Less than full-time faculty may be considered for promotion in rank when their actual teaching experience adds up to the number of years required for promotion to the rank in question. The Chancellor may waive the criteria and must provide the justification for the waiver.

4.4.5.2 Appropriate Experience

Having met the standard for minimal academic preparation as outlined in assignment of code, the faculty member who seeks advancement in rank must meet the following criteria:

- Associate Professor: To be eligible for consideration for promotion to the rank of Associate Professor, the faculty member must meet minimal educational preparation code 1. A minimum of six years of teaching or equivalency with a minimum of three academic years as an Assistant Professor at this University will be required.* An Assistant Professor who is granted tenure shall automatically be promoted to Associate Professor if minimal educational preparation code 1 is met and the rank of Assistant Professor has been held for at least three years. There shall be no promotion to Associate Professor prior to the granting of tenure.**

*Neither the current year nor summer sessions will be considered in meeting this requirement

**Applies to tenure-track faculty hired after October 9, 1996

· Professor: There shall be no promotion to Professor prior to the granting of tenure.** To be eligible for promotion to the rank of Professor, the faculty member must meet minimal educational preparation code 1. Ten years of full-time college/university teaching or equivalency is required.* A minimum of three of those years must be at the rank of Associate Professor at this University.

*Neither the current year nor summer sessions will be considered in meeting this requirement

**Applies to tenure-track faculty hired after October 9, 1996

4.4.5.3 Contribution to the University

The faculty member who has met criteria Appropriate Educational Preparation and Appropriate Experience (above) may be considered for promotion using the criteria found under Section 3.2.1 c. 1, 2, and 3.

Evaluation of the criteria in Section 3.2.1 c shall be based on the faculty member's professional record. Faculty members (tenured and tenure track) are expected to develop and maintain a faculty record for use in merit, retention, tenure, promotion, and post-tenure decisions. A copy of the record should be kept by both the faculty member and his or her department chair and updated annually. This professional record should include a Vita, a self-reflective statement, and the following position information: Letters of appointment, position announcement, University rank and years of service. The record shall document the faculty member's activities in four categories 1) teaching, 2) research/scholarly activity/creative activity, 3) university service and outreach, and 4) other professional contributions, and may include the following documentation and activities:

A. Teaching: must include student, peer, and department evaluations, and may include a list of courses taught, enrollment, student advising, reassigned/release time, curriculum revision/innovation, renewal and retraining, and other professional teaching development.

B. Research/Scholarly/Creative Activity: may include student-faculty or faculty research/scholarly/creative activity, publications, presentations to professional organizations, grants applied for, exhibitions of works of art, performances, participation in scholarly/scientific meetings, and related activities.

C. University Service and Outreach: may include committee participation and leadership (department, college, University), student club advising, and extension and outreach responsibilities.

D. Other Professional Contributions: may include active involvement in professional organizations, professional consulting, professional service to community organizations, and similar activities.

The items within the categories above are suggestions of appropriate activities to document in the record and may not include every appropriate activity. Specific performance expectations for promotion are established by the department and kept on file with the Dean of the College, the Provost and Vice Chancellor for Academic Affairs, and the Chancellor.

4.4.6 Promotion Procedures

4.4.6.1 Department Procedures

Recommendations for promotions shall be initiated during Fall semester at the departmental level. The departmental procedures shall provide a review of a promotion professional record containing such information and summary of data as described above. At the departmental level, the professional records of those candidates recommended by the department shall be forwarded to the College Promotions Committee for review and action. Every faculty member who meets the minimum requirements for promotion but is

not recommended for promotion by the department can request that his or her professional record be forwarded to the Dean of the College.

A meeting will be conducted by the department chair, except in instances where the chair does not hold a rank equivalent to that being decided on in which case the Dean will designate a committee chair from the department members eligible to vote.

The vote will be taken at the meeting by signed ballots of those department members who hold the same or higher rank for which the candidate is being considered. Members unavoidably absent from the meeting because of illness, professional commitment, or emergency may vote by absentee ballot submitted to the committee chair prior to the meeting. There shall be no voting by proxy.

The recommendation for promotion shall pass if a majority of those voting concur. If the votes are equally divided, no department recommendation will be forwarded to the College Promotions Committee. Abstention votes of any form should be counted as no vote cast. They should not be considered in any personnel decision.

The Department committee chair shall prepare and submit the unit's recommendation for administrative review. The recommendation shall be accompanied by a copy of the record which was presented to the faculty, and a statement of the number of faculty members who favored and the number who opposed the recommendation.

Copies of the academic unit's recommendation, including all documents referred to above, and a copy of the department's promotion criteria shall be reviewed by the College Promotion Committee. That material and the individual signed ballots shall be retained by the Dean.

At the same time that the recommendation is forwarded for review to the College Promotions Committee, the department committee chair shall give written notice to the faculty member of the recommendation adopted by the unit.

NOTES:

The Dean shall augment any department with less than three eligible voting members with additional members who shall participate in the promotion decisions. See Section 1.1 and the chart of members eligible to vote on personnel decisions for information on how the augmented committee shall be formed and who shall serve on it.

Recommendations for promotion of department chairs may be made by the Dean in consultation with the tenured members of the department.

4.4.6.2 College Promotions Committees

The Dean of each College shall establish a College Promotions Committee to evaluate the professional record of each candidate. This committee shall consist of at least seven members. Voting in the College Promotions Committee shall be governed by the principle that nominations to a given rank shall be voted only by members of the committee who hold rank equivalent to or higher than that under consideration. A member's service on this committee shall be limited to three consecutive years and no more than two members of the same department shall serve on the committee at the same time. The College Promotions Committee shall consider the professional records of the following groups: (a) candidates recommended by the department, (b) persons who request consideration by appeal to the Dean of the College, and (c) any others whom the committee believes deserve consideration because of special circumstances.

A written report on the deliberations of the College Promotions Committee shall be forwarded to the Dean. This report shall explain briefly the strengths and weaknesses of each nominee and in cases in which the committee chooses not to recommend a candidate for promotion, the report shall give reasons for this

action. Wherever feasible, this report shall include any information which may be of service to the faculty member who is not granted promotion and who wishes to improve his or her performance.

4.4.6.3 Action of the Dean

The Dean shall review the recommendations of the College Promotions Committee, shall provide additional information where it is appropriate and shall then forward the list of candidates for promotion to the Provost and Vice Chancellor for Academic Affairs. Upon timely request from an unsuccessful candidate, the Dean shall meet with the candidate to review the professional promotion record and to advise the candidate of any actions that may be taken to strengthen his or her qualifications for promotion.

4.4.6.4 Review by the Provost and Vice Chancellor for Academic Affairs

The Provost and Vice Chancellor for Academic Affairs shall review the recommendations of the Deans and shall send his or her recommendation concerning promotions to the Chancellor.

4.4.6.5 Final Action by the Chancellor

The Chancellor shall make his or her final decision regarding recommendations for promotion, shall forward this decision to the Board of Regents, and shall notify all candidates of the status of their nomination. Upon written request from an unsuccessful candidate, the Chancellor shall review the candidate's professional record, including recommendations of the various promotions committees, of the Dean, and of the Provost and Vice Chancellor for Academic Affairs, and shall discuss with the candidate the rationale for the action on his or her recommendation. The Chancellor may refer the candidate to the Provost and Vice Chancellor for Academic Affairs or to the appropriate Dean or the department chair for a review of the candidate's file and the actions thereon.

4.4.6.6 Appeal

A faculty member who is not recommended for promotion has the right to appeal that decision to the Faculty Hearing, Grievance, and Appeals Committee in accordance with the procedures of Chapter IV of this Handbook: Section 10-Procedure for Handling Grievances: Faculty Personnel Rules.

4.4.6.7 Promotion Calendar

The Dean of the College notifies the department chair of all faculty eligible for promotion consideration by September 15.

The chair notifies individual faculty members within five working days following September 15 of the faculty members' eligibility for promotion to full professor and their requirement to submit their professional record, as specified in Section 4 of the Faculty Handbook – Procedure for Promotion to Professor. The completed record will be submitted to Department Chair for departmental review by October 15. [FS 03/04 #13]

The departmental decision is made by November 1.

The departments send promotion recommendations to College Promotion Committees by November 15.

The College Promotion Committees send recommendations to their respective Deans by February 1.

The College Deans send recommendations to the Provost and Vice Chancellor for Academic Affairs by February 15.

The Chancellor and Provost and Vice Chancellor for Academic Affairs inform the Deans and the individual faculty of their recommendations by March 1 and send recommendations to the Board of Regents according to System guidelines.

Upon receipt of the final decision from the Board of Regents, the Chancellor shall inform the faculty members of their status.

Table 4.4.6.7 Promotion to Full Professor Calendar	
Action	Date
The Dean of the College notified the department chair of all faculty eligible for promotion	By September 15
Department chair notifies individual faculty members	Within five working days following September 15
Completed record submitted to department chair	By October 15
Departmental decision	By November 1
Recommendations from departments to College promotion committees	By November 15
Recommendations from promotion committees to Deans	By February 1
Recommendations from Deans to the Provost and Vice Chancellor for Academic Affairs	By February 15
Chancellor and Provost and Vice Chancellor for Academic Affairs inform the Deans and individual faculty and send recommendations to the Board of Regents	By March 1
Chancellor informs faculty members	After receipt of the final decision from the Board of Regents

5 - Periodic Review-Faculty Personnel Rules

5.1 Post-tenure Review of Professional Activities of Faculty

At least once every five years the professional activities of tenured faculty will be reviewed to inform each faculty member of his or her performance. The review may be conducted simultaneously with merit review or with promotion review.

For the purpose of this review the criteria used are those found in the Faculty/Academic Staff Handbook under Section 3.2.1c and the appropriate department's statement applying these criteria to the department mission, such statement to be on file in the Provost and Vice Chancellor for Academic Affairs' office.

5.2 Conducting the Review

The academic unit will determine whether a committee of its tenured faculty or the chair will conduct the review. The reviewer(s) shall:

- (a) Review the teaching portfolio, the personal reflective statement (see Section 3.24 above) and other pertinent data submitted by the faculty member. The faculty member has primary responsibility for assembling the data for review. The faculty member will include an inventory of the data submitted, and the chair will verify the inventory contents. The faculty member is responsible for promptly submitting the information for his or her review. The reviewer(s) will prepare a summary of their findings.

(b) Discuss with the faculty member his or her performance in continuing to meet the criteria under Section 3.2.1c Following this discussion the reviewer(s) will prepare a final summary of findings and recommendations which will be signed by the chair and any other reviewers, and by the faculty member reviewed to acknowledge that the review was completed.

(c) Enter into the faculty member's departmental professional file the inventory, the final summary report, and any other pertinent information used in the review. The faculty member reviewed will be given a copy of the final summary report.

If the faculty member's performance is deemed outstanding, a copy of the report shall be entered into the peer merit file as evidence to support a high merit ranking, and the chair shall consider the faculty member in the recommendations to the Dean for special merit awards.

If the faculty member's review reveals a need for significant improvement in performance, the chair will report such to the academic Dean. The Dean and the chair in consultation with the faculty member will recommend a retraining or redevelopment program to the Provost and Vice Chancellor for Academic Affairs, who shall assist the Dean to find resources to fund such a program. This program may include, but is not limited to, additional coursework, referral to the Employee Assistance Program, participation in professional meetings in the discipline, and/or appointment of a peer mentor.

5.3 Challenging the Review

The faculty member may challenge the summary report before the reviewer(s) and/or before the tenured faculty of his or her department. Subsequently, the faculty member may take the matter to the University Faculty Hearing, Grievance, and Appeals Committee.

5.3.1 Procedures: Post-tenure Review Timeline

a. Names of faculty members subject to post-tenure review forwarded to heads of academic units no later than May 1 of the academic year preceding review

b. Head of academic unit notifies faculty member no later than May 15 of the academic year preceding review

c. Department sets post-tenure review dates and decides whether post-tenure review will be conducted by the chair or by committee no later than September 30

d. Selection of committee, if necessary, completed by October 15

e. Head of academic unit notifies faculty member and post-tenure review committee (if committee option is in effect) of review dates by October 30

f. Faculty member compiles portfolio and other pertinent data of previous five years' contributions no later than January 30

g. Chair or committee reviews portfolio during one week review period between January 30 and April 15. (Post-tenure review dates set by department no later than September 30 - see (c) above.)

h. Chair or committee meets with faculty member to discuss performance. Following this meeting, final summary of findings and recommendations is prepared and signed, with faculty member receiving copy of post-tenure review report no later than two weeks after post-tenure review period. (Post-tenure review dates set by department no later than September 30 - see (c) above.)

i. Post-tenure review report is forwarded to Dean by one week after meeting with faculty member.

j. Dean forwards post-tenure review report and any response to the Provost and Vice Chancellor for Academic Affairs by one week after post-tenure review report forwarded to Dean

Table 5.3.1 Post-tenure Review Calendar	
Names forwarded to heads of academic units	By May 1 of the academic year preceding review
Head of academic unit notifies faculty member	By May 15 of the academic year preceding review
Department sets post-tenure review dates and method	By September 30
Selection of committee, if necessary	By October 15
Head of academic unit notifies faculty member and committee of review dates	By October 30
Faculty member completes portfolio	By January 30
Chair or committee reviews portfolio	One week review period between January 30 and April 15
Chair or committee member meets with faculty member and final summary is submitted to faculty member	No later than two weeks after the post-tenure review period
Post-tenure review report forwarded to Dean	By one week after meeting with faculty member
Dean forwards report and any response to the Provost and Vice Chancellor for Academic Affairs	By one week after post-tenure review report is forwarded to Dean

If significant improvement in performance is needed, the faculty member, the chair, the Dean and the Provost and Vice Chancellor for Academic Affairs confer to draft an appropriate retraining or development program. Resources should not be removed from existing faculty development programs for programs to remedy deficiencies.

5.4 Professional Record Procedures

A folder containing the personal resumé of each staff member with certified transcripts, academic record, experience, and professional accomplishments is kept in the office of the Chancellor. It is the responsibility of all faculty members to see that the record is kept up to date. See the section on Promotion Criteria earlier in this section for a listing of items which should be in the professional record. This record is confidential and will be released only as deemed appropriate under state and federal statutes.

5.5 Student Evaluation of Instruction

5.5.1 Introduction

In general, student evaluation of classroom teaching produces two types of information. One type of information can be used to help the instructional academic staff identify the effectiveness of specific instructional practices and can also identify areas for improvement or development. The second type of information gained from uniform student evaluations is used to arrive at broad comparisons of instructional academic staff members and can be used for personnel decisions.

The student survey of classroom teaching effectiveness conducted at UW-RF is of the second type only. According to an interpretation by the Wisconsin Attorney General, the results of uniform student evaluations conducted by the University, College, School, or unit on a required basis are PUBLIC information.

Student evaluations are but one means of assessing classroom teaching effectiveness. A thorough review of teaching effectiveness includes classroom observations by peers; a review of syllabi, tests, texts, and required readings; a review of other teaching tools such as computer simulations and videos; videos of a class period; self-evaluation including statements of teaching goals, and the methods the teacher uses to accomplish these goals; examples of the products of one's teaching such as essays, papers, art and performances; examination of grading patterns and how grades are determined in a department; and the results of uniform student evaluations. The information used in assessing teaching effectiveness for personnel decisions should augment the information required in Section 3.2.1 c.1 and 3.2.3.

In brief, uniform student evaluations should be used as supporting evidence of classroom teaching effectiveness and not as the primary evidence of it.

5.5.2 Uses of the Uniform Survey Results

The results of uniform evaluations of classroom teaching effectiveness can be used in personnel decisions. Personnel decisions are made in departments/units, by the Deans, by the Provost and Vice Chancellor for Academic Affairs, by the Chancellor, by College and School promotion committees, and by those involved in grievance proceedings. Normally the personnel decisions made are for retention, promotion, tenure, and merit pay.

Every academic and administrative unit making personnel decisions must state in writing the relative importance of student evaluations in comparison to other means of evaluating teaching such as those discussed above. The statements must be approved by the appropriate Dean, the Provost and Vice Chancellor for Academic Affairs and by the Chancellor.

5.5.3 Uniform Survey Instrument

- (a) The survey instrument will include only questions approved by the Faculty Senate, and will be administered by the Provost and Vice Chancellor for Academic Affairs.
- (b) Any statistical measures will be applied to the results of one question only, not to any combination of all the questions. Statistical measures applied to a question must be limited to the responses to that question in one class section only. There must not be any "composite" number derived from the results of the questions.
- (c) The frequency, standard deviation, mean or average of the results of each question must not be used explicitly to compute any department, College or School, or University-wide salary change including raises, merit pay or pay reductions.
- (d) The results of uniform student evaluations will be sent to the individual faculty member surveyed, to the department chair, to the Dean, to the Provost and Vice Chancellor for Academic Affairs, and will be available in the Library.
- (e) Uniform student evaluations will be conducted within the last three weeks of the semester. Fall semester evaluation(s) shall be conducted in a timely manner so that results for probationary faculty will be available by January 10th. The results of the survey will not be available until after the final grade rosters are submitted to the Registrar. The Provost and Vice Chancellor for Academic Affairs will ensure that all grade rosters have been submitted.
- (f) Uniform student evaluations will be administered in all classes each semester for probationary faculty and instructional academic staff only, and evaluations will be administered each semester for one-third of tenured faculty. Tenured faculty to be evaluated will be selected alphabetically every third evaluation period. Faculty have the option to have evaluations done more frequently.

5.5.4 Recommendation for Further Evaluation

Individual faculty members may on their own volition conduct additional student surveys to help identify the effectiveness of specific instructional practices and areas for improvement or development. Individual students may decide whether to complete these surveys or not. The results of the surveys are confidential and are the property of the individual faculty member. At the discretion of the faculty member, a copy of the survey instrument, and any results obtained from them, may be included in the personnel file as a part of the teaching portfolio.

6 - Rules for Nonrenewal Appeals - Faculty Personnel Rules

These rules are established to implement and augment the requirements of UWS 3.08.

6.1 Authority to Review

The authority to review nonrenewal decisions concerning faculty members shall be vested in the Faculty Hearing, Grievance and Appeals Committee of the University of Wisconsin-River Falls (hereinafter, Committee). No person participating in the original decision to nonrenew a faculty member shall participate with the Committee in reviewing that decision.

6.2 Request for Review

The Committee shall review a nonrenewal decision in accordance with the following procedure:

- (a) If the faculty member wishes to appeal his or her nonrenewal decision, he or she shall make a written appeal to the Committee within 20 days of official notice that the reconsideration has affirmed the nonrenewal decision (25 days if notice is by first class mail and publication).
- (b) The Committee shall conduct a review of the nonrenewal decision not later than 20 days after receipt of the request from the faculty member concerned, except that this time limit may be extended by mutual consent of the parties or by order of the Committee.
- (c) The faculty member concerned shall be given at least 10 days notice of such review.

6.3 Burden of Proof

The burden of proof before the Committee shall be on the faculty member concerned. This burden shall be satisfied upon a showing that the decision to nonrenew was based in any significant degree upon one or more of the factors set forth in Section 6.4 herein, with material prejudice to the individual [See UWS 3.08 (1)].

6.4 Scope of Review

The Committee shall ascertain whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the faculty member concerned:

- (a) conduct, expressions or beliefs which are constitutionally protected or protected by the principles of academic freedom, or
- (b) factors proscribed by applicable state or federal laws regarding fair employment practices, or
- (c) improper consideration of qualifications for reappointment or renewal:
 - (1) the procedures required by rules of the faculty or board related to renewal or nonrenewal of probationary appointments were not followed, or
 - (2) available data bearing materially on the quality of performance were not considered, or
 - (3) unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

6.5 Proceedings Before the Committee

The review of a nonrenewal decision shall be conducted by the Committee at a meeting held specifically for that purpose. Such meeting shall be closed unless the faculty member concerned requests an open meeting. The faculty member concerned and representatives of those making the nonrenewal decision shall be present at the review.

6.6 Committee Report

The Committee shall report on the validity of the appeal to the body or official making the nonrenewal decision and to the appropriate Dean and the Chancellor. The report may include remedies which may, without limitation because of enumeration, take the form of:

- (a) a reconsideration by the decision maker, or
- (b) a reconsideration by the decision maker under instructions from the Committee, or
- (c) recommendations to the next higher appointing level.

Cases shall be remanded for reconsideration by the decision maker in all instances unless the Committee specifically finds that such a remand would serve no useful purpose.

6.7 Continued Jurisdiction

The Committee shall retain jurisdiction during the pendency of any reconsideration.

6.8 Final Decision

The decision of the Chancellor will be final and shall be supported by the reasons for accepting or denying the recommendations of the Committee.

7 - Standing Committee For Dismissals, Layoffs, and Terminations-Faculty Personnel Rules

7.1 Termination Committee

The Termination Committee is designated as the standing faculty committee responsible for the duties assigned in UWS 4.03 and UWS 5.11. Organization and procedures of the Termination Committee are set forth in the Faculty By-laws.

8 - Faculty Consultative Committee and Rules on Seniority -Faculty Personnel Rules

8.1 Faculty Consultative Committee

The Faculty Senate shall serve as the Faculty Consultative Committee required by UWS 5.04.

8.2 Seniority

Seniority is defined in response to the requirements of UWS 5.08. It shall be determined by total years of service to the institution, without regard to rank.

9 - Procedure For Handling Complaints -Faculty Personnel Rules

9.1 Committee Defined

In the following, the term "Committee" refers to the Faculty Hearing, Grievance, and Appeals Committee.

9.2 Complaints Defined

Complaints are allegations by the administration, students, academic staff members, other faculty members, classified staff members, or members of the public charging conduct by a faculty member that is not serious enough to warrant dismissal proceedings under UWS 4, but which does (a) violate University rules or policies or (b) adversely affect the faculty member's performance of his or her obligation to the University.

9.3 Procedure

9.3.1 All complaints to receive formal attention under the provisions of this section shall be written, signed, and submitted to the Chancellor of the University within a reasonable time after the alleged misconduct.

9.3.2 The Chancellor shall first notify the faculty member concerned, in writing, regarding the nature of the complaint and give him or her an opportunity to explain his or her conduct. The Chancellor may make further investigation of the allegations and shall then:

- (a) dismiss the complaint, or
- (b) invoke the appropriate disciplinary action, or
- (c) refer the complaint to the Committee.

The Chancellor shall notify the faculty member, in writing, of his or her decision and/or action.

9.3.3 If the Chancellor takes disciplinary action, the affected faculty member may request a hearing before the Committee. The request shall be made within 20 days after notice of the Chancellor's disciplinary action.

9.3.4 The Committee shall hold a hearing not more than 30 days after receiving a request from the faculty member or after having a complaint referred to it by the Chancellor, except that this time limit may be lengthened by mutual consent of the parties. The affected faculty member shall be given at least 10 days notice of the hearing.

9.3.5 The hearing shall be closed unless the faculty member concerned requests an open meeting in which case it shall be open (see Chapter 19, Subchapter IV, Wis. Statutes, Open Meeting Law).

9.3.6 The Committee shall consider all available information relevant to the complaint. Such information may be sought from students and members of the public. The Committee shall have the right to obtain information relevant to the complaint from University personnel.

9.3.7 The concerned faculty member may be present at those times when information is being presented to the Committee.

9.3.8 The faculty member charged shall be presumed innocent by the Committee until proven otherwise.

9.3.9 The findings and recommendation of the Committee shall be reported in writing to the Chancellor and to the faculty member concerned. The recommendation may be for:

- (a) dismissal of the complaint, or
- (b) appropriate disciplinary action, or
- (c) referral of the complaint to the appropriate department or administrative officer.

9.4 Decision of the Chancellor

The decision of the Chancellor on the recommendation of the Committee, or on the complaint in the absence of a Committee recommendation, shall be final except that the Board of Regents at its option may grant a review on the record. The final decision of the Chancellor shall be supported by written reasons.

9.5 Preclusion of Double Jeopardy

After the hearing and recommendation of the Committee and the final decision of the Chancellor, the faculty member shall not again be called to account for the same alleged misconduct that was the subject of the complaint.

10 - Procedure For Handling Grievances (UWS 6.02)-Faculty Personnel Rules

10.1 Other Grievances

This procedure is set up to deal with faculty grievances not specifically provided for in UWS 3, 4, 5, and 6.01.

10.2 Committee Defined

In the following, the term "Committee" refers to the Faculty Hearing, Grievance, and Appeals Committee.

10.3 Procedure

10.3.1- A faculty member who feels that he or she has a just cause for a professional grievance shall notify the chair of the Committee in writing, stating the nature of the grievance. A grievance may be withdrawn at any time upon the written request of the faculty member and no report will be made.

10.3.2 Within 20 days after receiving notice of the grievance, the Committee shall meet for the purpose of hearing the faculty member. The faculty member shall be given written notice of this meeting at least three days in advance. The purpose of the hearing shall be to consider whether the grievance should be dismissed or investigated further. The decision shall be communicated to the faculty member concerned.

10.3.3 If the Committee decides to dismiss the grievance, the faculty member concerned shall be so informed and no other report will be made.

10.3.4 If the Committee decides to investigate the grievance, it shall proceed with reasonable speed. In the investigation, the Committee shall have the right to obtain information relevant to the grievance from University personnel.

10.3.5 The Committee shall prepare a written report of its conclusions and recommendations which shall be submitted to the faculty member and the Chancellor. The report shall contain recommendations for either: (a) dismissal of the grievance, or (b) proposed solutions to the grievance.

10.4 The Chancellor's Responsibility

Within 30 days of having received the Committee's recommendation, the Chancellor shall report his or her response and intended action to the Committee.

10.5 Access to the Board of Regents

The Regents have the option to consider a faculty grievance on the record upon petition of a faculty grievant as well as upon the receipt of recommendations from Faculty Hearing, Grievance and Appeals Committee which has already considered the matter at the institutional level.

11 - Outside Activities-Faculty Personnel Rules

UWS Guidelines for Reporting Outside Activities under UWS 8.025

It is the policy of the University of Wisconsin System to require a report from all faculty and academic staff who engage in remunerative outside activities in their field of professional interest and whose appointments are half time or more for the period under contract to the UW System. If an employee has a joint appointment, he or she must file a report for each department/unit. This report covers activities that occur during the full year, even if the employee was not under contract to the University for part of that time. The employee should discuss with his or her Dean any activities that may present carryover questions of conflict with the employee's responsibilities during his or her contract period.

Report Form Definitions

For purposes of the reporting form:

Remunerative Relationship: A remunerative relationship is any relationship that results in payments, transfer of goods, or provisions of services to the reporting staff member.

Net Remuneration: Net remuneration includes the value of all payments, goods, and services received as compensation for an activity less expenses. Expenses deducted should not exceed those that could ordinarily be claimed from University administered funds.

Organization: An organization is any corporation, partnership, proprietorship, firm, enterprise, franchise, association, trust or the legal entity other than an individual or body politic (see UWS 8.02 (12), Wisconsin Administrative Code).

Professionally Related Activities: Professionally related activities are activities related to the staff member's field of academic interest or specialization.

Ordinary Professional Activities: Ordinary professional activities are those activities which extend a faculty or staff member's normal institutional responsibilities of teaching, research and service to serving other public institutions, organizations, and professional societies. Examples of such ordinary professional activities would be:

- (a) occasional lectures, colloquia, seminars, etc., given at colleges and universities and at meetings of professional societies;

- (b) preparation of monographs, chapters, and editorial services for nonprofit educational organizations;
- (c) service on advisory committees and evaluation panels for government funding agencies, non-profit foundations and educational organizations;
- (d) leadership positions in professional societies.

Reportable Activities

Those items which are reportable under UWS 8.025 include:

- (a) Professional related outside activities occurring while one is under contract to the University for which net remuneration is received, not including ordinary professional activities.
- (b) The names of organizations or businesses for which net remunerative outside activities were performed, the type of activity (consulting, teaching, research, writing, etc.) and the aggregate time spent (days) in that activity.
- (c) Royalties from writing and patents need be reported only in the year that they first appear.
- (d) The organization or source must be named and the aggregate amount of time in days spent in outside activities with that organization must be indicated. If \$5,000.00 or more compensation per year from a single source is received, the last column of section A should be checked.

If the name of the organization should not be publicly identified, Dean's approval to withhold the name must be received (e.g., if revealing the name would be damaging to the organization's legitimate competitive interests.)

- (e) Any remunerative relationships with organizations which sponsor university research, teaching or training. If these relationships exist, the name of the organization must be reported.
- (f) Officerships, directorships, or trusteeships held by faculty or members of immediate family in businesses or commercial organizations related to professional fields.
- (g) Ownership interests in organizations related to an academic area of specialization, provided that immediate family collectively owns more than 10% of the equity.

Those activities which need not be reported include:

- (a) Activities for which remuneration comes from University administered funds (e.g., teaching and innovation awards, etc.).
- (b) Remunerative ordinary professional activities (see definitions above).
- (c) Instruction at another nonprofit educational institution or research supported by a government agency if the instruction or research is performed during periods when the staff member is not in the University payroll, or in the case of part-time appointment, if the work is performed during time not contracted to the University.

11.1 Outside Activities

Rules and procedures governing outside activities are intended to ensure devotion to teaching, research activities and all normal University responsibilities on the part of members of the faculty, while permitting

their broad participation in public service or endeavors related to their fields of interest. (In addition to the provisions of this section, see Chapter UWS 8, Section 11.36 Wisconsin Statutes.)

11.2 University Responsibilities

Full-time appointment to the faculty of the University implies that the University has first claim to the individual's professional services. The faculty member's professional duties include such activities as teaching, research, committee assignments, and making his or her services available to students and to the University as a whole. Absences from regular duties are justified when occasioned by (1) the requirements of University-assigned responsibilities, (2) efforts and activities that make specific, identifiable (as opposed to general) contributions to the individual's ability to fulfill the responsibilities of his or her position, and (3) the taking of time that is partially compensatory for unusually long hours devoted in service to the University. This compensatory time shall not entail absences from classes. Faculty members employed on a fractional time basis have similar responsibilities, but they shall be proportionate to the fractional time appointment.

11.3 Definitions

11.3.1 In addition to the outside activities specified in Section 11.2, outside activities are those activities of a member of the faculty which are of an extensive, recurring, or continuing nature outside of his or her institutional responsibilities during any period of employment by UW-River Falls.

11.3.2 Substantial outside activities are any outside activities that do reduce or threaten to reduce the faculty member's effectiveness in the performance of teaching, research activities, and all normal University duties. All instances of the following activities are specifically recognized as substantial outside activities:

- (a) teaching for remuneration;
- (b) service as an expert witness in legal proceedings; and
- (c) service as staff, advisor, or consultant to granting agencies.

11.4 Reporting

It is the responsibility of each faculty member to submit a written report of all his or her substantial outside activities to the head of his or her academic unit. This shall be done before an activity is undertaken. If there is doubt as to whether or not the outside activity is "substantial," it is the responsibility of the faculty member to consult the academic unit head regarding the matter. Failure to report substantial outside activities may subject the faculty member to disciplinary action under either Section 9 (Complaints) of these rules or Chapter UWS 4 (Dismissal).

11.5 Review and Action

11.5.1 Copies of reports of substantial outside activities shall be forwarded through normal administrative channels to the Dean or Director, Provost and Vice Chancellor for Academic Affairs, and Chancellor for the purpose of permitting reviews of the reports.

11.5.2 If it is determined, at any administrative level, that outside activities are excessive or otherwise improper, oral communication with the faculty member concerned may be used as a means of correcting the situation. However, (a) at the discretion of the administrative officer, (b) upon the request of the faculty member, or (c) if the improper activity persists after oral communication of disapproval and suggested corrections, the faculty member shall be notified of the impropriety in writing. The notice shall include reasons for judging the outside activity improper and recommendations for adjustments in those activities. If the notice does not originate with the head of the academic unit, it shall be transmitted by him or her to the faculty member concerned.

11.6 Appeal

The faculty member may appeal a decision regarding the impropriety of his or her outside activities. The

appeal shall be submitted to the Faculty Hearing, Grievance, and Appeals Committee in accordance with the procedures of Section 10 (Grievances).

11.7 University Equipment and Services

No faculty member shall use University facilities, equipment, or services for purposes of private practice without first obtaining written approval from the department chair, Dean or Director, and the Vice Chancellor for Administration and Finance, and the payment of a reasonable fee for the privilege enjoyed.

12 - Faculty Sabbaticals

12.1 Faculty Sabbaticals Procedures

12.1.1 Purpose

The purpose of the faculty sabbatical program is to enable recipients to be engaged in intensive study in order to become more effective teachers and scholars and to enhance their services to the University. The sabbatical program should also be understood as recognition of past and continuing academic contributions of the recipients in keeping with the Select Mission of UW-River Falls.

12.1.2 Types

Two types of sabbatical leaves are available to faculty members.

- (1) A faculty member may take a sabbatical leave for an academic year and receive from the institution financial support at any level up to 65% of his or her full compensation for that period.
- (2) A faculty member may take a sabbatical leave for one semester of the academic year and receive from the institution financial support at any level up to a maximum of his or her full compensation for that period.

12.1.3 Eligibility

- (1) At the time the sabbatical proposal is submitted, the faculty member must have met the following criteria:
 - (a) The faculty member is tenured at the time of application.
 - (b) The faculty member has completed at least five years since the conclusion of his or her last sabbatical leave
 - (c) The faculty member has completed at least six full years of employment at UW-RF as a probationary/tenured faculty member.
 - (d) If the faculty member has taken a leave of absence, for whatever reason, the leave period shall be excluded in determining the faculty member's years of full-time service.
- (2) A sabbatical will not be awarded to a faculty member who does not plan to return to UW-RF for at least one academic year of service after the termination of the sabbatical.

12.1.4 Requirements [FS 04-05 #30]

Each applicant shall complete the Sabbatical Proposal Form, which describes the proposed sabbatical in complete, clear, and specific terms, including each of the following items:

- (1) An abstract of 100 words or less summarizing the objectives of the proposal.
- (2) The nature and objectives of the proposed sabbatical program, including a detailed account of proposed sabbatical activities.
- (3) The relationship of the proposed sabbatical to the applicant's field of expertise is to be demonstrated, and as appropriate, supported by references to the vita and other documentation.
- (4) The anticipated contribution of the proposed sabbatical to the enhancement of teaching and/or course and curriculum development at UW-River Falls, which may or may not include the relationship of the sabbatical program to the research interests of the applicant.
- (5) The proposed period and/or schedule of sabbatical, including a time line which shows when the work will be done.
- (6) A copy of the personal vita which must include evidence of excellence in teaching and of the academic contributions made by the individual. If possible, submit an electronic version of the CV to FASDB@uwrf.edu. If the proposal is approved, an electronic CV will be required.
- (7) A transmittal form signed by the department chair and the Dean acknowledging their support of the sabbatical.
- (8) Letters confirming the existence of a proposed relationship, travel/residence, or outside institutional commitment germane to the sabbatical proposal, if any, should be included. *Letters of support from colleagues, department chairs, Deans, or others are not to be included in the proposal and will not be considered by the committee in its deliberations.*
- (9) Applicants should submit seven copies to the Director of Faculty and Student Academic Support Programs, 104 North Hall.

12.1.5 Conditions

The following conditions govern the faculty sabbatical program:

- (1) In the administration of faculty sabbaticals, creditable service for retirement purposes will vary, depending on the length of the sabbatical and level of compensation. A faculty member considering a sabbatical leave request should consult with the institutional fringe benefit coordinator prior to submitting a formal request.
- (2) A faculty member may receive supplementary grants or other awards while on sabbatical leave, but such compensation, when combined with the amount of institutional compensation, shall not exceed the full compensation normally received from the UW System for that period.
- (3) Such additional grants or awards may be received by a faculty member only if the conditions for accepting the additional resources do not interfere with the stated purpose of a faculty member's sabbatical program.
- (4) A faculty member may seek additional grants specifically for travel or unusual living expenses incident to the sabbatical program without restriction by the full-compensation maximum (see condition 2).
- (5) A faculty member may not use the sabbatical period to accept other paid employment during the period of the leave, unless stipulated as a condition of the leave. If so stipulated, condition (2) is operative.
- (6) A faculty member must specify all grants or other awards applied for or to be received during

the leave in his or her application for the sabbatical program.

(7) A faculty member must agree to return to UW-RF for at least one academic year of service after the termination of the sabbatical or repay any compensation (salary plus the University's share of fringe benefits) received from the UW System during the sabbatical.

(8) A faculty member must submit to the Provost and Vice Chancellor for Academic Affairs a written report outlining his or her accomplishments during the leave. This report should be submitted within three months after the faculty member's return to full-time employment.

12.1.6 Selection of Sabbatical Leave Recipients

(1) Call: The Provost and Vice Chancellor for Academic Affairs shall notify the faculty of the availability of sabbatical leave each March and shall call for applications for the leave period beginning 18 months hence. The Provost and Vice Chancellor for Academic Affairs shall make explicit in the call that funds for sabbaticals are limited. In addition, any financial exigencies which might indicate preference for year-long as opposed to semester-long sabbaticals must be announced with the call. If no such exigencies are announced then all proposals must be evaluated, and sabbaticals awarded, without preference to one period over another.

(2) Following this notification, applicants should submit application in accordance with the requirements set forth above. Proposals are due no later than October 1 of the year preceding the proposed sabbatical period. One copy of the proposal and supporting documents should be submitted to the applicant's department chair, one copy to the applicant's academic Dean, and eight copies to the Provost and Vice Chancellor for Academic Affairs' Office. A transmittal form must be signed by the appropriate department chair and Dean and be submitted with the copies sent to the Provost and Vice Chancellor for Academic Affairs' office. Transmittal forms are available from the Provost and Vice Chancellor for Academic Affairs' office. The Provost and Vice Chancellor for Academic Affairs' Office shall conduct the initial screening for eligibility defined under Eligibility: (1) (a)-(d).

(3) The Faculty Professional Development Committee of the Faculty/Academic Staff Development Board serves as the review board for sabbatical proposals.

(4) The committee shall be convened by the Assistant to the Provost and Vice Chancellor for Academic Affairs, who will review with the committee the purpose of the sabbatical program and the evaluation/selection process to be followed.

(5) At its final meeting, the committee shall discuss the proposals and then rank them on a written ballot. The committee shall communicate their rankings of the proposals to the Provost and Vice Chancellor for Academic Affairs or representative. Included in his or her report shall be such information as the committee determines may be helpful to unsuccessful applicants who may wish to apply at a later time.

(6) During the first two weeks of November, the Provost and Vice Chancellor for Academic Affairs, in consultation with the Deans, and the Chancellor shall review the recommendations of the Faculty Professional Development Committee, shall make the final selection, and shall notify the applicants of the status of their applications. The Provost and Vice Chancellor for Academic Affairs will implement the granting of awards based on the committee's recommendations and within budget limitations. The rationale for any changes from the Faculty Professional Development Committee would be sent to the chair of the committee by the Provost and Vice Chancellor for Academic Affairs.

(7) The Chancellor shall communicate his or her selections, in writing, to System Administration by November 15th for formal announcement at the December meeting of the Board of Regents.

(8) Evaluation: The criteria to be applied by the committee are as follows:

(a) The candidate must meet the minimum eligibility requirements.

(b) All forms of sabbatical activity are valid. That is, preference may not be given to one particular form of activity (research, publication) over another (travel, creative, course development). Proposals are to be evaluated on their merits.

(c) Preference shall be given to those candidates who have made significant academic contributions to the University. Academic contributions include those activities normally recognized in decisions of promotion and tenure: quality of teaching, scholarly activity and service to the University and the wider community. The committee shall refer to the vita for evidence of academic contributions. For candidates who have not received a previous sabbatical, the time period for purposes of evaluation shall be the candidate's full length of employment at this University. For candidates who have received a previous sabbatical, the candidate should submit, and the committee will consider, only contributions made since the completion of the previous sabbatical. [FS 04-05 #30]

(d) After candidates have been evaluated on the basis of their academic contributions the committee shall evaluate the merits of the specific sabbatical proposals. This evaluation shall judge the extent to which the proposal clearly follows the guidelines for proposals as specified under Proposal Requirements (1)-(8).

(e) The Committee shall use an evaluation form approved by the Faculty Senate to ensure the following:

- (i) 65% of the overall evaluation shall be based on the candidate's record of academic contributions to the University, and
- (ii) 35% shall be based on the merits of the sabbatical proposal.

NOTE: WRS Retirement Credit--Creditable service for retirement is based on the percentage of time a person is on the payroll. For more specific information, contact the Staff Benefits Office in the Personnel Office. For further information regarding the UW System Sabbatical Program, see UW System Academic Planning Statement #3.3 and Wisconsin Statutes 36.11(17).

13 - Emeriti Status

EMERITI STATUS: CRITERIA, PROCEDURES, PRIVILEGES [FS 04-05 #29]

13.1 Criteria for Awarding Emeriti Status

Emeriti status is awarded in recognition of excellence in contributions to UW-River Falls. It is not granted automatically upon retirement.

13.2 Requirements

1. Only faculty and academic staff are eligible for emeriti status.
2. Emeriti status is awarded only to individuals retired from UW-River Falls.

3. Emeriti status is awarded based on a minimum of 15 years of significant service to UW-River Falls.
4. Exceptions to these requirements may be considered if there is considerable support for the application by the nominating unit or if there are unusual circumstances.

13.3 Procedures

1. The name and qualifications of an eligible faculty or academic staff member are submitted by the academic unit or department to the appropriate Dean or Supervisor for approval.
2. If approved, the nomination is forwarded to the Chancellor for final approval.
3. Upon final approval, the Chancellor sends a letter to the nominee listing privileges bestowed by emeriti status. The appropriate units, such as the library, the Campus Card Office, and IT Services, will also receive a copy of the letter.

13.4 Privileges

Privileges bestowed on individuals awarded emeriti status will be reviewed periodically by administration. Any changes or adjustments to the list of privileges will be made in consultation with the Faculty Senate. Emeriti will be notified if any changes occur due to budgetary reasons.

Privileges include:

1. complimentary parking permit, upon request.
2. campus ID, with all privileges it confers.
3. a UW-River Falls e-mail address.
4. the right to participate in all-University social affairs and functions.
5. inclusion on the Falcon Features mailing list.
6. complimentary tickets to University Theatre performances upon request.

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Approved by the UW-River Falls Senate in October 2005

Key: Red = Revision, Blue = Deletion, Green = Addition

UW-RF Faculty/Academic Staff Handbook

Chapter V: Compensation Procedures and Issues

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5.1 Salary Policies-Procedures

5.1.1 Payroll

All faculty and academic staff with academic year appointments are paid on a nine-month basis, October-June. Staff with twelve-month appointments receive twelve ~~checks~~ payments -per year. The ~~checks~~ payments -are dated and distributed the first of each month. If the first of the month falls on a weekend, the ~~checks~~ payments -will be dated and distributed the preceding Friday. Exception: Due to tax consequences the January 1 ~~check~~ payment -cannot be dated or released prior to January 1.

Academic year appointees are eligible to participate in a Twelve Payment Deduction Plan. Money can be withheld from each monthly ~~check~~ payment -and placed in a financial institution selected by the UW System. This account is then accessed during the summer months.

5.1.1.1 Instructional Academic Staff

Instructional academic staff are paid on a per-credit basis. ~~Depending on the market conditions, the pay per credit ranges from \$1000 to \$1500.~~

5.1.1.2 Overload ~~Payments~~ Limits -for Faculty and Instructional Academic Staff

~~Overload~~ payment

The use of overloads is intended to be a temporary measure and must not replace the hiring of additional full time staff to address long-term staffing needs. The full time contractual teaching obligation at UW-RF is an average of 12 semester credits for ~~full-time~~ faculty (UW-RF Faculty Handbook, Chapter 8.1.1: Load) or an average of 15 semester credits for ad-hoc and ~~instructional~~ teaching -academic staff (UW-RF Faculty Handbook, Chapter 6:I: New Hires). Any credits taught, partial or otherwise, above the contractual obligation is ~~at~~ to be considered an overload and must be compensated as such. Total calendar year overloads taught by faculty and teaching academic staff are limited to -the rate maximum allowable dollar amount established by section 16.417 -of \$1000 per credit, the Wisconsin State Statutes. -Overloads in excess of six total credits taught during the academic year (including J-term) are ~~limited~~ strongly discouraged as faculty and staff have significant other responsibilities in addition -to 3-4 teaching. Any overload exceeding a total of 6 -credits per academic year- year must be justified in writing by the department chair and reviewed and agreed upon by the Dean and Provost. Copies of the signed justification shall be kept on file in the Dean's office. Faculty and/or instructional academic staff must be appropriately compensated for any overload taught and may negotiate with their respective Chair/Dean/Director for a load adjustment in lieu of overload payment.

5.1.1.3 ~~J Term Salaries~~ J-term Appointment

5.1.1.3.1 Minimum class sizes will be eighteen (18) for undergraduate classes and ten

(10) for graduate classes. Faculty who teach classes meeting this criterion will be compensated at: \$1,300/credit for all regular faculty, or \$1,000-\$1,500/credit for ad hoc faculty, at the Dean's discretion.

For J Term, if

5.1.1.3.2 If an overload is warranted, ~~faculty and/or faculty,~~ -instructional academic staff ~~teaching during the January session (IAS) and ad hoc instructors~~ -will be ~~limited allowed to teach up~~ -to the limit of the University's overload policy ~~(3-4 (maximum 3-4~~ -credits per academic year). Faculty and/or ~~instructional academic staff IAS~~ -may negotiate with their respective ~~Dean or Dean/~~ -Director for a load adjustment during the ~~Spring spring~~ -semester in lieu of overload ~~payment. J Term compensation follows the Extension model. payment.~~

5.1.1.3.3 -The ~~model total overload payment that may be paid to a full-time employee during the employment period~~ -is ~~\$1000~~ \$12,000 -per ~~credit with a minimum enrollment state agency (section 16.417~~ -of ~~17 undergraduate students or 10 graduate students. Staff compensated for the State of Wisconsin Statutes).~~ Nine-month faculty and academic staff appointments are in pay status during winter and spring session. Summer employment does not apply to the \$12,000 cap.

5.1.1.3.4 College Deans will set appropriate maximum class size limits. Instructors of -classes with enrollments ~~of less than 17/10 students that do not meet minimums~~ will be paid ~~58% of tuition generated.~~

5.1.1.3 Extension Salaries

~~Extension salaries are paid at on a reduced scale proportional to~~ -the rate actual level -of ~~\$1000 per credit enrollment below minimum. Generally, minimum class sizes will be seven (7)~~ -for ~~enrollments of 17 undergraduates or 10 undergraduate classes and four (4) for~~ -graduate ~~students. If classes. Exceptions to these minimums must be approved by~~ -the college Dean.

5.1.1.3.5 Compensation will be based on class enrollment ~~is less than the 17 or 10 respectively, after 1/6th of~~ -the salary class -is ~~58% of tuition. complete.~~

5.1.1.5

5.1.1.3.6 Deans have responsibility for allocating -Summer ~~Compensation Policy~~ [FS 97/98 #21]

~~In order Session and J-Term budget funds~~ -to ~~achieve summer session revenue targets, meet~~ -the ~~following policies and procedures should revenue targets by offering classes during Summer or during J-Term. This allocation is not to~~ -be followed: used for course offerings during the academic year.

5.1.1.3.7 Deans will be responsible for covering expenditures beyond the amount allocated to the Colleges.

~~(1) Summer Courses should~~

5.1.1.3.8 Outreach PR courses will not be offered in competition with GPR classes.

5.1.1.3.9 If a 12-month faculty or staff is generating SCH, it is expected that the equivalent be charged to ~~meet the needs of students,~~ college J-Term account.

5.1.1.4 Summer Session Appointment

~~(2) Classes with at least fifteen (15)~~

5.1.1.4.1 Minimum class sizes will be eighteen (18) for undergraduate ~~students or classes and~~ -ten (10) for graduate ~~students will be offered. Staff classes. Faculty~~ -who teach classes meeting this criterion will be compensated at: \$1,300/credit for all regular faculty, or \$1,000-\$1,500/credit for ad hoc faculty, at the Dean's discretion.

5.1.1.4.2 The \$1,300/credit for regular faculty will be constant at the following plateaus: 18-25 for undergraduate classes, 10-15 for graduate classes. Above the plateau upper limit, the salary would go up \$72/enrollment/credit undergraduate and \$130/enrollment/credit graduate.

5.1.1.4.3 Instructors of classes with enrollments that do not meet minimums will be paid on a reduced scale proportional ~~rate based on 2/9 (.22222) to the actual level~~ of their 9-month salary enrollment below minimum. Generally, minimum class sizes will be seven (7) -for a full-time appointment (8 credits, undergraduate classes and four (4) for graduate ~~or undergraduate) or \$1,000 per credit, whichever is higher. However, if classes. Exceptions to these minimums must be approved by~~ -the tuition generated does not cover college Dean.

5.1.1.4.4 Compensation for undergraduate/graduate slash courses will be paid on the ~~staff member's salary as computed above, then model for~~ -the number of undergraduate students plus the salary ~~will be negotiated with model for~~ -the Dean or Director at an amount equal to at least 95% number of graduate students.

5.1.1.4.5 The salary model for faculty supervising students one-on-one in a non-classroom context will rise proportionally above the ~~tuition, course minimum, i.e. a load of 20 students would pay 20/18. Examples of instructional appointments in this category include internships, practicum, independent research and on-line classes.~~

5.1.1.4.6 College Deans will set appropriate maximum class size limits.

~~(3)~~

5.1.1.4.7 Compensation will be based on class enrollment after ~~the first week~~ 1/6th of class. the class is complete.

~~(4) Computation of summer session salaries will~~

5.1.1.4.8 The salary ceiling for regular faculty continues to be ~~the same regardless 2/9~~ of the source of funding, academic year salary for all summer appointments.

5.1.1.4.9 ~~The exception to this upper limit for faculty summer instruction~~ -is

~~Extension salaries: 8 credits.~~

~~(5)~~

5.1.1.4.10 Deans ~~or Directors will~~ have responsibility for allocating ~~summer session dollars Summer Session and J Term budget funds~~ to meet the ~~summer session student contact hour/revenue revenue~~ targets by offering classes during ~~the summer Summer~~ or during J-Term. This allocation is not to be used for course offerings during the academic ~~year, year.~~

5.1.1.4.11 Deans ~~or Directors~~ will be responsible for covering expenditures beyond the amount allocated to the ~~College or School. Colleges.~~

~~(6) Extension~~

5.1.1.4.12 Outreach PR courses will not be offered in competition with ~~regular~~ GPR classes.

~~(7)~~

5.1.1.4.13 If a 12-month faculty or staff is generating ~~student contact hours SCH~~ in the summer, it is expected that the equivalent of ~~\$1,000/credit \$1,300/credit~~ be charged to the ~~College or School college~~ summer session account.

~~(8) The academic Deans and Director will be expected to meet the student contact hour/revenue targets specified above.~~

~~(9) The summer session pay plan outlined above will remain in effect for three years (1998-2000).~~

5.1.1.6

5.1.1.5 Department Chair's Compensation Policy ~~[FS 99/00 #21]~~

Release Time for Department Chairs is based on department size.

Dept. Size ~~Release~~ Release -Time

0--5.99 ~~Up~~ Up to 25%

6--11.99 ~~25--37.5%~~ 25--37.5%

12 or more ~~37.5--50%~~ 37.5--50%

Additionally, ~~Deans/Directors Deans~~ and departments make compensation adjustments in recognition of varying workloads for Chairs across the University. Overlapping categories provide guidelines for the bonus salary.

Dept. Size ~~Chair~~ Chair -Compensation

0-5.99 ~~\$500--\$1000~~ \$500--\$1000

6-11.99 ~~\$750--\$1,500~~ \$750--\$1,500

12 or more ~~\$1,250--\$2,500~~ \$1,250--\$2,500

The department, potential Chair, and the ~~Dean/Director~~ Dean jointly reach agreement on the duties that the Chair will assume and will assign to others. This agreement is made in the spring before the Chair assumes the position for the following summer and academic year. At this time an estimation of the anticipated workload of the Chair and corresponding compensation is determined. Adjustments to the compensation ~~may will~~ be made ~~the following spring, following an assessment of the accuracy of~~ based upon the estimation, pay plan.

Compensation is dependent on the exact duties of the specific chair. The Chair is normally responsible for major personnel issues and year-round responsibility for the department. In recognition of this responsibility, the minimum salary compensation in each category is suggested. Additional compensation may be made to the Chair, to someone assisting the Chair, or to the unit in general, based on the assignment of duties.

Each academic year, the ~~Deans/Director~~ Deans are allocated a pool of money to be used for Chair compensation and for extraordinary administration duties a department may encounter. The funds allocated to the ~~Deans/Director~~ Deans are adjusted each year consistent with the increase in the pay plan.

~~The Chair compensation policy outline above was implemented in summer 2000, and shall be reviewed every three years.~~

~~5.1.1.7 Unanticipated Assignments from University Sources~~

~~General Policy~~

~~(1) It is generally assumed that the salary received by full-time faculty members fully compensates them for University activity during their appointment period. Thus, faculty members may not receive compensation for an overload activity from any funds administered within the University system, regardless of source, except through procedures provided in System policy (UW System ACPS-4). Exceptions are subject to specified advance approval of the Chancellor or Chancellors whose units are involved and must be of an unusual, short-term, and nonrecurring nature.~~

~~Statutory Limitations~~

~~(2) Compensation for exceptions cannot exceed the statutory limitations as defined in the Wisconsin Statutes, Section 16.417(2). This limitation, i.e., \$12,000 per year, is to be applied to all full-time employees (academic or annual).~~

~~Other Overloads~~

~~Interinstitutional, Instructional, Consulting, or Technical Service on an Overload Basis: One of the assumptions of merger is that the University of Wisconsin System should be able to arrange for the sharing of expertise among the various units. Where the need for this interinstitutional service is short-term in nature, it is often necessary to arrange for appropriate compensation on an overload basis. Overload payment for such services may be authorized only by the concerned Chancellors (or their designees) when the service falls outside the regularly assigned responsibilities of the person sought and is provided without affecting adversely the performance of such regularly assigned responsibilities. The activity should meet the standard of being unusual, short-term, and nonrecurring. Overload payment for this purpose, in aggregation with any other overload payment from University sources during the same appointment, shall not exceed the limit established in (2) of this section.~~

5.2 Procedures To Be Used In Awarding Merit Salary Increases

~~Procedures [FS 90/91 #24; 89/90 #17A]~~

~~(1)~~ 5.2.1 -The principal responsibility for merit determination rests at the unit (academic department or support group) level.

~~(2)~~

5.2.2 Departments or support groups with only one or two persons will be pooled with another department or support group for purposes of merit pay distribution. This will be done in consultation with the ~~Dean, Director~~ Dean or supervisor of the units involved.

~~(3)~~

5.2.3 Persons with appointments in more than one unit shall be rated by their colleagues within each unit.

~~(4)~~

5.2.4 Each of the following offices will receive for the purpose of special merit and equity adjustments that share of 10% of the merit salary total which is proportional to the total merit amount that the office directly oversees: Chancellor; Provost & Vice Chancellor; Vice Chancellor for Administration and Finance; Dean of Students; Dean of the College of Agriculture, Food and Environmental Sciences; Dean of the College of Arts and Sciences; Dean of the College of Education and ~~Graduate Professional~~ Studies; and ~~Director~~ Dean of the ~~School~~ College of Business and Economics.

~~(5)~~

5.2.5 Ninety percent of the merit total is allocated to the departments and support groups. Each unit will receive merit dollars equal to 90% times the percentage merit increase times the continuing salary dollars in that unit. Faculty and support staff members

holding permanent positions in more than one unit will have that portion of their merit dollars commensurate with their part-time positions pooled within the respective units.

~~(6)~~

5.2.6 Instructional staff and support staff are to have separate evaluation procedures that are appropriate to their work. - **See Chapter VI for information on the respective performance evaluation processes.**

~~(7)~~

5.2.7 In a support group the supervisor will determine merit for those within the scope of his or her authority.

~~(8)~~

5.2.8 Each academic department is to have an annual option of (a) using a departmental merit committee, (b) allowing the chair to distribute the merit increase funds, or (c) developing their own merit distribution plan, subject to approval of the Dean ~~or Director~~ of the ~~College or School, College.~~ - The Deans ~~and Director~~ will administer this voting by confidential ballot and a simple majority will decide. (See ~~sections on~~ **OPTIONS below.) below in sections 5.2.19, 5.2.20, 5.2.21.)**

~~(9)~~

5.2.9 Merit adjustments and notification will be made in accordance with guidelines.

~~(10)~~

5.2.10 The rating of a unit member and an anonymous list of ratings of others in the unit shall be available from the department chair or administrative head when such rating is completed.

~~(11)~~

5.2.11 Appeals from staff members shall proceed through the channels designated in Chapter IV Faculty/Academic Staff Handbook "Faculty Personnel Rules-Chapter 10: Procedure for Handling Grievances"

~~(12)~~

5.2.12 Faculty members shall be informed of their salary adjustments when they have been approved by the Board of Regents.

~~(13)~~

5.2.13 Any across-the-board adjustment shall be considered at time of receipt of the Board of Regents' policy statement for the current academic year.

~~(14) Special merit adjustments shall not exceed \$500 for any individual faculty member.~~

~~(15)~~

5.2.14 Additional increments ~~of \$1,500, \$1,000, and \$750~~ will be made for promotion to professor, associate professor, and assistant professor. ~~These increments will be increased yearly by a percentage which equals the approved pay plan percentage increase. The base year is 1997-98. [FS 96/97 #8]~~ Promotion adjustments do not come from salary increase funds. Persons who receive a promotion adjustment should not be penalized in the merit distribution.

~~(16)~~

5.2.15 No fixed amount shall be given upon completion of terminal degrees, but an adjustment may be made through the use of administrative funds.

~~(17)~~

5.2.17 Regular review will be made to ~~insure~~ ensure that all salary adjustments are made in accordance with the guidelines regardless of gender, race, color, creed, ethnic origin, marital status, or physical handicaps.

~~(18)~~

5.2.18 Interpretations and decisions regarding the operation of the merit pay system shall be made by the Provost & Vice Chancellor in consultation with the Faculty Salary Committee.

After a department has determined which option it is to use [see ~~(8)~~ **5.2.8** -above], it implements its chosen merit procedure.

5.2.1

5.2.19 Option A Departmental Merit Committee Procedures

Option A:

(1) Any member of a unit is eligible to be involved in the evaluation procedure providing he or she has been reappointed for the following academic year. Persons with appointments in more than one unit shall be eligible to rate their colleagues within each unit.

(2) All committee members will be elected by members of the department.

(3) One member of the committee is to be from outside the department but within the University.

(4) If a department has three or four faculty members, it will have a committee of the whole together with one outside member. If a department has five or more faculty it has two options: a) a committee of the whole together with one outside member or b) a four-member committee consisting of the chair, two elected from within, and one elected from outside the department.

(5) All members of a committee are equal.

5.2.25.2.20 -Option B: Department Chair Merit Procedures

In Option B, the department chair distributes the merit increase funds based on information described under ~~"RATING~~ **"5.3 RATING** -PROCEDURES" below.

5.2.3

5.2.21 Option C: Departmental Merit Distribution Plan

In Option C, the department members develop their own merit distribution plan which must be approved by the Dean of the ~~College or Director of the School.~~ **College.**

5.3 Merit Rating -Procedures

The following rating procedures are to be followed:

(1) New merit pay files for each person are to be developed annually because existing personnel files are confidential. Such files will be compiled by the supervisor or department chair. After the merit pay distribution is completed, the contents of the merit pay files will be transferred to the department personnel files.

(2) The [committee, chair] of an academic department needs the following information for rating:

(a) Professional achievement sheet provided by each person. This allows each person to present his or her achievements for the year.

(b) Other data: student evaluations, peer evaluations, teaching loads, advisee loads, number of preparations, graduate courses, extension courses and other relevant information.

(3) The Academic Staff Council is responsible for devising an instrument for reporting on and evaluating support personnel.

(4) The [committee, chair, supervisor] shall place each faculty member into one of seven graded merit groups: A, AB, B, BC, C, D, and F. The following connotative adjectives may be considered in making this placement: A-excellent, AB-very good, B-good, BC-fair, C-adequate, D-poor, and F-unmeritorious. In the rare occasion that all unit members are placed in the same group, all merit distribution documentation must be forwarded to the appropriate administrative office, which will review the justification of the [committee's, chair's, supervisor's] decision. In the committee option, the ranking of each member of the committee will be determined by the other members of the committee. In the [chair, supervisor] option, the [chair's, supervisor's] rating will be determined by the ~~[Dean or Director,~~ **[Dean,** -immediate supervisor] in consultation with unit members. In the committee option, the chair of the committee is to be elected. The [committee chair, department chair, supervisor] sends the merit pay ratings to the [Dean, ~~Director,~~ appropriate administrative office] along with recommendations for special merit and equity adjustments.

(5) The [department chair, supervisor] will meet with each unit member and review the results.

(6) Merit funds are to be distributed by the following rules. Assign to each member in groups A, AB, B, BC, C, D, and F the respective group weights: 4.0, 3.5, 3.0, 2.5, 2.0, 1.0, 0. The average salary of the unit is calculated by dividing the total salaries within the unit by the number of full-time equivalent positions. An individual's salary weight is calculated by adding the individual's salary within the unit to one-third of the average salary of the unit (a part-time employee would add only one-third of the equivalent proportion of the unit average salary). An individual's merit weight is calculated by multiplying his or her group weight times his or her salary weight. An individual's normalized merit weight is calculated by dividing his or her merit weight by the sum of all of the individual merit weights. A unit member receives a merit amount equal to his or her normalized merit weight times the total merit pool of the unit.

5.4 Fringe Benefits -Procedures

A number of benefit programs are available to eligible University of Wisconsin employees. These staff benefits can add more than ~~30%~~ 40% to the value of the employee's total gross wage. UW-River Falls contributes toward State Group Health, State Group Life and Income Continuation insurances and to the Wisconsin Retirement System. The employee pays the entire premium of other insurances offered; however, these are group rates and the plans may provide coverage which is important for the employee's particular situation.- **For the most current overall summary of applicable benefits, see www.uwsa.edu/hr/benefits/uben.pdf.**

5.4.1 Wisconsin Retirement System-~~(WRS)~~ (WRS)

Detailed information is available at www.uwsa.edu/hr/benefits/retsav/wrs.htm
<<http://www.uwsa.edu/hr/benefits/retsav/wrs.htm>>

Participation in the Wisconsin Retirement System is immediate and mandatory for those employed at least one-third time for at least one year. For academic year appointments, one academic year meets WRS qualifications.- **One-third time is equivalent to a 28% academic year or a 21% annual year appointment. Those not immediately eligible are covered after one year if they work one-third time in the preceding year. Visiting staff who are on leave from another educational institution are excluded by state law from WRS coverage for the first twelve months of university employment.**

Under the WRS, there are both employer and employee required contributions. The employee required and employer required contributions are each equal to ~~5%~~ 5.1% of the non-executive employee's annual WRS-covered earnings (total of ~~10%~~ 10.2%). The University pays the entire WRS contribution on the employee's behalf-a total of ~~10%~~ 10.2% of the non-executive employee's WRS earnings. If the employee leaves WRS employment prior to retirement age, he or she is eligible to receive the employee contribution (5%) plus accrued interest.

In addition to the required contributions, there is a Benefit Adjustment Contribution

(BAC) that is used to fund the WRS benefit improvements that have been legislated over the years. BAC amounts are not credited to the employee's WRS account and are not included in any benefits. Each year, the BAC is subject to change.

The WRS provides retirement annuities based on age at retirement, years of service and average monthly salary for the three highest ~~years.~~ years (or total cash value of account, if greater). -The earliest age for retirement for general employees is 55, but with reduced benefits. At age 57 and with 30 years of WRS service, an employee is eligible for unreduced retirement benefits. With less than 30 years of service, an employee must be age 65 for unreduced benefits. The Money Purchase option will be used if that would provide a higher retirement benefit than the Formula. A lifetime disability annuity is available after five years of participation in WRS.

5.4.2 Group Health Insurance

Detailed information is available at www.uwsa.edu/hr/benefits/ins/sghealth.htm

The State of Wisconsin offers a comprehensive group health insurance program which is available to all employees who participate in the Wisconsin Retirement System. Open enrollment is limited to the first 30 days of employment with coverage effective the first of the month following date of ~~application or any time before completing six months in the State of Wisconsin Retirement System with coverage effective the first of the month after completion of six months in the WRS. The employee must pay the entire premium~~ timely application. Visiting staff who are excluded from WRS are eligible if they are appointed to work at least 28% for health insurance the first at least one semester (21% for ~~six months he or she works under WRS as a state of Wisconsin employee. After the first six months, the State pays its share of the premium. for year-round positions).~~

An employee can choose from several health care plans. ~~The Standard Plan and the Standard Plan II permit members to seek medical care from any physician.~~ Members of HMOs are expected to receive their health care only from physicians, health professionals, and hospitals affiliated with the HMO. Special provision is made for emergency care while traveling outside of the HMO service area. An employee is eligible to select any plan which meets his or her needs. An employee may change plans only during the Dual-Choice enrollment each October for coverage effective the first of the following year. Booklets are distributed each Fall to help employees evaluate their healthcare options. The only exception is at the time an employee moves out of the service area for his or her health plan. If an application is submitted within 30 days of the date of the move, a change in health plan can be ~~made.~~ made.

Employee cost varies depending on whether the plan selected is tier 1, 2, or 3. The university premium contribution also varies depending on the tier of the plan. For employees working less than 50%, the university contributes 50% of the total premium.

Late enrollment: Health insurance may be picked up at a later date, but options for coverage ~~would may~~ be limited to the Standard Plan. limited. -There would be a 180-

day waiting period on pre-existing conditions. Coverage would be effective on the first of the month following receipt of the health application.

Enrollment when other coverage is lost: If an employee and/or spouse are not insured under the State Health Insurance Program because they are insured under a qualifying group health insurance plan elsewhere, and eligibility for that coverage is lost, the employee may take advantage of a special 31-day enrollment period to become insured in the state program without a waiting period for pre-existing conditions.

Supplemental Major Medical & Dental Insurance (Epic Life)

~~This major medical~~

~~The EPIC plan is a supplement to the State Group Health insurance. After an employee has met the plan deductible of either \$250 or the total amount paid by the employee's State plan (whichever is greater), this plan provides coverage voluntary, supplemental insurance that pays costs for ~~most services at 100% of the~~ covered charges, up to the \$250,000 lifetime per participant maximum.~~

~~Note: This plan does not duplicate benefits paid by the employee's State plan and considers only those charges determined to be reasonable dental and customary medical expenses that are left over after your primary insurance policy makes payment. It also provides a small benefit in case of accidental death or certain accidental injuries.~~

DentalBlue Insurance -

~~DentaCare Insurance-Blue Cross-Blue Shield Supplemental, PPO and HMO~~

~~Under this plan, dental care is provided by a designated DentaCare Center. Most~~

~~Three plans are offered with coverage for diagnostic and preventive services. Other services ~~are covered at no charge. There~~ such as crowns and orthodontia require coinsurance. Benefits and provider restrictions vary between plans. If the HMO ~~is selected,~~ a co-pay feature for other services. dental provider must be selected from those associated with the plan. A plan orthodontist must be used. Annual benefit maximums apply. Single, domestic partner, and family coverage are available. Employee-paid premiums are deducted pre-tax.~~

There are two enrollment periods: Within 30 days of employment, or prior to becoming eligible for employer contributions for the State Group Health Insurance.

~~5.4.3 Life Insurance-State - State-Group Life-Insurance Insurance~~

~~Detailed information is available at: www.uwsa.edu/hr/benefits/ins/intro.htm~~

The State Group Life insurance program offers term life insurance to employees who have been covered under the Wisconsin Retirement System (WRS) for at least 6 months. Coverage is available to the employee without providing medical evidence of insurability as long as the employee applies within 30 days of completing 6 months of WRS covered employment.

The Policy offers five coverage levels: Basic, Supplemental, and Additional (three units), which will pay benefits up to 500% of the employee's annual WRS earnings upon the employee's death. Accidental death and dismemberment coverage is included with the Basic coverage. This would pay a benefit equal to the total coverage the employee has in effect (Basic + Supplemental + Additional) in the event of the employee's accidental death. All or a portion of the total benefit would be payable in the event of accidental loss of limb or sight. Coverage reduces after age 70 for active employees.

If the employee enrolls for coverage, he or she can also apply for Spouse and Dependent coverage when initially eligible, or within 30 days of first having a spouse or dependent to insure.

At termination with 20 years of WRS service or at -retirement, coverage may be continued. At age 65, if the employee is retired, the life insurance premiums are waived and the accidental death and dismemberment and all supplemental life insurance in force is terminated. While age 65, the employee's coverage is 75% of the basic coverage at the time of retirement. At age 66 and thereafter, the coverage is 50% of the employee's basic coverage.

National Guardian-Term

Individual and Family Term *Life Insurance*

Employees have the option of carrying additional term life insurance for themselves, their spouses, and members of their families. The cost of the program is borne completely by the insured and is based on the employee's age. Initial enrollment is within 30 days of employment. Persons who elect to have the coverage after the initial enrollment date must present evidence of insurability satisfactory to the insurer. A premium waiver for disability is included. - This coverage is not available to employees collecting a WRS annuity. Domestic partner and his/her dependents may be eligible.

Employees may be insured for \$5,000, \$10,000 or \$20,000 initially, with the option to increase coverage by the same amount yearly up to the maximum of \$200,000. An employee's spouse may be insured initially for \$5,000 or \$10,000 and, by yearly increases, may increase coverage to a maximum of ~~\$75,000.~~ \$100,000. -Each child may be insured for either \$2,500 or ~~\$5,000.~~ \$5,000, with a maximum of \$10,000. -The optional insurance on children guarantees their future insurability through a special conversion to whole life insurance. An employee may, at any time, apply for additional amounts of coverage by providing evidence of insurability. Upon retirement or termination, a conversion policy is available.

University of WI Employees Group Life Insurance Mutual Service Life Ins.

The University of Wisconsin Employees, Inc. Group Life Insurance Plan provides group term life insurance for eligible employees. The employee must enroll for this coverage within six months of his or her first day of employment. If the employee does not enroll during the open enrollment period, he or she may obtain coverage if he or she provides medical evidence of insurability satisfactory to the company.

Accidental Death and Dismemberment Insurance

This plan provides coverage for (1) accidental death, (2) dismemberment or loss of sight, (3) permanent total disability indemnity, and (4) permanent and total loss of use indemnity. It also provides coverage for the employee's ~~spouse~~ spouse, domestic partner, -and/or children under points 1 and 2. The principal sum of coverage available ranges from \$25,000 to \$250,000. There are no restrictions on enrollment. The employee may enroll at any time. For new appointments the earliest date of coverage is the date of appointment. Re-education and re-training benefits are included. A pilot coverage rider is available. Coverage reduces after age 70.

University Faculty Association Group Life Insurance Plan

Membership in the University Faculty Association and this insurance plan is a condition of employment as of March 1, 1979, for persons under age 65 receiving a November 1 check meeting the annually determined minimum salary requirements. This plan provides for decreasing term life insurance under a group ~~policy serviced by the National Guardian Life Insurance Company, policy.~~ -The current cost of \$24 per year is an annual payroll deduction from the November payroll check. Eligible employees beginning employment after November 1 will have a \$12 deduction from the April 1 check for 6 months of coverage.

Beneficiary Designation

The state of Wisconsin and the UW System apply the same rules for beneficiary designations for all life insurances and for the death benefit in an employee's Wisconsin Retirement account.

If the employee does not file a specific designation of beneficiary, or if his or her designated beneficiaries are not living at the time of his or her death, death benefits will be paid according to the statutory sequence:

(1) Spouse

(2) Children (natural children or legally adopted). If at least one child survives, the share of any deceased child will be paid to that child's spouse. If there is no surviving spouse of that child, payment will be made to any surviving children of that child. Otherwise, payment will be made to the employee's other eligible children in equal shares.

(3) Grandchild or Grandchildren

(4) Parent(s)

(5) Brother(s) and Sister(s)

(6) Estate

Payment to two or more persons included in any group will be made in equal shares. If the standard beneficiary sequence does not fit the employee's needs or if at anytime he or she desires to make a change in the beneficiary designation, the Staff Benefits

coordinator will provide a new beneficiary designation form.

5.4.4 Income Continuation Insurance

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/ici.htm

The Income Continuation Insurance (ICI) program is a disability insurance which will replace a portion of the employee's salary if he or she becomes physically or mentally disabled.

Employees are initially eligible after completing six months of Wisconsin Retirement System participation. At the end of the first year of WRS employment, when the State begins to pay a share of the premium, there is a second enrollment opportunity. After one year of employment, the cost of the ~~130~~ 180-day plan is paid entirely by the State. If a shorter waiting period is selected, the employee will pay only a small portion of the premium.

Benefits begin at the end of the waiting period the employee selected or after his or her sick leave is exhausted (up to 130 days), whichever is greater. ~~For total disability, benefits replace 75% of salary up to a maximum of \$4,000 per month.~~ Benefits are available for short term and long term disability, but benefits are reduced by the amounts payable from other state and federal disability programs.

5.4.5 Employee Reimbursement Accounts

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/oera.htm

The Employee Reimbursement Account (ERA) program is authorized by Section 125 of the Internal Revenue Code and allows the employee to pay certain expenses from his or her pre-tax, pre-social security income. Participation in the ERA program does not reduce the employee's earnings for Wisconsin Retirement System benefits.

The employee must enroll no later than 30 days from his or her date of hire. The employee must re-enroll each year that he or she chooses to participate. There is an annual open enrollment period in October during which he or she may apply for coverage effective the following plan (calendar) year.

The ERA program includes three components:

- (1) A Tax-Free Medical Reimbursement Account
- (2) A Tax-Free Dependent Care Reimbursement Account
- (3) Payroll deductions for State Group Health and State Group Life premiums are automatically paid with pre-tax, pre-social security dollars. The employee must file a "Tax-Free Waiver" form if he or she does not want to participate in Automatic Tax-Free Premium Conversion.

The Tax-Free Reimbursement Accounts allow the employee to deposit money into medical or dependent care accounts through pre-tax payroll check reductions. The employee can then pay for qualified out-of-pocket medical and dependent care expenses

and be reimbursed with his or her own tax-free money by making withdrawals from his or her reimbursement accounts. Note: If a balance remains in either reimbursement account at the end of the plan year, these funds ~~will~~ may be forfeited.

5.4.6 Tax-sheltered Annuity

Detailed information is available at: www.uwsa.edu/hr/benefits/retsav/tsa.htm

A provision of the Internal Revenue Code (IRC 403 (b)) permits University employees to defer taxes on a portion of their salaries by making contributions to a tax-deferred retirement account. This is accomplished through a payroll reduction agreement with the University and is subject to a maximum exclusion allowance.

Payroll deductions are permitted for the following approved tax-sheltered annuity vendors:

TIAA-CREF; ~~T. Rowe Price; Lincoln National Life Insurance Company; Strong Funds; IDS Insurance Company; Scudder; American United Life Insurance Company; Dreyfus Service Corporation; Fidelity; Great American Life Insurance Company.~~ WRS, mutual funds, and insurance companies. Details are available in the Staff Benefits Office.

5.4.7 Deferred Compensation

Detailed information is available at: www.uwsa.edu/hr/benefits/retsav/wdc.htm

State employees have an opportunity to participate in a deferred compensation plan. The employee enters into an agreement with the University to reduce salary within set limitations. Amounts not paid are contributed to an investment vehicle belonging to the State. Funds cannot be withdrawn until normal retirement except in the case of financial hardship. These funds are not taxable to the employees until received. **Funds are chosen and monitored by the State Deferred Compensation Board. Additional information is available in the Staff Benefits Office.**

5.4.8 Retiree Health Insurance Credits

~~Current investment plans include:~~

~~Even though the University does not contribute to health insurance premiums after employment ends, employees who receive WRS retirement may continue their State of Wisconsin Group Health Insurance program coverage for their entire lifetime. Upon termination with at least 20 year of creditable service (whether or not one begins their annuity immediately) or upon retirement and the start of an annuity (regardless of years of service), unused sick leave is converted to credits at the employee's highest hourly pay rate. These credits are used to pay health insurance premiums until exhausted. For this reason, it is important to have accurate, up-to-date records of an employee's responsibility to report monthly.~~

In addition, employees with 15 or more years of state and/or UW service are eligible for supplement sick leave credits. Supplemental sick leave credits in an amount equal to the employee's own accumulation are converted at the employee's highest rate of pay, subject to program maximums.

Sick leave credits are pre-funded by the University with an annual contribution of 1.9% of salary.

Examples:

~~North Shore Savings~~

An employee who starts an annuity and ~~Loan (CD)~~

Twentieth Century Funds retires after five years, with 480 hours of accumulated sick leave and a highest hourly salary of \$30, would have \$14,400 of non-taxable sick leave credits (480 x 30).

~~Seligman Funds~~

An employee who retires after 15 years, with 1500 hours of accumulated sick leave and a highest hourly salary of \$30, would have \$45,000 of non-taxable sick leave credits (1500 x 30). In addition, the 15 years of service entitles the employee to supplemental sick leave credits. For someone with 15 years of service, the highest allowable hours are 780, regardless of accumulation over that amount. This employee then has an additional \$23,400 of non-taxable sick leave credits (780 x 30).

5.4.9 Long-term Care Insurance

~~Additional~~

Detailed information is available ~~in the Staff Benefits Office.~~ at:
www.uwsa.edu/hr/benefits/ins/oltc.htm

All employees may apply at any time, subject to medical underwriting. Spouses and parents of employees or spouses may also apply. Benefits may include short and long-term care, assisted living, community-based care, and nursing home care. The employee pays 100% of the premium.

5.5

Sick Leave and Colleague Coverage-Use and Reports for UW-RF Unclassified Employees-Procedures

5.5.1 Policy Statement

Paid sick leave is a significant fringe benefit for a UW System unclassified employee. In accordance with Chapter UWS 19, Wisconsin Administrative Code and ~~the Wisconsin Family UPG 9~~ and Medical Leave Act, 10, employees may use sick leave during periods of illness, injury, disability, pregnancy or bereavement upon the death of a family member as well as during periods associated with attendance upon immediate family

members whose condition requires direct ~~care, the birth of a natural child, care.~~ The federal -or- the placement Wisconsin Family Medical Leave Act may allow use -of- a child with the employee sick leave -for- adoption- additional purposes, see section 5.5.15. -In the event of an employee's death, layoff or retirement, the accumulated sick leave value is used to pay for state group health insurance premiums.

Colleague Coverage

Colleague coverage for teaching faculty and teaching academic staff is a substantial benefit for the student. In the event of an instructor's illness, colleagues may, when available, cover teaching responsibilities thus ensuring the continuity of the student's studies. For "colleague coverage" purposes, colleague is defined as a member of the UW-River Falls faculty or academic staff, normally in the same department or discipline, who is professionally qualified to serve as a temporary replacement in the classroom, laboratory or studio.

The integrity of the unclassified sick leave program requires the establishment of policies which assure consistency between UW System institutions on when to grant sick leave and how much to charge. Institution sick leave policies and procedures require accurate and timely record keeping. Instructional academic staff must define their 40-hour week and report sick leave usage accordingly. Colleague coverage can only be used for teaching responsibilities. Leave statements must be completed and filed monthly, even if no leave is taken. Missing leave statements can slow down the processing of payments and benefits upon separation from the University. An electronic form for leave reporting can be found on the UWRF HR website.

Eligibility for Sick Leave

Faculty, academic staff, and limited appointees who meet the eligibility requirements for the Wisconsin Retirement System will earn sick leave. A qualifying appointment must be at least one-third time for at least one year. For academic year appointments, one academic year meets WRS qualification. (UWS 19, Wis. Adm. Code)

5.5.2 Accrual of Sick Leave

- (1) As of the effective date of this chapter, each employee's account shall reflect the accrued balance of unused sick leave earned under the Board of Regents' sick leave policy adopted on June 8, 1973.
- (2) Employees whose initial appointments are for nine months or more shall be credited with 22 working days of sick leave which they may draw upon as required, consistent with UWS 19.01.
- (3) After 18 months of service, each employee shall earn additional non-lapsing sick leave at the rate of 1 day per month for persons holding annual appointments and at the rate of 6 days per semester for persons who hold academic year appointments, with a maximum annual accumulation limited to not more than 12 days.
- (4) Unused sick leave shall accumulate from year to year in the employee's sick leave

account pursuant to section 36.30 (1), Wis. Stats.

(5) An employee utilizing paid sick leave shall continue to accumulate sick leave credits during the period of the sick leave absence.

(6) An employee does not accumulate sick leave credits while on an unpaid leave of absence.

5.5.3 Pro-Ration of Accumulated Sick Leave

Initial entitlement and accumulation of sick leave as specified in the preceding section assume full-time appointment of 9 months or more. Eligible part-time annual/academic basis appointees have an initial entitlement and earn sick leave in proportion to the extent of their appointment.

Accumulated Sick Leave Conversion Benefit

Accumulated sick leave is converted at the current rate of pay to an account to pay health insurance premiums upon the retirement, death or layoff of an insured employee.

5.5.4 Sick Leave During Summer Session

Staff members whose basic appointments are for nine months or more and who teach in the summer session may qualify for sick leave in the summer session, provided inception of the illness occurs on the first or subsequent day of the summer session. Visiting faculty, if not covered by sick leave provisions at their home institutions, are covered during the summer session provided their appointments at the University extend for at least nine months in addition to the summer session term. Exceptions to this policy regarding sick leave during the summer session may be made, on behalf of members of the permanent faculty only, at the discretion of the Chancellor.

5.5.5 Amount of Sick Leave to be Charged

Instructional staff must define their forty-hour week and report sick leave usage accordingly. Colleague coverage can only be used for teaching responsibilities. Sick leave and colleague coverage should be reported in half-day increments for full-time staff (pro-rated for part-time staff). Absences of 2 hours up to 6 hours shall be charged as 4 hours. Absences of 6 hours up to 10 hours shall be charged as eight hours. For absences of one week, a maximum of 40 hours shall be charged. Example: A teaching faculty member is called away to a funeral on a Friday. The faculty member manages to secure colleague coverage for a two-hour class on Friday. Assuming the faculty member is gone all of Friday, 4 hours of colleague coverage and 4 hours of sick time should be reported on their monthly leave accounting sheet for that day.

5.5.6 Cancellation and Reinstatement

If the employee leaves employment with the University of Wisconsin System other than through retirement or death, unused sick leave will be terminated but will be reinstated if the employee is reappointed to any position within the System within three years.

5.5.5.7 -Faculty with Teaching Responsibilities

In a semester in which a faculty member has teaching responsibilities and is entitled to use sick leave, the provisions of this policy shall be modified as follows:

(1) If a faculty member's duties are assumed by colleagues for the duration of the semester, as has been the traditional way of covering teaching responsibilities, the absent individual will not be required to use sick leave for the teaching responsibilities until the end of the semester in which the absence began.

(2) If a replacement is appointed to assume the faculty member's responsibilities he or she must use sick leave.

Whichever of the above situations prevails during the semester in which the absence commences, the absent staff member will be required to use sick leave thereafter.

5.5.65.5.8 -Use of Sick Leave for Anticipated Medical Absence

In order to minimize disruption of the academic program and the attendant demands on students and staff, a faculty member who has teaching responsibilities and who expects absence under this policy during an upcoming semester may, with two months' advance notice, elect to receive a combination of paid and unpaid leave for the entire semester. Such leave will be taken only at the option of the faculty member, but the University may require proof at the time two month's notice is given that the anticipated absence cannot be arranged so as to avoid interruption of teaching duties. Under this clause the faculty member may receive sick leave benefits for which he or she would have been eligible had he or she remained on duty up to the time of disability. Other portions of the semester not covered by sick leave will be leave without pay.

5.5.75.5.9 -Sick Leave Usage

Medical Absences

Employees who have accrued sick leave under UWS 19 are eligible to use such sick leave for periods of absence from employment, as follows:

- (1) For absences due to personal illness, injury, disability or pregnancy;
- (2) For attendance upon an immediate family member whose condition requires the employee's direct care; and
- (3) For the death of a family member.

Care of Family Member

Use of sick leave for temporary care of immediate family ~~members~~ **members, certified by a physician,** is limited to 10 work days per year; however, the use of sick leave may be extended to cover the unusual circumstances provided prior approval is obtained from the Chancellor.

Parental Leave

In accordance with the requirements of s. 103.10, Wis. Stats., employees who have

accrued sick leave under UWS 19 are eligible to substitute up to thirty days of such paid leave in any 12-month period for periods of absence from employment for parental leave as follows:

- (1) For the birth of the employee's natural child, if the leave begins within 16 weeks of the child's birth; or
- (2) For the placement of a child with the employee for adoption or a precondition to adoption under section 48.90, Wis. Stats., but not both, if the leave begins within 16 weeks of the child's placement.

Anticipated use of sick leave for parental leave shall be scheduled in accordance with institutional, departmental or unit policies and procedures for requesting leave of absence. Parental leave may be taken in non-continuous increments. The duration of the shortest increment available is one-half day.

5.5.85.5.10 -Maternity Leave

Provisions governing maternity leave do not differ from policies governing other temporary disabilities. A teaching or non-teaching staff member may opt to continue her normal duties through pregnancy using accumulated sick leave as needed for prenatal, delivery and post-delivery care while physically unable to perform her duties. After the disability period, parental leave may be used. Thereafter, she may take consecutive days or the remainder of the semester as unpaid leave taken at her option. Maternity and/or parental leave are paid leave only when there is a sufficient sick leave accumulation.

A member of the faculty with teaching responsibility, alternatively, may opt to receive a combination of paid and unpaid leave as provided in "Use of Sick Leave for Anticipated Medical Absences". In such cases, it shall be understood that the timing of pregnancy cannot be "arranged" under the meaning of this policy.

In the semester after the one in which the delivery occurs, irrespective of her medical condition, the staff member shall be granted, upon her request, leave without pay for the semester. In the case of a non-tenured faculty member, such leave will not be counted in the calculation of probationary time. A female staff member who anticipates taking leave for maternity should so inform her chair or supervisor as early as possible.

5.5.95.5.11 -Definition of Family Members

The following definitions are used in implementing ~~these sick leave~~ policies:

- Child means a natural, adopted or foster child, stepchild, or legal ward who is less than 18 years of age or 18 years of age or older and unable to care for himself or herself because of a serious health condition.
- Family member includes an employee's and employee's spouse's immediate family members, grandparents, grandchildren, aunts and uncles, brothers and sisters and their spouses, children over the age of 18 and their spouses and any other relative who resides in the same household as the employee.

- Grandchild means the child of a child.
- Grandparent means the parent of a parent.
- Immediate family member means the spouse, parents and children of an employee.
- Parent means a natural parent, foster parent, adoptive parent, stepparent or legal guardian of an employee or employee's spouse.
- Spouse means an employee's legal husband or wife or equivalent.
- Year refers to the academic year for academic year basis appointments, and the fiscal year for annual basis appointments. One semester of an academic year appointment is equivalent to one-half of an annual basis appointment.

5.5.10 Sick Leave During Summer Session

~~Staff members whose basic appointments are for nine months or more and who teach in the summer session may qualify for sick leave in the summer session, provided inception of the illness occurs on the first or subsequent day of the summer session. Visiting faculty, if not covered by sick leave provisions at their home institutions, are covered during the summer session provided their appointments at the University extend for at least nine months in addition to the summer session term. Exceptions to this policy regarding sick leave during the summer session may be made, on behalf of members of the permanent faculty only, at the discretion of the Chancellor.~~

5.5.11 Amount of Sick Leave to be Charged

~~Instructional staff must define their forty-hour week and report sick leave usage accordingly. Colleague coverage can only be used for teaching responsibilities.~~

~~Sick leave and colleague coverage should be reported in half-day increments for full-time staff (pro-rated for part-time staff). Absences of 2 hours up to 6 hours shall be charged as 4 hours. Absences of 6 hours up to 10 hours shall be charged as eight hours. For absences of one week, a maximum of 40 hours shall be charged.~~

5.5.12 Colleague Coverage in Lieu of Sick Leave

Teaching responsibilities not met because of an absence as defined in UWS 19.01 Wis. Adm. Code, and covered by colleagues, will be reported in units of one-half days as specified in section 10.04. Such coverage exists during the semester in which the absence commences (Regent Resolution #506). In the following semester, an unclassified employee who continues to be absent as defined in UWS 19.01 Wis. Adm. Code, will not be eligible for colleague coverage, but will be required to use one of the other three options listed in the next section, "Options for Absences Specified in UWS 19."

Unclassified employees with less than 50% of their assigned responsibilities eligible for colleague coverage can record colleague coverage for only the eligible portion. Paid leave or leave without pay is to be charged for the balance of the appointment which is

not eligible for colleague coverage.

Reference Document: Board of Regents' Sick Leave Policy - June 1973

5.5.13 Options for Absences Specified in UWS 19

When an unclassified employee is absent for a reason specified in UWS 19, the following options may be used to cover the absence:

(1) charge sick leave against accumulated sick leave earnings except in those cases where colleagues cover teaching responsibilities in accordance with UW System Board of Regent's Resolution #506;

(2) charge paid leave (vacation or floating legal holiday) credits; or

(3) charge leave without pay if sick leave, floating legal holiday and vacation are not available.

5.5.14 Reporting Sick Leave and Colleague Coverage

UW System unclassified employees must file a written report with the unit recordkeeper once each month detailing sick leave used and/or colleague coverage provided in lieu of sick leave. A report must be filed whether or not sick leave is used or colleague coverage is provided.

As the recordkeeper for UW-River Falls, the ~~Personnel/Payroll~~ Human Resources office will send a sick leave report to each employee once each month. The employee must complete and sign the report, and the departmental chair, designee or director (supervisor) signs the report and returns it to the ~~Personnel/Payroll Office~~ Human Resources office.

Departmental chairs, Deans, Directors and others responsible for sick leave records should establish review procedures and challenge any claims which appear out of line.

Reference documents: Board of Regents' Sick Leave Policy - June 1973; Regent Resolution #506; Sections 36.30, 103.10, and 40.05(4)(b) Wisconsin Statutes; Wisconsin Administrative Code UWS 19 and 15.01; Unclassified Personnel ~~Guideline~~ Guidelines #9 and ~~#1~~ #1

5.5.15 Federal Family Medical Leave Act

The Federal Family Medical Leave Act provides eligible employees with up to 12 work weeks per twelve month period of job-protected leave with continued medical benefits for the following reasons: to care for the employee's newborn son or daughter, because of adoption or foster placement of a child with the employee, to care for the employee's spouse, son or daughter, or parent who has a serious health condition, or because of the employee's own serious health condition.

The Wisconsin FMLA annually provides for six weeks for the birth, placement or adoption of a child, two weeks for the care of a seriously ill child, spouse, parent or spouse's parent, and two weeks for an employee's own serious health condition. Such leave would run concurrent with leave under the Federal FMLA. In both instances, leave is unpaid but employees may substitute available sick or vacation

time. Employees need to continue to pay their health insurance premiums while on leave. The Acts guarantee that employees on leave may return to the position held prior to leave or an equivalent position at the same or equivalent rate of pay and benefits.

For information on notification and eligibility, information on how the twelve-month period is determined, the definition of "serious health condition," and information on medical certifications, please contact the Human Resource Department. - Extensive information is also available on the Human Resource website, under "Human Resource Basics."

5.6 Unpaid Leave of Absence

The process for requesting an unpaid leave of absence follows the same process as other personnel actions. A written request is made to the department chair or department head and is processed through the routine chain of command with approval given at each level. The Chancellor has final approval of a leave of absence and communicates approval or denial in writing. All leaves of absence carry an implicit agreement between the staff member and UW-River Falls that the staff member will return to work at the conclusion of the leave of absence. Failure to return to work at the conclusion of the approved leave period constitutes a resignation from the University. For family leave or sick leave, please see above. For a leave of absence for unclassified employees seeking or accepting political office or appointments, see Board of Regent Policy 89-8 (<http://www.uwsa.edu>).

5.7 Vacation For Annual Appointees-Procedures

Faculty and academic staff members who hold annual appointments and qualify for participation in the Wisconsin Retirement System will earn 22 vacation days per fiscal year (July 1 - June 30). For less than full-time appointments, vacation earnings will be prorated. A full month's credit is allowed for beginning on or before the 15th day of a month; no credit is allowed for beginning on the 16th of a month or later.

Vacation may be anticipated for the fiscal year. Any termination will require an adjustment in the final salary check if vacation taken exceeds the vacation earned.

Staff are encouraged to use vacation leave in the year it accrues. Where circumstances validate the need, twenty-two days (pro-rated for part-time employees) may be carried over into the next fiscal year. Any carryover must be used by the end of that fiscal year. Any carryover not used within the time limit will be forfeited.

Beginning with the fiscal year starting July 1, 1993, staff who have completed ten or more years of State of Wisconsin service in appointments earning vacation or as unclassified University participants in the Wisconsin Retirement System, may, at their option, reserve up to 5 days of vacation each fiscal year (or a prorated number of days for staff employed less than full-time) in an Annual Leave Reserve Account. The total

number of days accumulated in an Annual Leave Reserve Account may be used at any time but is subject to work load demand of the employing department.

Annual pay basis staff terminating their employment with a UW System institution shall receive a lump sum payment for vacation credits accrued or accumulated in an Annual Leave Reserve Account which remain unused at the date of termination.

5.8 Personal Holidays- Procedures

There are 4.5 personal holidays each fiscal year as a paid benefit for annual unclassified employees.

Only annual pay basis employees participating in the Wisconsin Retirement System are eligible for paid personal holidays.

Eligible part-time appointees receive a proportionate share of paid personal holidays.

5.9 Paid Holidays-Procedures

Wisconsin Statute, s.230.35 (4) (a), establishes paid holidays, when state government offices, including those of the UW System, are not required to be open for business, for eligible* unclassified staff as defined in section 9.01. As of January 1, 1991 those holidays are:

- January 1 (New Year's Day)
- The 3rd Monday in January, which shall be the day of celebration for January 15 (Martin Luther King, Jr. Day)
- The last Monday in May, which shall be the day of celebration for May 30 (Memorial Day)
- July 4 (Independence Day)

- The first Monday in September (Labor Day)
- The fourth Thursday in November (Thanksgiving Day)
- December 24 (Christmas Eve)
- December 25 (Christmas Day)
- December 31 (New Year's Eve)

When January 1, July 4, or December 25 falls on Sunday, the following Monday will be considered a holiday. When January 1, July 4, December 24, December 25 or December 31 falls on a Saturday or if December 24 and 31 fall on a Sunday, a floating legal holiday is granted.

Eligible part-time appointees receive a proportionate share of paid holidays.

* Only annual pay basis employees participating in the Wisconsin Retirement System are eligible for paid vacation or floating legal holiday entitlement (UPG #9, 7/1/92)

~~5.9 Personal Holidays- Procedures~~

~~The board of Regents, in 1996, approved the resolution which establishes a four-hour personal holiday each fiscal year as a paid benefit for annual unclassified employees.~~

~~Only annual pay basis employees participating in the Wisconsin Retirement System are eligible for paid personal holidays.~~

~~Eligible part-time appointees receive a proportionate share of paid personal holidays.~~

5.10 Faculty Sabbaticals-

Compensation Procedures ~~[FS 92/93 #21] [FS 90/91#25]~~ ~~[FS 95/96 #18]~~

~~5.10.1~~

5.10.1 Purpose

The purpose of the faculty sabbatical program is to enable recipients to be engaged in intensive study in order to become more effective teachers and scholars and to enhance their services to the University. The sabbatical program should also be understood as recognition of past and continuing academic contributions of the recipients in keeping with the Select Mission of UW-River Falls.

~~5.10.2~~ 5.10.2 Types

Two types of sabbatical leaves are available to faculty members.

(1) A faculty member may take a sabbatical leave for an academic year and receive from the institution financial support at any level up to 65% of his or her full compensation for that period.

(2) A faculty member may take a sabbatical leave for one semester of the academic year and receive from the institution financial support at any level up to a maximum of his or her full compensation for that period.

Details of selection criteria and other procedures for Faculty Sabbaticals are found in Chapter IV of this Handbook.

NOTE: WRS Retirement Credit--Creditable service for retirement is based on the percentage of time a person is on the payroll. For more specific information, contact the Staff Benefits ~~Office person~~ in the ~~Personnel~~ Human Resource Office. For further information regarding the UW System Sabbatical Program, see UW System Academic Planning Statement #3.3 and Wisconsin Statutes 36.11(17).

5.11 Americans with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) makes it unlawful to discriminate in employment against a qualified individual with a disability. The ADA also outlaws discrimination against individuals with disabilities in state and local government services, public accommodations, transportation and telecommunications.

Specific questions pertaining to the provisions of the ADA should be directed to:

(1) Employment issues: ~~Personnel~~ Human Resources Office

(2) Public Accommodations, etc.: Facilities Management Office

Also, see the Reasonable Accommodations Policy in Chapter VII of this Handbook.

5.12 Travel Guidelines

Any travel expense incurred by a faculty member while on official University business is subject to the travel regulations as currently implemented by the University of Wisconsin-River Falls. A detailed copy of the University System Travel Regulations is available at www.uwsa.edu/fadmin/travel.htm. This web site contains the most recent revisions of the System Travel Regulations.

Travel expense forms may be obtained from the University Accounting Office. [Travel expense reports are also on-line at www.uwsa.edu/fadmin/travel.htm.](http://www.uwsa.edu/fadmin/travel.htm)

5.12.1 Meals

Departure and arrival times must be stated on the travel expense report. Local policy

would suggest in-state claims for meal reimbursement would not reach the maximum amount in all cases. Meal allowance maximums can be found in the Travel Regulations and do include tax and tip.

5.12.2 Lodging

Original machine-printed itemized lodging receipts must accompany all travel report submissions. The maximum allowance for lodging is listed in the UW System Travel Regulations, with exceptions noted for higher cost cities as listed on the web site. New information will be issued as the revisions are received from System Administration. Maximums should not be exceeded except under most unusual or unavoidable circumstances fully justified in writing and approved by the Chancellor or his or her designee. Maximums do not include state and local taxes.

5.12.3 Miscellaneous

(1) Mode of travel must be indicated on the travel expense report and passengers listed, if applicable. Air fare coupons must be attached even if the fare has been pre-paid by the University.

(2) The mileage reimbursement rate for use of a personal vehicle will be at the higher rate listed in the Travel Regulations if the trip is less than 100 miles round trip or if a University car is not available. The mileage reimbursement rate for use of a personal vehicle will be at the lower rate if the trip is more than 100 miles and a University car was available but not used. The employee must present the non-availability slip with the reimbursement claim in order to receive the higher rate.

5.12.4 International Travel

Faculty members who are traveling abroad on official business or who are arranging group travel overseas must make arrangements with the Accounting Office well in advance of the trip.

~~5.13 Faculty Emergency Small Loan Fund~~

~~The Faculty Women's Club, through the University of Wisconsin-River Falls Foundation, has established a fund to provide loans of up to \$100 to faculty members in emergency situations. Interest on loans is 1 per cent per month. For further information, call the Foundation (3505).~~

~~5.14 Employee Assistance Program- Procedures~~

~~5.14.1~~

5.13.1 History

The Employee Assistance Program, initiated by Executive Order No. 74, was signed by Governor Patrick J. Lucey on April 9, 1974. The program concepts were introduced to the campus at the University of Wisconsin-River Falls by the State Occupational Alcoholism and Other Drug Abuse Program. Policy was developed and approved by the Faculty Senate, and a coordinator was appointed in the University Counseling Center. The University of Wisconsin-River Falls has had the program and policy in effect since the 1975 academic year.

5.14.25.13.2 -Purpose

The program was designed to offer assistance to employees who, for whatever reason, are having impaired employment performance. Frequently, employees who have decreased job productivity or whose efficiency declines also have problems with stress, health, emotional conflicts, alcohol, or drugs. The program has concerned itself with assisting those individuals seeking help for the resolution of these conflicts so job performance returns to acceptable standards.

The program revolves around the fact that the problems caused by alcohol, drugs, or emotional stress are now viewed as treatable illnesses. These illnesses can generally be treated successfully as individuals seek and accept professional assistance. An additional reason for the program is to prevent the loss of skills, talents, and contributions of those employees with performance difficulties who, without professional assistance, may continue unproductively.

5.14.35.13.3 -Policy Statement

The University of Wisconsin-River Falls recognizes that a wide range of personal difficulties not directly associated with one's job function may have an effect on employee job performance. Many times the individual will overcome such personal difficulties independently and the effect on job performance will be minimal. In other instances, normal supervisory assistance will serve either as a motivation or guidance by which such difficulties can be resolved so that the individual's performance will be returned to an acceptable level. In some cases, however, normal efforts will not have the desired effect and unsatisfactory performance will persist over a period of time, either intermittently or constantly. It is in these instances that a supervisor may make a voluntary referral, or the employee may make a self referral to the ~~Resource Employee Assistance~~-Coordinator. The University of Wisconsin-River Falls believes it is in the public interest to provide a service which deals with ~~emotional illness~~ emotional/psychological concerns -and alcohol or other drug abuse. Therefore, it is the policy of the University of Wisconsin-River Falls to handle such problems within the following framework:

(1) The University of Wisconsin-River Falls recognizes that the behavioral-medical problems of alcoholism, other drug dependencies and ~~emotional~~ emotional/psychological -illnesses are all highly complex illnesses that can be successfully treated.

(2) It is also recognized that the social stigma often associated with alcoholism, drug abuse, and ~~emotional~~ emotional/psychological -illness has no factual basis. It is believed that an enlightened public attitude and a realistic acceptance of these ~~behavioral/medical~~ behavioral/medical/psychological -problems as illnesses will encourage employees who have such an illness, even in its early stages, to take advantage of the diagnostic and counseling and treatment services available in their communities.

(3) The purpose of the policy is to assure that employees having any of these illnesses will receive the same careful consideration and offer of treatment that is presently extended to employees having other illnesses.

(4) The University is not concerned with the private decision of the employee to use or not to use alcoholic beverages or other drugs off the job. However, when their use impairs his or her job performance, attendance, conduct, or reliability, it is the responsibility of administrators and supervisors to take action. The employee's job security or promotional opportunities will not be jeopardized by voluntary referral for diagnosis and treatment.

(5) This policy shall be implemented when the individual has chronic observable job performance deficiencies. These deficiencies may be related to emotional instability, psychological concerns, the consumption of alcohol, or the use of drugs which interfere with his or her job performance.

(6) It is recognized that management and supervisory personnel do not have the professional qualifications to make any diagnosis as to whether or not an employee has ~~behavioral/medical~~ behavioral/medical/psychological -problems. Therefore, voluntary referral for diagnosis and treatment will be made only at the employee's request and/or on the basis of persistent unsatisfactory job performance. Diagnosis and treatment should be accomplished, as with other illnesses, by existing treatment sources.

(7) The University considers that an unjust stigma is often associated with alcoholism, drug dependency, and ~~emotional~~ emotional/psychological -illness and realizes that this is out of date. Consequently, referral for diagnosis or acceptance of treatment will in no way jeopardize an individual's job security or opportunities. An individual's participation in this program will remain confidential and will not be made part of his or her personnel records. Medical records and psychological records, if any, will be reserved in the same confidential manner as all other medical records.

(8) Individuals who have an emotional, psychological, alcohol, or other drug related illness are encouraged to voluntarily seek assistance on a confidential self referral basis by contacting the designated ~~Staff Resource~~ Employee Assistance -Coordinator.

(9) The University believes that an individual's job performance may also be affected when a family member is afflicted with ~~alcoholism~~ mental health issues, alcoholism, or other drug dependencies. Assistance to any family member is available at the employee's request.

(10) It is the option of the individual to comply with referral or diagnosis and to cooperate with properly prescribed treatment.

(11) Consideration will be given to those individuals who may require sick leave or excused absence due to treatment or rehabilitation programs. These will be provided on the same basis that is granted for all other health problems. In those cases, employee's annual leave or leave without pay may be used.

(12) Illnesses of alcoholism, drug dependency and ~~emotional~~ emotional/psychological disorders will receive the same financial benefits and insurance coverage provided for other illnesses under established employee benefit plans.

(13) Implementation of this program will not require or result in any special regulations, privileges, or exemptions from the standard administrative practices applicable to an employee's job performance, except as may be outlined in a labor agreement. The fact that an individual accepts, rejects or fails to respond to treatment for alcoholism or drug abuse in no way diminishes his or her responsibility to meet the required performance standards of his or her job. The same would apply to those encountering mental ~~illness~~ health issues -or emotional instability.

~~5.15~~

5.14 Worker's Compensation

All UW-River Falls employees, including student employees, are covered by Worker's Compensation. The ~~Personnel/Payroll~~ Human Resource -office processes all Worker's Compensation claims.

Individuals incurring an injury or illness in the course of their employment must IMMEDIATELY report such injury or illness to their supervisor and to the ~~Personnel/Payroll~~ Human Resource -office. The Wisconsin Worker's Compensation Act provides for the payment of medical expenses and lost wages for employees injured by reason of their work and provides death benefits for dependents.

~~5.16~~

5.15 Unemployment Compensation

In the event of a layoff or termination, employees of the University may be eligible for unemployment compensation. Contact the Unemployment Compensation division of the local Job Service Office to determine eligibility for benefits.

~~5.17~~5.16 -Termination of Employment-Procedures

Any faculty or academic staff member leaving the employment of the University must have ~~a "University Clearance Upon Termination of Employment" an Exit Procedure~~ -form completed and submitted to the ~~Faculty Payroll Human Resource~~ Office before payment of the final salary check will be made. The form requires clearance from the following areas: Physical Plant (keys), Textbook Library, Library Circulation Dept., Department Chair or Supervisor, Accounting Office (Corporate Credit Card) and submission of a forwarding address to the ~~Personnel Human Resources~~ Office. The Exit Procedure form can be found on the UWRF HR website, under Forms.

5.17 Military Leave

All employees are eligible upon reporting for active duty or required field training. Employees receive job-protected leave for active duty or required field training. Employees receive up to 30 days paid leave per calendar year for duty or training lasting 3 days or more. Most employees are also eligible for up to two additional years of differential pay and eligible benefits while on active duty, and unpaid leave thereafter. The university pays the excess of base over military pay for up to 30 work days per year. The excess of base over military pay plus housing allowance may be paid by the university for up to two years.

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UW-RF Faculty/Academic Staff Handbook

Chapter V: Compensation Procedures and Issues

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5.1 Salary Policies-Procedures

5.1.1 Payroll

All faculty and academic staff with academic year appointments are paid on a nine-month basis, October-June. Staff with twelve-month appointments receive twelve payments per year. The payments are dated and distributed the first of each month. If the first of the month falls on a weekend, the payments will be dated and distributed the preceding Friday. Exception: Due to tax consequences the January 1 payment cannot be dated or released prior to January 1.

Academic year appointees are eligible to participate in a Twelve Payment Deduction Plan. Money can be withheld from each monthly payment and placed in a financial institution selected by the UW System. This account is then accessed during the summer months.

5.1.1.1 Instructional Academic Staff

Instructional academic staff are paid on a per-credit basis.

5.1.1.2 Overload Limits for Faculty and Instructional Academic Staff

The use of overloads is intended to be a temporary measure and must not replace the hiring of additional full time staff to address long-term staffing needs. The full time contractual teaching obligation at UW-RF is an average of 12 semester credits for faculty (UW-RF Faculty Handbook, Chapter 8.1.1: Load) or an average of 15 semester credits for ad-hoc and teaching academic staff (UW-RF Faculty Handbook, Chapter 6:I: New Hires). Any credits taught, partial or otherwise, above the contractual obligation is to be considered an overload and must be compensated as such.

Total calendar year overloads taught by faculty and teaching academic staff are limited to the maximum allowable dollar amount established by section 16.417 of the Wisconsin State Statutes. Overloads in excess of six total credits taught during the academic year (including J-term) are strongly discouraged as faculty and staff have significant other responsibilities in addition to teaching. Any overload exceeding a total of 6 credits per academic year must be justified in writing by the department chair and reviewed and agreed upon by the Dean and Provost. Copies of the signed justification shall be kept on file in the Dean's office. Faculty and/or instructional academic staff must be appropriately compensated for any overload taught and may negotiate with their respective Chair/Dean/Director for a load adjustment in lieu of overload payment.

5.1.1.3 J-term Appointment

5.1.1.3.1 Minimum class sizes will be eighteen (18) for undergraduate classes and ten (10) for graduate classes. Faculty who teach classes meeting this criterion will be compensated at: \$1,300/credit for all regular faculty, or \$1,000–\$1,500/credit for ad hoc faculty, at the Dean's discretion.

5.1.1.3.2 If an overload is warranted, faculty, instructional academic staff (IAS) and ad hoc instructors will be allowed to teach up to the limit of the University's overload policy (maximum 3-4 credits per academic year). Faculty and/or IAS may negotiate with their respective Dean/ Director for a load adjustment during the spring semester in lieu of overload payment.

5.1.1.3.3 The total overload payment that may be paid to a full-time employee during the employment period is \$12,000 per state agency (section 16.417 of the State of Wisconsin Statutes). Nine-month faculty and academic staff appointments are in pay status during winter and spring session. Summer employment does not apply to the \$12,000 cap.

5.1.1.3.4 College Deans will set appropriate maximum class size limits. Instructors of classes with enrollments that do not meet minimums will be paid on a reduced scale proportional to the actual level of enrollment below minimum. Generally, minimum class sizes will be seven (7) for undergraduate classes and four (4) for graduate classes. Exceptions to these minimums must be approved by the college Dean.

5.1.1.3.5 Compensation will be based on class enrollment after 1/6th of the class is complete.

5.1.1.3.6 Deans have responsibility for allocating Summer Session and J-Term budget funds to meet the revenue targets by offering classes during Summer or during J-Term. This allocation is not to be used for course offerings during the academic year.

5.1.1.3.7 Deans will be responsible for covering expenditures beyond the amount allocated to the Colleges.

5.1.1.3.8 Outreach PR courses will not be offered in competition with GPR classes.

5.1.1.3.9 If a 12-month faculty or staff is generating SCH, it is expected that the equivalent be charged to the college J-Term account.

5.1.1.4 Summer Session Appointment

5.1.1.4.1 Minimum class sizes will be eighteen (18) for undergraduate classes and ten (10) for graduate classes. Faculty who teach classes meeting this criterion will be compensated at: \$1,300/credit for all regular faculty, or \$1,000–\$1,500/credit for ad hoc faculty, at the Dean's discretion.

5.1.1.4.2 The \$1,300/credit for regular faculty will be constant at the following plateaus: 18-25 for undergraduate classes, 10-15 for graduate classes. Above the plateau upper limit, the salary would go up \$72/enrollment/credit undergraduate and \$130/enrollment/credit graduate.

5.1.1.4.3 Instructors of classes with enrollments that do not meet minimums will be paid on a reduced scale proportional to the actual level of enrollment below minimum. Generally, minimum class sizes will be seven (7) for undergraduate classes and four (4) for graduate classes. Exceptions to these minimums must be approved by the college Dean.

5.1.1.4.4 Compensation for undergraduate/graduate slash courses will be paid on the salary model for the number of undergraduate students plus the salary model for the number of graduate students.

5.1.1.4.5 The salary model for faculty supervising students one-on-one in a non-classroom context will rise proportionally above the course minimum, i.e. a load of 20 students would pay 20/18. Examples of instructional appointments in this category include internships, practicum, independent research and on-line classes.

5.1.1.4.6 College Deans will set appropriate maximum class size limits.

5.1.1.4.7 Compensation will be based on class enrollment after 1/6th of the class is complete.

5.1.1.4.8 The salary ceiling for regular faculty continues to be 2/9 of the academic year salary for all summer appointments.

5.1.1.4.9 The upper limit for faculty summer instruction is 8 credits.

5.1.1.4.10 Deans have responsibility for allocating Summer Session and J Term budget funds to meet the revenue targets by offering classes during Summer or during J-Term. This allocation is not to be used for course offerings during the academic year.

5.1.1.4.11 Deans will be responsible for covering expenditures beyond the amount allocated to the Colleges.

5.1.1.4.12 Outreach PR courses will not be offered in competition with GPR classes.

5.1.1.4.13 If a 12-month faculty or staff is generating SCH in the summer, it is expected that the equivalent of \$1,300/credit be charged to the college summer session account.

5.1.1.5 Department Chair's Compensation Policy

Release Time for Department Chairs is based on department size.

Dept. Size	Release Time
0--5.99	Up to 25%
6--11.99	25--37.5%
12 or more	37.5--50%

Additionally, Deans and departments make compensation adjustments in recognition of varying workloads for Chairs across the University. Overlapping categories provide guidelines for the bonus salary.

Dept. Size	Chair Compensation
0-5.99	\$500--\$1000
6-11.99	\$750--\$1,500
12 or more	\$1,250--\$2,500

The department, potential Chair, and the Dean jointly reach agreement on the duties that the Chair will assume and will assign to others. This agreement is made in the spring before the Chair assumes the position for the following summer and academic year. At this time an estimation of the anticipated workload of the Chair and corresponding compensation is determined. Adjustments to the compensation will be made based upon the pay plan.

Compensation is dependent on the exact duties of the specific chair. The Chair is normally responsible for major personnel issues and year-round responsibility for the department. In recognition of this responsibility, the minimum salary compensation in each category is suggested. Additional compensation may be made to the Chair, to someone assisting the Chair, or to the unit in general, based on the assignment of duties.

Each academic year, the Deans are allocated a pool of money to be used for Chair compensation and for extraordinary administration duties a department may encounter. The funds allocated to the Deans are adjusted each year consistent with the increase in the pay plan.

5.2 Procedures To Be Used In Awarding Merit Salary Increases

5.2.1 The principal responsibility for merit determination rests at the unit (academic department or support group) level.

5.2.2 Departments or support groups with only one or two persons will be pooled with another department or support group for purposes of merit pay distribution. This will be done in consultation with the Dean or supervisor of the units involved.

5.2.3 Persons with appointments in more than one unit shall be rated by their colleagues within each unit.

5.2.4 Each of the following offices will receive for the purpose of special merit and equity adjustments that share of 10% of the merit salary total which is proportional to the total merit amount that the office directly oversees: Chancellor; Provost & Vice Chancellor; Vice Chancellor for Administration and Finance; Dean of Students; Dean of the College of Agriculture, Food and Environmental Sciences; Dean of the College of Arts and Sciences; Dean of the College of Education and Professional Studies; and Dean of the College of Business and Economics.

5.2.5 Ninety percent of the merit total is allocated to the departments and support groups. Each unit will receive merit dollars equal to 90% times the percentage merit increase times the continuing salary dollars in that unit. Faculty and support staff members holding permanent positions in more than one unit will have that portion of their merit dollars commensurate with their part-time positions pooled within the respective units.

5.2.6 Instructional staff and support staff are to have separate evaluation procedures that are appropriate to their work. See Chapter VI for information on the respective performance evaluation processes.

5.2.7 In a support group the supervisor will determine merit for those within the scope of his or her authority.

5.2.8 Each academic department is to have an annual option of (a) using a departmental merit committee, (b) allowing the chair to distribute the merit increase funds, or (c) developing their own merit distribution plan, subject to approval of the Dean of the College. The Deans will administer this voting by confidential ballot and a simple majority will decide. (See OPTIONS below in sections 5.2.19, 5.2.20, 5.2.21.)

5.2.9 Merit adjustments and notification will be made in accordance with guidelines.

5.2.10 The rating of a unit member and an anonymous list of ratings of others in the unit shall be available from the department chair or administrative head when such rating is completed.

5.2.11 Appeals from staff members shall proceed through the channels designated in Chapter IV Faculty/Academic Staff Handbook "Faculty Personnel Rules-Chapter 10: Procedure for Handling Grievances"

5.2.12 Faculty members shall be informed of their salary adjustments when they have been approved by the Board of Regents.

5.2.13 Any across-the-board adjustment shall be considered at time of receipt of the Board of Regents' policy statement for the current academic year.

5.2.14 Additional increments will be made for promotion to professor, associate professor, and assistant professor. Promotion adjustments do not come from salary increase funds. Persons who receive a promotion adjustment should not be penalized in the merit distribution.

5.2.15 No fixed amount shall be given upon completion of terminal degrees, but an adjustment may be made through the use of administrative funds.

5.2.17 Regular review will be made to ensure that all salary adjustments are made in accordance with the guidelines regardless of gender, race, color, creed, ethnic origin, marital status, or physical handicaps.

5.2.18 Interpretations and decisions regarding the operation of the merit pay system shall be made by the Provost & Vice Chancellor in consultation with the Faculty Salary Committee.

After a department has determined which option it is to use [see 5.2.8 above], it implements its chosen merit procedure.

5.2.19 Option A Departmental Merit Committee Procedures

Option A:

(1) Any member of a unit is eligible to be involved in the evaluation procedure providing he or she has been reappointed for the following academic year. Persons with appointments in more than one unit shall be eligible to rate their colleagues within each unit.

(2) All committee members will be elected by members of the department.

(3) One member of the committee is to be from outside the department but within the University.

(4) If a department has three or four faculty members, it will have a committee of the whole together with one outside member. If a department has five or more faculty it has two options: a) a

committee of the whole together with one outside member or b) a four-member committee consisting of the chair, two elected from within, and one elected from outside the department.

(5) All members of a committee are equal.

5.2.20 Option B: Department Chair Merit Procedures

In Option B, the department chair distributes the merit increase funds based on information described under "5.3 RATING PROCEDURES" below.

5.2.21 Option C: Departmental Merit Distribution Plan

In Option C, the department members develop their own merit distribution plan which must be approved by the Dean of the College.

5.3 Merit Rating -Procedures

The following rating procedures are to be followed:

(1) New merit pay files for each person are to be developed annually because existing personnel files are confidential. Such files will be compiled by the supervisor or department chair. After the merit pay distribution is completed, the contents of the merit pay files will be transferred to the department personnel files.

(2) The [committee, chair] of an academic department needs the following information for rating:
(a) Professional achievement sheet provided by each person. This allows each person to present his or her achievements for the year.

(b) Other data: student evaluations, peer evaluations, teaching loads, advisee loads, number of preparations, graduate courses, extension courses and other relevant information.

(3) The Academic Staff Council is responsible for devising an instrument for reporting on and evaluating support personnel.

(4) The [committee, chair, supervisor] shall place each faculty member into one of seven graded merit groups: A, AB, B, BC, C, D, and F. The following connotative adjectives may be considered in making this placement: A-excellent, AB-very good, B-good, BC-fair, C-adequate, D-poor, and F-unmeritorious. In the rare occasion that all unit members are placed in the same group, all merit distribution documentation must be forwarded to the appropriate administrative office, which will review the justification of the [committee's, chair's, supervisor's] decision. In the committee option, the ranking of each member of the committee will be determined by the other members of the committee. In the [chair, supervisor] option, the [chair's, supervisor's] rating will be determined by the [Dean, immediate supervisor] in consultation with unit members. In the committee option, the chair of the committee is to be elected. The [committee chair, department chair, supervisor] sends the merit pay ratings to the [Dean, appropriate administrative office] along with recommendations for special merit and equity adjustments.

(5) The [department chair, supervisor] will meet with each unit member and review the results.

(6) Merit funds are to be distributed by the following rules. Assign to each member in groups A, AB, B, BC, C, D, and F the respective group weights: 4.0, 3.5, 3.0, 2.5, 2.0, 1.0, 0. The average salary of the unit is calculated by dividing the total salaries within the unit by the number of full-time equivalent positions. An individual's salary weight is calculated by adding the individual's salary within the unit to one-third of the average salary of the unit (a part-time employee would add only one-third of the equivalent proportion of the unit average salary). An individual's merit weight is calculated by multiplying his or her group weight times his or her salary weight. An

individual's normalized merit weight is calculated by dividing his or her merit weight by the sum of all of the individual merit weights. A unit member receives a merit amount equal to his or her normalized merit weight times the total merit pool of the unit.

5.4 Fringe Benefits -Procedures

A number of benefit programs are available to eligible University of Wisconsin employees. These staff benefits can add more than 40% to the value of the employee's total gross wage. UW-River Falls contributes toward State Group Health, State Group Life and Income Continuation insurances and to the Wisconsin Retirement System. The employee pays the entire premium of other insurances offered; however, these are group rates and the plans may provide coverage which is important for the employee's particular situation. For the most current overall summary of applicable benefits, see www.uwsa.edu/hr/benefits/uben.pdf.

5.4.1 Wisconsin Retirement System (WRS)

Detailed information is available at www.uwsa.edu/hr/benefits/retsav/wrs.htm

Participation in the Wisconsin Retirement System is immediate and mandatory for those employed at least one-third time for at least one year. For academic year appointments, one academic year meets WRS qualifications. One-third time is equivalent to a 28% academic year or a 21% annual year appointment. Those not immediately eligible are covered after one year if they work one-third time in the preceding year. Visiting staff who are on leave from another educational institution are excluded by state law from WRS coverage for the first twelve months of university employment.

Under the WRS, there are both employer and employee required contributions. The employee required and employer required contributions are each equal to 5.1% of the non-executive employee's annual WRS-covered earnings (total of 10.2%). The University pays the entire WRS contribution on the employee's behalf-a total of 10.2% of the non-executive employee's WRS earnings. If the employee leaves WRS employment prior to retirement age, he or she is eligible to receive the employee contribution (5%) plus accrued interest.

In addition to the required contributions, there is a Benefit Adjustment Contribution (BAC) that is used to fund the WRS benefit improvements that have been legislated over the years. BAC amounts are not credited to the employee's WRS account and are not included in any benefits. Each year, the BAC is subject to change.

The WRS provides retirement annuities based on age at retirement, years of service and average monthly salary for the three highest years (or total cash value of account, if greater). The earliest age for retirement for general employees is 55, but with reduced benefits. At age 57 and with 30 years of WRS service, an employee is eligible for unreduced retirement benefits. With less than 30 years of service, an employee must be age 65 for unreduced benefits. The Money Purchase option will be used if that would provide a higher retirement benefit than the Formula. A lifetime disability annuity is available after five years of participation in WRS.

5.4.2 Group Health Insurance

Detailed information is available at www.uwsa.edu/hr/benefits/ins/sghealth.htm

The State of Wisconsin offers a comprehensive group health insurance program which is available to all employees who participate in the Wisconsin Retirement System. Open enrollment is limited to the first 30 days of employment with coverage effective the first of the month following date of timely application. Visiting staff who are excluded from WRS are eligible if they are appointed to work at least 28% for at least one semester (21% for six months for year-round positions).

An employee can choose from several health care plans. Members of HMOs are expected to receive their health care only from physicians, health professionals, and hospitals affiliated with the HMO. Special provision is made for emergency care while traveling outside of the HMO service area. An employee is eligible to select any plan which meets his or her needs. An employee may change plans only during the Dual-Choice enrollment each October for coverage effective the first of the following year. Booklets are distributed each Fall to help employees evaluate their healthcare options. The only exception is at the time an employee moves out of the service area for his or her health plan. If an application is submitted within 30 days of the date of the move, a change in health plan can be made.

Employee cost varies depending on whether the plan selected is tier 1, 2, or 3. The university premium contribution also varies depending on the tier of the plan. For employees working less than 50%, the university contributes 50% of the total premium.

Late enrollment: Health insurance may be picked up at a later date, but options for coverage may be limited. There would be a 180-day waiting period on pre-existing conditions. Coverage would be effective on the first of the month following receipt of the health application.

Enrollment when other coverage is lost: If an employee and/or spouse are not insured under the State Health Insurance Program because they are insured under a qualifying group health insurance plan elsewhere, and eligibility for that coverage is lost, the employee may take advantage of a special 31-day enrollment period to become insured in the state program without a waiting period for pre-existing conditions.

Supplemental Major Medical & Dental Insurance (Epic Life)

The EPIC plan is a voluntary, supplemental insurance that pays costs for covered dental and medical expenses that are left over after your primary insurance policy makes payment. It also provides a small benefit in case of accidental death or certain accidental injuries.

DentalBlue Insurance – DentaCare Supplemental, PPO and HMO

Three plans are offered with coverage for diagnostic and preventive services. Other services such as crowns and orthodontia require coinsurance. Benefits and provider restrictions vary between plans. If the HMO is selected, a dental provider must be selected from those associated with the plan. A plan orthodontist must be used. Annual benefit maximums apply. Single, domestic partner, and family coverage are available. Employee-paid premiums are deducted pre-tax.

There are two enrollment periods: Within 30 days of employment, or prior to becoming eligible for employer contributions for the State Group Health Insurance.

5.4.3 Life Insurance - State Group Life Insurance

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/intro.htm

The State Group Life insurance program offers term life insurance to employees who have been covered under the Wisconsin Retirement System (WRS) for at least 6 months. Coverage is available to the employee without providing medical evidence of insurability as long as the employee applies within 30 days of completing 6 months of WRS covered employment.

The Policy offers five coverage levels: Basic, Supplemental, and Additional (three units), which will pay benefits up to 500% of the employee's annual WRS earnings upon the employee's death. Accidental death and dismemberment coverage is included with the Basic coverage. This would pay a benefit equal to the total coverage the employee has in effect (Basic + Supplemental + Additional) in the event of the employee's accidental death. All or a portion of the total benefit would be payable in the event of accidental loss of limb or sight. Coverage reduces after age 70 for active employees.

If the employee enrolls for coverage, he or she can also apply for Spouse and Dependent coverage when initially eligible, or within 30 days of first having a spouse or dependent to insure.

On termination with 20 years of WRS service or at retirement, coverage may be continued. At age 65, if the employee is retired, the life insurance premiums are waived and the accidental death and dismemberment and all supplemental life insurance in force is terminated. While age 65, the employee's coverage is 75% of the basic coverage at the time of retirement. At age 66 and thereafter, the coverage is 50% of the employee's basic coverage.

Individual and Family Term Life Insurance

Employees have the option of carrying additional term life insurance for themselves, their spouses, and members of their families. The cost of the program is borne completely by the insured and is based on the employee's age. Initial enrollment is within 30 days of employment. Persons who elect to have the coverage after the initial enrollment date must present evidence of insurability satisfactory to the insurer. A premium waiver for disability is included. This coverage is not available to employees collecting a WRS annuity. Domestic partner and his/her dependents may be eligible.

Employees may be insured for \$5,000, \$10,000 or \$20,000 initially, with the option to increase coverage by the same amount yearly up to the maximum of \$200,000. An employee's spouse may be insured initially for \$5,000 or \$10,000 and, by yearly increases, may increase coverage to a maximum of \$100,000. Each child may be insured for either \$2,500 or \$5,000, with a maximum of \$10,000. The optional insurance on children guarantees their future insurability through a special conversion to whole life insurance. An employee may, at any time, apply for additional amounts of coverage by providing evidence of insurability. Upon retirement or termination, a conversion policy is available.

University of WI Employees Group Life Insurance Mutual Service Life Ins.

The University of Wisconsin Employees, Inc. Group Life Insurance Plan provides group term life insurance for eligible employees. The employee must enroll for this coverage within six months of his or her first day of employment. If the employee does not enroll during the open enrollment period, he or she may obtain coverage if he or she provides medical evidence of insurability satisfactory to the company.

Accidental Death and Dismemberment Insurance

This plan provides coverage for (1) accidental death, (2) dismemberment or loss of sight, (3) permanent total disability indemnity, and (4) permanent and total loss of use indemnity. It also provides coverage for the employee's spouse, domestic partner, and/or children under points 1 and 2. The principal sum of coverage available ranges from \$25,000 to \$250,000. There are no restrictions on enrollment. The employee may enroll at any time. For new appointments the earliest date of coverage is the date of appointment. Re-education and re-training benefits are included. A pilot coverage rider is available. Coverage reduces after age 70.

University Faculty Association Group Life Insurance Plan

Membership in the University Faculty Association and this insurance plan is a condition of employment as of March 1, 1979, for persons under age 65 receiving a November 1 check meeting the annually determined minimum salary requirements. This plan provides for decreasing term life insurance under a group policy. The current cost of \$24 per year is an annual payroll deduction from the November payroll check. Eligible employees beginning employment after November 1 will have a \$12 deduction from the April 1 check for 6 months of coverage.

Beneficiary Designation

The state of Wisconsin and the UW System apply the same rules for beneficiary designations for all life insurances and for the death benefit in an employee's Wisconsin Retirement account.

If the employee does not file a specific designation of beneficiary, or if his or her designated beneficiaries are not living at the time of his or her death, death benefits will be paid according to the statutory sequence:

- (1) Spouse
- (2) Children (natural children or legally adopted). If at least one child survives, the share of any deceased child will be paid to that child's spouse. If there is no surviving spouse of that child, payment will be made to any surviving children of that child. Otherwise, payment will be made to the employee's other eligible children in equal shares.
- (3) Grandchild or Grandchildren
- (4) Parent(s)
- (5) Brother(s) and Sister(s)
- (6) Estate

Payment to two or more persons included in any group will be made in equal shares. If the standard beneficiary sequence does not fit the employee's needs or if at anytime he or she desires to make a change in the beneficiary designation, the Staff Benefits coordinator will provide a new beneficiary designation form.

5.4.4 Income Continuation Insurance

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/ici.htm

The Income Continuation Insurance (ICI) program is a disability insurance which will replace a portion of the employee's salary if he or she becomes physically or mentally disabled.

Employees are initially eligible after completing six months of Wisconsin Retirement System participation. At the end of the first year of WRS employment, when the State begins to pay a share of the premium, there is a second enrollment opportunity. After one year of employment, the cost of the 180 day plan is paid entirely by the State. If a shorter waiting period is selected, the employee will pay only a small portion of the premium.

Benefits begin at the end of the waiting period the employee selected or after his or her sick leave is exhausted (up to 130 days), whichever is greater. Benefits are available for short term and long term disability, but benefits are reduced by the amounts payable from other state and federal disability programs.

5.4.5 Employee Reimbursement Accounts

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/oera.htm

The Employee Reimbursement Account (ERA) program is authorized by Section 125 of the Internal Revenue Code and allows the employee to pay certain expenses from his or her pre-tax, pre-social security income. Participation in the ERA program does not reduce the employee's earnings for Wisconsin Retirement System benefits.

The employee must enroll no later than 30 days from his or her date of hire. The employee must re-enroll each year that he or she chooses to participate. There is an annual open enrollment period in October during which he or she may apply for coverage effective the following plan (calendar) year.

The ERA program includes three components:

- (1) A Tax-Free Medical Reimbursement Account
- (2) A Tax-Free Dependent Care Reimbursement Account
- (3) Payroll deductions for State Group Health and State Group Life premiums are automatically paid with pre-tax, pre-social security dollars. The employee must file a "Tax-Free Waiver" form if he or she does not want to participate in Automatic Tax-Free Premium Conversion.

The Tax-Free Reimbursement Accounts allow the employee to deposit money into medical or dependent care accounts through pre-tax payroll check reductions. The employee can then pay for qualified out-of-

pocket medical and dependent care expenses and be reimbursed with his or her own tax-free money by making withdrawals from his or her reimbursement accounts. Note: If a balance remains in either reimbursement account at the end of the plan year, these funds may be forfeited.

5.4.6 Tax-sheltered Annuity

Detailed information is available at: www.uwsa.edu/hr/benefits/retsav/tsa.htm

A provision of the Internal Revenue Code (IRC 403 (b)) permits University employees to defer taxes on a portion of their salaries by making contributions to a tax-deferred retirement account. This is accomplished through a payroll reduction agreement with the University and is subject to a maximum exclusion allowance.

Payroll deductions are permitted for the following approved tax-sheltered annuity vendors: TIAA-CREF; WRS, mutual funds, and insurance companies. Details are available in the Staff Benefits Office.

5.4.7 Deferred Compensation

Detailed information is available at: www.uwsa.edu/hr/benefits/retsav/wdc.htm

State employees have an opportunity to participate in a deferred compensation plan. The employee enters into an agreement with the University to reduce salary within set limitations. Amounts not paid are contributed to an investment vehicle belonging to the State. Funds cannot be withdrawn until normal retirement except in the case of financial hardship. These funds are not taxable to the employees until received. Funds are chosen and monitored by the State Deferred Compensation Board. Additional information is available in the Staff Benefits Office.

5.4.8 Retiree Health Insurance Credits

Even though the University does not contribute to health insurance premiums after employment ends, employees who receive WRS retirement may continue their State of Wisconsin Group Health Insurance program coverage for their entire lifetime. Upon termination with at least 20 year of creditable service (whether or not one begins their annuity immediately) or upon retirement and the start of an annuity (regardless of years of service), unused sick leave is converted to credits at the employee's highest hourly pay rate. These credits are used to pay health insurance premiums until exhausted. For this reason, it is important to have accurate, up-to-date records of an employee's responsibility to report monthly.

In addition, employees with 15 or more years of state and/or UW service are eligible for supplement sick leave credits. Supplemental sick leave credits in an amount equal to the employee's own accumulation are converted at the employee's highest rate of pay, subject to program maximums.

Sick leave credits are pre-funded by the University with an annual contribution of 1.9% of salary.

Examples:

An employee who starts an annuity and retires after five years, with 480 hours of accumulated sick leave and a highest hourly salary of \$30, would have \$14,400 of non-taxable sick leave credits (480 x 30).

An employee who retires after 15 years, with 1500 hours of accumulated sick leave and a highest hourly salary of \$30, would have \$45,000 of non-taxable sick leave credits (1500 x 30). In addition, the 15 years of service entitles the employee to supplemental sick leave credits. For someone with 15 years of service, the highest allowable hours are 780, regardless of accumulation over that amount. This employee then has an additional \$23,400 of non-taxable sick leave credits (780 x 30).

5.4.9 Long-term Care Insurance

Detailed information is available at: www.uwsa.edu/hr/benefits/ins/oltc.htm

All employees may apply at any time, subject to medical underwriting. Spouses and parents of employees or spouses may also apply. Benefits may include short and long-term care, assisted living, community-based care, and nursing home care. The employee pays 100% of the premium.

5.5 Sick Leave and Colleague Coverage-Use and Reports for UW-RF Unclassified Employees-Procedures

5.5.1 Policy Statement

Paid sick leave is a significant fringe benefit for a UW System unclassified employee. In accordance with Chapter UWS 19, Wisconsin Administrative Code and UPG 9 and 10, employees may use sick leave during periods of illness, injury, disability, pregnancy or bereavement upon the death of a family member as well as during periods associated with attendance upon immediate family members whose condition requires direct care. The federal or Wisconsin Family Medical Leave Act may allow use of sick leave for additional purposes, see section 5.5.15. In the event of an employee's death, layoff or retirement, the accumulated sick leave value is used to pay for state group health insurance premiums.

Colleague Coverage

Colleague coverage for teaching faculty and teaching academic staff is a substantial benefit for the student. In the event of an instructor's illness, colleagues may, when available, cover teaching responsibilities thus ensuring the continuity of the student's studies. For "colleague coverage" purposes, colleague is defined as a member of the UW-River Falls faculty or academic staff, normally in the same department or discipline, who is professionally qualified to serve as a temporary replacement in the classroom, laboratory or studio.

The integrity of the unclassified sick leave program requires the establishment of policies which assure consistency between UW System institutions on when to grant sick leave and how much to charge. Institution sick leave policies and procedures require accurate and timely record keeping. Instructional academic staff must define their 40-hour week and report sick leave usage accordingly. Colleague coverage can only be used for teaching responsibilities. Leave statements must be completed and filed monthly, even if no leave is taken. Missing leave statements can slow down the processing of payments and benefits upon separation from the University. An electronic form for leave reporting can be found on the UWRF HR website.

Eligibility for Sick Leave

Faculty, academic staff, and limited appointees who meet the eligibility requirements for the Wisconsin Retirement System will earn sick leave. A qualifying appointment must be at least one-third time for at least one year. For academic year appointments, one academic year meets WRS qualification. (UWS 19, Wis. Adm. Code)

5.5.2 Accrual of Sick Leave

- (1) As of the effective date of this chapter, each employee's account shall reflect the accrued balance of unused sick leave earned under the Board of Regents' sick leave policy adopted on June 8, 1973.
- (2) Employees whose initial appointments are for nine months or more shall be credited with 22 working days of sick leave which they may draw upon as required, consistent with UWS 19.01.
- (3) After 18 months of service, each employee shall earn additional non-lapsing sick leave at the rate of 1 day per month for persons holding annual appointments and at the rate of 6 days per

semester for persons who hold academic year appointments, with a maximum annual accumulation limited to not more than 12 days.

(4) Unused sick leave shall accumulate from year to year in the employee's sick leave account pursuant to section 36.30 (1), Wis. Stats.

(5) An employee utilizing paid sick leave shall continue to accumulate sick leave credits during the period of the sick leave absence.

(6) An employee does not accumulate sick leave credits while on an unpaid leave of absence.

5.5.3 Pro-Ration of Accumulated Sick Leave

Initial entitlement and accumulation of sick leave as specified in the preceding section assume full-time appointment of 9 months or more. Eligible part-time annual/academic basis appointees have an initial entitlement and earn sick leave in proportion to the extent of their appointment.

Accumulated Sick Leave Conversion Benefit

Accumulated sick leave is converted at the current rate of pay to an account to pay health insurance premiums upon the retirement, death or layoff of an insured employee.

5.5.4 Sick Leave During Summer Session

Staff members whose basic appointments are for nine months or more and who teach in the summer session may qualify for sick leave in the summer session, provided inception of the illness occurs on the first or subsequent day of the summer session. Visiting faculty, if not covered by sick leave provisions at their home institutions, are covered during the summer session provided their appointments at the University extend for at least nine months in addition to the summer session term. Exceptions to this policy regarding sick leave during the summer session may be made, on behalf of members of the permanent faculty only, at the discretion of the Chancellor.

5.5.5 Amount of Sick Leave to be Charged

Instructional staff must define their forty-hour week and report sick leave usage accordingly. Colleague coverage can only be used for teaching responsibilities.

Sick leave and colleague coverage should be reported in half-day increments for full-time staff (pro-rated for part-time staff). Absences of 2 hours up to 6 hours shall be charged as 4 hours. Absences of 6 hours up to 10 hours shall be charged as eight hours. For absences of one week, a maximum of 40 hours shall be charged.

Example: A teaching faculty member is called away to a funeral on a Friday. The faculty member manages to secure colleague coverage for a two-hour class on Friday. Assuming the faculty member is gone all of Friday, 4 hours of colleague coverage and 4 hours of sick time should be reported on their monthly leave accounting sheet for that day.

5.5.6 Cancellation and Reinstatement

If the employee leaves employment with the University of Wisconsin System other than through retirement or death, unused sick leave will be terminated but will be reinstated if the employee is reappointed to any position within the System within three years.

5.5.7 Faculty with Teaching Responsibilities

In a semester in which a faculty member has teaching responsibilities and is entitled to use sick leave, the provisions of this policy shall be modified as follows:

(1) If a faculty member's duties are assumed by colleagues for the duration of the semester, as has been the traditional way of covering teaching responsibilities, the absent individual will not be required to use sick leave for the teaching responsibilities until the end of the semester in which the absence began.

(2) If a replacement is appointed to assume the faculty member's responsibilities he or she must use sick leave.

Whichever of the above situations prevails during the semester in which the absence commences, the absent staff member will be required to use sick leave thereafter.

5.5.8 Use of Sick Leave for Anticipated Medical Absence

In order to minimize disruption of the academic program and the attendant demands on students and staff, a faculty member who has teaching responsibilities and who expects absence under this policy during an upcoming semester may, with two months' advance notice, elect to receive a combination of paid and unpaid leave for the entire semester. Such leave will be taken only at the option of the faculty member, but the University may require proof at the time two month's notice is given that the anticipated absence cannot be arranged so as to avoid interruption of teaching duties. Under this clause the faculty member may receive sick leave benefits for which he or she would have been eligible had he or she remained on duty up to the time of disability. Other portions of the semester not covered by sick leave will be leave without pay.

5.5.9 Sick Leave Usage

Medical Absences

Employees who have accrued sick leave under UWS 19 are eligible to use such sick leave for periods of absence from employment, as follows:

- (1) For absences due to personal illness, injury, disability or pregnancy;
- (2) For attendance upon an immediate family member whose condition requires the employee's direct care; and
- (3) For the death of a family member.

Care of Family Member

Use of sick leave for temporary care of immediate family members, certified by a physician, is limited to 10 work days per year; however, the use of sick leave may be extended to cover the unusual circumstances provided prior approval is obtained from the Chancellor.

Parental Leave

In accordance with the requirements of s. 103.10, Wis. Stats., employees who have accrued sick leave under UWS 19 are eligible to substitute up to thirty days of such paid leave in any 12-month period for periods of absence from employment for parental leave as follows:

- (1) For the birth of the employee's natural child, if the leave begins within 16 weeks of the child's birth; or
- (2) For the placement of a child with the employee for adoption or a precondition to adoption under section 48.90, Wis. Stats., but not both, if the leave begins within 16 weeks of the child's placement.

Anticipated use of sick leave for parental leave shall be scheduled in accordance with institutional, departmental or unit policies and procedures for requesting leave of absence. Parental leave may be taken in non-continuous increments. The duration of the shortest increment available is one-half day.

5.5.10 Maternity Leave

Provisions governing maternity leave do not differ from policies governing other temporary disabilities. A teaching or non-teaching staff member may opt to continue her normal duties through pregnancy using accumulated sick leave as needed for prenatal, delivery and post-delivery care while physically unable to perform her duties. After the disability period, parental leave may be used. Thereafter, she may take consecutive days or the remainder of the semester as unpaid leave taken at her option. Maternity and/or parental leave are paid leave only when there is a sufficient sick leave accumulation.

A member of the faculty with teaching responsibility, alternatively, may opt to receive a combination of paid and unpaid leave as provided in "Use of Sick Leave for Anticipated Medical Absences". In such cases, it shall be understood that the timing of pregnancy cannot be "arranged" under the meaning of this policy.

In the semester after the one in which the delivery occurs, irrespective of her medical condition, the staff member shall be granted, upon her request, leave without pay for the semester. In the case of a non-tenured faculty member, such leave will not be counted in the calculation of probationary time. A female staff member who anticipates taking leave for maternity should so inform her chair or supervisor as early as possible.

5.5.11 Definition of Family Members

The following definitions are used in implementing sick leave policies:

- Child means a natural, adopted or foster child, stepchild, or legal ward who is less than 18 years of age or 18 years of age or older and unable to care for himself or herself because of a serious health condition.
- Family member includes an employee's and employee's spouse's immediate family members, grandparents, grandchildren, aunts and uncles, brothers and sisters and their spouses, children over the age of 18 and their spouses and any other relative who resides in the same household as the employee.
- Grandchild means the child of a child.
- Grandparent means the parent of a parent.
- Immediate family member means the spouse, parents and children of an employee.
- Parent means a natural parent, foster parent, adoptive parent, stepparent or legal guardian of an employee or employee's spouse.
- Spouse means an employee's legal husband or wife or equivalent.
- Year refers to the academic year for academic year basis appointments, and the fiscal year for annual basis appointments. One semester of an academic year appointment is equivalent to one-half of an annual basis appointment.

5.5.12 Colleague Coverage in Lieu of Sick Leave

Teaching responsibilities not met because of an absence as defined in UWS 19.01 Wis. Adm. Code, and covered by colleagues, will be reported in units of one-half days as specified in section 10.04. Such coverage exists during the semester in which the absence commences (Regent Resolution #506). In the following semester, an unclassified employee who continues to be absent as defined in UWS 19.01 Wis. Adm. Code, will not be eligible for colleague coverage, but will be required to use one of the other three options listed in the next section, "Options for Absences Specified in UWS 19."

Unclassified employees with less than 50% of their assigned responsibilities eligible for colleague coverage can record colleague coverage for only the eligible portion. Paid leave or leave without pay is to be charged for the balance of the appointment which is not eligible for colleague coverage.

Reference Document: Board of Regents' Sick Leave Policy - June 1973

5.5.13 Options for Absences Specified in UWS 19

When an unclassified employee is absent for a reason specified in UWS 19, the following options may be used to cover the absence:

- (1) charge sick leave against accumulated sick leave earnings except in those cases where colleagues cover teaching responsibilities in accordance with UW System Board of Regent's Resolution #506;
- (2) charge paid leave (vacation or floating legal holiday) credits; or
- (3) charge leave without pay if sick leave, floating legal holiday and vacation are not available.

5.5.14 Reporting Sick Leave and Colleague Coverage

UW System unclassified employees must file a written report with the unit recordkeeper once each month detailing sick leave used and/or colleague coverage provided in lieu of sick leave. A report must be filed whether or not sick leave is used or colleague coverage is provided.

As the recordkeeper for UW-River Falls, the Human Resources office will send a sick leave report to each employee once each month. The employee must complete and sign the report, and the departmental chair, designee or director (supervisor) signs the report and returns it to the Human Resources office.

Departmental chairs, Deans, Directors and others responsible for sick leave records should establish review procedures and challenge any claims which appear out of line.

Reference documents: Board of Regents' Sick Leave Policy - June 1973; Regent Resolution #506; Sections 36.30, 103.10, and 40.05(4)(b) Wisconsin Statutes; Wisconsin Administrative Code UWS 19 and 15.01; Unclassified Personnel Guidelines #9 and #1

5.5.15 Federal Family Medical Leave Act

The Federal Family Medical Leave Act provides eligible employees with up to 12 work weeks per twelve month period of job-protected leave with continued medical benefits for the following reasons: to care for the employee's newborn son or daughter, because of adoption or foster placement of a child with the employee, to care for the employee's spouse, son or daughter, or parent who has a serious health condition, or because of the employee's own serious health condition.

The Wisconsin FMLA annually provides for six weeks for the birth, placement or adoption of a child, two weeks for the care of a seriously ill child, spouse, parent or spouse's parent, and two weeks for an employee's own serious health condition. Such leave would run concurrent with leave under the Federal FMLA. In both instances, leave is **unpaid** but employees may substitute available sick or vacation time. Employees need to continue to pay their health insurance premiums while on leave. The Acts guarantee that employees on leave may return to the position held prior to leave or an equivalent position at the same or equivalent rate of pay and benefits.

For information on notification and eligibility, information on how the twelve-month period is determined, the definition of "serious health condition," and information on medical certifications, please contact the Human Resource Department. Extensive information is also available on the Human Resource website, under "Human Resource Basics."

5.6 Unpaid Leave of Absence

The process for requesting an unpaid leave of absence follows the same process as other personnel actions. A written request is made to the department chair or department head and is processed through the routine chain of command with approval given at each level. The Chancellor has final approval of a leave of absence and communicates approval or denial in writing. All leaves of absence carry an implicit agreement between the staff member and UW-River Falls that the staff member will return to work at the conclusion of the leave of absence. Failure to return to work at the conclusion of the approved leave period constitutes a resignation from the University. For family leave or sick leave, please see above. For a leave of absence for unclassified employees seeking or accepting political office or appointments, see Board of Regent Policy 89-8 (<http://www.uwsa.edu>).

5.7 Vacation For Annual Appointees-Procedures

Faculty and academic staff members who hold annual appointments and qualify for participation in the Wisconsin Retirement System will earn 22 vacation days per fiscal year (July 1 - June 30). For less than full-time appointments, vacation earnings will be prorated. A full month's credit is allowed for beginning on or before the 15th day of a month; no credit is allowed for beginning on the 16th of a month or later.

Vacation may be anticipated for the fiscal year. Any termination will require an adjustment in the final salary check if vacation taken exceeds the vacation earned.

Staff are encouraged to use vacation leave in the year it accrues. Where circumstances validate the need, twenty-two days (pro-rated for part-time employees) may be carried over into the next fiscal year. Any carryover must be used by the end of that fiscal year. Any carryover not used within the time limit will be forfeited.

Beginning with the fiscal year starting July 1, 1993, staff who have completed ten or more years of State of Wisconsin service in appointments earning vacation or as unclassified University participants in the Wisconsin Retirement System, may, at their option, reserve up to 5 days of vacation each fiscal year (or a prorated number of days for staff employed less than full-time) in an Annual Leave Reserve Account. The total number of days accumulated in an Annual Leave Reserve Account may be used at any time but is subject to work load demand of the employing department.

Annual pay basis staff terminating their employment with a UW System institution shall receive a lump sum payment for vacation credits accrued or accumulated in an Annual Leave Reserve Account which remain unused at the date of termination.

5.8 Personal Holidays- Procedures

There are 4.5 personal holidays each fiscal year as a paid benefit for annual unclassified employees.

Only annual pay basis employees participating in the Wisconsin Retirement System are eligible for paid personal holidays.

Eligible part-time appointees receive a proportionate share of paid personal holidays.

5.9 Paid Holidays-Procedures

Wisconsin Statute, s.230.35 (4) (a), establishes paid holidays, when state government offices, including those of the UW System, are not required to be open for business, for eligible* unclassified staff as defined in section 9.01. As of January 1, 1991 those holidays are:

- January 1 (New Year's Day)
- The 3rd Monday in January, which shall be the day of celebration for January 15 (Martin Luther King, Jr. Day)

- The last Monday in May, which shall be the day of celebration for May 30 (Memorial Day)
- July 4 (Independence Day)
- The first Monday in September (Labor Day)
- The fourth Thursday in November (Thanksgiving Day)
- December 24 (Christmas Eve)
- December 25 (Christmas Day)
- December 31 (New Year's Eve)

When January 1, July 4, or December 25 falls on Sunday, the following Monday will be considered a holiday. When January 1, July 4, December 24, December 25 or December 31 falls on a Saturday or if December 24 and 31 fall on a Sunday, a floating legal holiday is granted.

Eligible part-time appointees receive a proportionate share of paid holidays.

* Only annual pay basis employees participating in the Wisconsin Retirement System are eligible for paid vacation or floating legal holiday entitlement (UPG #9, 7/1/92)

5.10 Faculty Sabbaticals- Compensation Procedures

5.10.1 Purpose

The purpose of the faculty sabbatical program is to enable recipients to be engaged in intensive study in order to become more effective teachers and scholars and to enhance their services to the University. The sabbatical program should also be understood as recognition of past and continuing academic contributions of the recipients in keeping with the Select Mission of UW-River Falls.

5.10.2 Types

Two types of sabbatical leaves are available to faculty members.

(1) A faculty member may take a sabbatical leave for an academic year and receive from the institution financial support at any level up to 65% of his or her full compensation for that period.

(2) A faculty member may take a sabbatical leave for one semester of the academic year and receive from the institution financial support at any level up to a maximum of his or her full compensation for that period.

Details of selection criteria and other procedures for Faculty Sabbaticals are found in Chapter IV of this Handbook.

NOTE: WRS Retirement Credit--Creditable service for retirement is based on the percentage of time a person is on the payroll. For more specific information, contact the Staff Benefits person in the Human Resource Office. For further information regarding the UW System Sabbatical Program, see UW System Academic Planning Statement #3.3 and Wisconsin Statutes 36.11(17).

5.11 Americans with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) makes it unlawful to discriminate in employment against a qualified individual with a disability. The ADA also outlaws discrimination against individuals with disabilities in state and local government services, public accommodations, transportation and telecommunications.

Specific questions pertaining to the provisions of the ADA should be directed to:

(1) Employment issues: Human Resources Office

(2) Public Accommodations, etc.: Facilities Management Office

Also, see the Reasonable Accommodations Policy in Chapter VII of this Handbook.

5.12 Travel Guidelines

Any travel expense incurred by a faculty member while on official University business is subject to the travel regulations as currently implemented by the University of Wisconsin-River Falls. A detailed copy of the University System Travel Regulations is available at www.uwsa.edu/fadmin/travel.htm. This web site contains the most recent revisions of the System Travel Regulations.

Travel expense forms may be obtained from the University Accounting Office. Travel expense reports are also on-line at www.uwsa.edu/fadmin/travel.htm.

5.12.1 Meals

Departure and arrival times must be stated on the travel expense report. Local policy would suggest in-state claims for meal reimbursement would not reach the maximum amount in all cases. Meal allowance maximums can be found in the Travel Regulations and do include tax and tip.

5.12.2 Lodging

Original machine-printed itemized lodging receipts must accompany all travel report submissions. The maximum allowance for lodging is listed in the UW System Travel Regulations, with exceptions noted for higher cost cities as listed on the web site. New information will be issued as the revisions are received from System Administration. Maximums should not be exceeded except under most unusual or unavoidable circumstances fully justified in writing and approved by the Chancellor or his or her designee. Maximums do not include state and local taxes.

5.12.3 Miscellaneous

(1) Mode of travel must be indicated on the travel expense report and passengers listed, if applicable. Air fare coupons must be attached even if the fare has been pre-paid by the University.

(2) The mileage reimbursement rate for use of a personal vehicle will be at the higher rate listed in the Travel Regulations if the trip is less than 100 miles round trip or if a University car is not available. The mileage reimbursement rate for use of a personal vehicle will be at the lower rate if the trip is more than 100 miles and a University car was available but not used. The employee must present the non-availability slip with the reimbursement claim in order to receive the higher rate.

5.12.4 International Travel

Faculty members who are traveling abroad on official business or who are arranging group travel overseas must make arrangements with the Accounting Office well in advance of the trip.

5.13 Employee Assistance Program-Procedures

5.13.1 History

The Employee Assistance Program, initiated by Executive Order No. 74, was signed by Governor Patrick J. Lucey on April 9, 1974. The program concepts were introduced to the campus at the University of Wisconsin-River Falls by the State Occupational Alcoholism and Other Drug Abuse Program. Policy was developed and approved by the Faculty Senate, and a coordinator was appointed in the University Counseling Center. The University of Wisconsin-River Falls has had the program and policy in effect since the 1975 academic year.

5.13.2 Purpose

The program was designed to offer assistance to employees who, for whatever reason, are having impaired

employment performance. Frequently, employees who have decreased job productivity or whose efficiency declines also have problems with stress, health, emotional conflicts, alcohol, or drugs. The program has concerned itself with assisting those individuals seeking help for the resolution of these conflicts so job performance returns to acceptable standards.

The program revolves around the fact that the problems caused by alcohol, drugs, or emotional stress are now viewed as treatable illnesses. These illnesses can generally be treated successfully as individuals seek and accept professional assistance. An additional reason for the program is to prevent the loss of skills, talents, and contributions of those employees with performance difficulties who, without professional assistance, may continue unproductively.

5.13.3 Policy Statement

The University of Wisconsin-River Falls recognizes that a wide range of personal difficulties not directly associated with one's job function may have an effect on employee job performance. Many times the individual will overcome such personal difficulties independently and the effect on job performance will be minimal. In other instances, normal supervisory assistance will serve either as a motivation or guidance by which such difficulties can be resolved so that the individual's performance will be returned to an acceptable level. In some cases, however, normal efforts will not have the desired effect and unsatisfactory performance will persist over a period of time, either intermittently or constantly. It is in these instances that a supervisor may make a voluntary referral, or the employee may make a self referral to the Employee Assistance Coordinator. The University of Wisconsin-River Falls believes it is in the public interest to provide a service which deals with emotional/psychological concerns and alcohol or other drug abuse. Therefore, it is the policy of the University of Wisconsin-River Falls to handle such problems within the following framework:

- (1) The University of Wisconsin-River Falls recognizes that the behavioral-medical problems of alcoholism, other drug dependencies and emotional/psychological illnesses are all highly complex illnesses that can be successfully treated.
- (2) It is also recognized that the social stigma often associated with alcoholism, drug abuse, and emotional/psychological illness has no factual basis. It is believed that an enlightened public attitude and a realistic acceptance of these behavioral/medical/psychological problems as illnesses will encourage employees who have such an illness, even in its early stages, to take advantage of the diagnostic and counseling and treatment services available in their communities.
- (3) The purpose of the policy is to assure that employees having any of these illnesses will receive the same careful consideration and offer of treatment that is presently extended to employees having other illnesses.
- (4) The University is not concerned with the private decision of the employee to use or not to use alcoholic beverages or other drugs off the job. However, when their use impairs his or her job performance, attendance, conduct, or reliability, it is the responsibility of administrators and supervisors to take action. The employee's job security or promotional opportunities will not be jeopardized by voluntary referral for diagnosis and treatment.
- (5) This policy shall be implemented when the individual has chronic observable job performance deficiencies. These deficiencies may be related to emotional instability, psychological concerns, the consumption of alcohol, or the use of drugs which interfere with his or her job performance.
- (6) It is recognized that management and supervisory personnel do not have the professional qualifications to make any diagnosis as to whether or not an employee has behavioral/medical/psychological problems. Therefore, voluntary referral for diagnosis and treatment will be made only at the employee's request and/or on the basis of persistent

unsatisfactory job performance. Diagnosis and treatment should be accomplished, as with other illnesses, by existing treatment sources.

(7) The University considers that an unjust stigma is often associated with alcoholism, drug dependency, and emotional/psychological illness and realizes that this is out of date. Consequently, referral for diagnosis or acceptance of treatment will in no way jeopardize an individual's job security or opportunities. An individual's participation in this program will remain confidential and will not be made part of his or her personnel records. Medical records and psychological records, if any, will be reserved in the same confidential manner as all other medical records.

(8) Individuals who have an emotional, psychological, alcohol, or other drug related illness are encouraged to voluntarily seek assistance on a confidential self referral basis by contacting the designated Employee Assistance Coordinator.

(9) The University believes that an individual's job performance may also be affected when a family member is afflicted with mental health issues, alcoholism, or other drug dependencies. Assistance to any family member is available at the employee's request.

(10) It is the option of the individual to comply with referral or diagnosis and to cooperate with properly prescribed treatment.

(11) Consideration will be given to those individuals who may require sick leave or excused absence due to treatment or rehabilitation programs. These will be provided on the same basis that is granted for all other health problems. In those cases, employee's annual leave or leave without pay may be used.

(12) Illnesses of alcoholism, drug dependency and emotional/psychological disorders will receive the same financial benefits and insurance coverage provided for other illnesses under established employee benefit plans.

(13) Implementation of this program will not require or result in any special regulations, privileges, or exemptions from the standard administrative practices applicable to an employee's job performance, except as may be outlined in a labor agreement. The fact that an individual accepts, rejects or fails to respond to treatment for alcoholism or drug abuse in no way diminishes his or her responsibility to meet the required performance standards of his or her job. The same would apply to those encountering mental health issues or emotional instability.

5.14 Worker's Compensation

All UW-River Falls employees, including student employees, are covered by Worker's Compensation. The Human Resource office processes all Worker's Compensation claims.

Individuals incurring an injury or illness in the course of their employment must IMMEDIATELY report such injury or illness to their supervisor and to the Human Resource office. The Wisconsin Worker's Compensation Act provides for the payment of medical expenses and lost wages for employees injured by reason of their work and provides death benefits for dependents.

5.15 Unemployment Compensation

In the event of a layoff or termination, employees of the University may be eligible for unemployment compensation. Contact the Unemployment Compensation division of the local Job Service Office to determine eligibility for benefits.

5.16 Termination of Employment-Procedures

Any faculty or academic staff member leaving the employment of the University must have an Exit Procedure form completed and submitted to the Human Resource Office before payment of the final salary check will be made. The form requires clearance from the following areas: Physical Plant (keys), Textbook Library, Library Circulation Dept., Department Chair or Supervisor, Accounting Office (Corporate Credit Card) and submission of a forwarding address to the Human Resources Office. The Exit Procedure form can be found on the UWRF HR website, under Forms.

5.17 Military Leave

All employees are eligible upon reporting for active duty or required field training. Employees receive job-protected leave for active duty or required field training. Employees receive up to 30 days paid leave per calendar year for duty or training lasting 3 days or more. Most employees are also eligible for up to two additional years of differential pay and eligible benefits while on active duty, and unpaid leave thereafter. The university pays the excess of base over military pay for up to 30 work days per year. The excess of base over military pay plus housing allowance may be paid by the university for up to two years.

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UNIVERSITY OF WISCONSIN SYSTEM

WAUKESHA STUDY

Second Report

June 8, 2006

Executive Summary

In its Initial Report of January 31, 2006, the Waukesha Study Steering Group concluded that to meet the multi-faceted challenges facing the UW System, the State of Wisconsin, and Waukesha County, a staged process is essential:

Using feedback from new initiatives and continuing consultation with stakeholders in the public and private sectors, UW leaders can develop the institutional infrastructure in an evolutionary way that most effectively facilitates emerging service needs and opportunities. For example, an immediate step could be increased service to the Waukesha area by existing UW institutions, accomplished through focusing of resources and/or cost-recovery program financing. An intermediary step might be to create a “university center” as a collaborative organizational model. Based upon these experiences, institutional merger of UW-Waukesha into UW-Milwaukee could be evaluated according to its functional utility at a later point in time.

By adopting a comprehensive strategic approach to institutional development, the UW System can build models that are custom-tailored to meet public needs and are adaptive. The evolutionary approach also allows due diligence to be performed in considering changes to institutional structure, so that decision-making is both informed and the University System responsibly stewards the resources entrusted to it by the public. The approach also aligns university program development with the available resource base of public and private support.

The Steering Group recognizes that institutional merger is a complicated matter that requires continued due diligence to inform decision-making by the Board of Regents. The Steering Group continues to endorse the university center approach as the solution that will (1) meet immediate needs in a timely way, (2) be a flexible administrative framework for innovation, (3) be cost-effective in minimizing administrative overhead, (4) most effectively connect the programs and operations of the UW System to the community of Waukesha, and (5) provide a progressive transition to a more permanent organizational structure, such as a merger or other solution.

Because of the special role that UW-Milwaukee plays and can develop in serving the seven-county region of southeastern Wisconsin, it must be pre-eminent in the activities

facilitated by the center. It is essential that the strategic plans of UW-Milwaukee, the UW Colleges/UW-Extension, Waukesha County, and the Milwaukee Seven be developed in concert, especially as we examine in depth the possibility of a merger of UW-Waukesha into UW-Milwaukee.

NEXT STEPS

Given the urgency to expand and strengthen delivery of baccalaureate and graduate programs in Waukesha and to advance research/technology transfer activities which will promote economic development in the region, the following charts the course, short-term and longer-term:

(1) Utilize a university center approach in Waukesha with UW-Milwaukee and other partners, to begin immediately to meet the identified program needs.

(2) Employ a director to administer a university center approach effective July 1, 2006 who will coordinate and administer program delivery; further assess community needs and program operations; coordinate communication among center partners; and contribute to long-term planning. The director will work with an advisory committee, composed of leaders from higher education and the community, on program development and operation.

(3) Pursue the construction of a building on the UW-Waukesha campus for the use of UW-Milwaukee for research and other activity. Facility planning would be informed in part by the assessment of programs delivered using the university center approach and by concurrent longer term planning undertaken by the UW-Milwaukee and the UW Colleges/UW-Extension (see 4 and 5 below).

(4) The Chancellor of UW-Milwaukee and the Chancellor of UW Colleges/UW-Extension will continue to develop long-term solutions to fulfilling the needs and opportunities of Waukesha County. Next steps will be:

- UW-Milwaukee and UW-Colleges/UW-Extension will continue planning activities, along with local elected officials and other community leaders, leading to an enhanced UW-Milwaukee presence on the Waukesha campus.**
- The two institutions will develop an appropriate and cost-effective business model to provide selected four-year degree and graduate programs directly to the citizens of the Waukesha County.**
- Efforts will be made to identify the appropriate mechanisms that will lead to the creation of a research infrastructure in Waukesha, tailored to the County's current and emerging needs. UW-Milwaukee will play an enhanced role as it develops into a regional research center.**

- Determine the most effective governance model to oversee new initiatives, including the possibility of a merger of the two campuses, using detailed financial analysis comparing merger with any alternative model(s).

(5) Examination of critical questions by the Commission on the Future of the UW Colleges (otherwise referenced as a “Blue Ribbon Panel”):

- What are the immediate needs of our local counties? How can the Colleges better serve the needs of their communities?
- Should the Colleges serve as “exclusive” freshman-sophomore campuses (gateways) to the UW System while the comprehensives concentrate on upper division and graduate instruction?
- Should the Colleges be approved to offer selective baccalaureate degrees in areas that meet local demand of place-bound students and where the faculty expertise exists to do so? In essence, should we expand our degree/program offerings, and if so, in which areas and at what level(s) (AA, BS, BA, certificates, institutes, etc.)?
- Is the university center approach a model that would serve our local citizens well? At what campus locations might the university center model be most effective?
- How can the relationship between UW-Extension and the UW Colleges add value to the citizens of the State of Wisconsin?
- What is our relationship to the Wisconsin Technical Colleges and their mission? What should that relationship be?

While the Commission on the Future of the UW Colleges is a state-wide initiative that will complete its work at the end of 2006, the shorter-term, focused efforts to expand UW-Milwaukee activity in Waukesha is a priority that will be immediately addressed (See (4) above).

Chancellor Santiago of UW-Milwaukee and Chancellor Wilson of the UW Colleges /UW-Extension will communicate to the Board regarding their planning activities. They will make their first report at the August 2006 meeting of the Education Committee of the Board of Regents.

UNIVERSITY OF WISCONSIN SYSTEM

WAUKESHA STUDY

Second Report

June 8, 2006

Introduction

In 2005 intense discussion took place in the Waukesha community and the State Legislature regarding the needs and opportunities for developing the emerging knowledge economy in the County. One proposed means for promoting development, which was enacted by the Legislature, but vetoed by the Governor, was to merge UW-Waukesha, a two-year campus of the UW Colleges, into UW-Milwaukee. Responding to the Governor's charge that the University of Wisconsin System Board of Regents review the matter, UW System President Kevin Reilly requested that Regent Michael Spector, then-Interim Chancellor Margaret Cleek of the UW Colleges, Chancellor Carlos Santiago of UW-Milwaukee and UW System Executive Senior Vice President Donald Mash review the issues raised by the Governor in direct consultation with a broad range of leaders in the Milwaukee-Waukesha metropolitan community. President Reilly charged Dr. Mash with convening the Waukesha Study Steering Group and directing study activities.

In September 2005 Dr. Mash convened the Waukesha Study Steering Group to initiate a process of inquiry and consultation with political, economic, and education leaders of Waukesha County regarding the higher education needs of the area and the role that the UW System could play. In requesting an opportunity to consult with local leaders, Dr. Mash affirmed the purpose of the Study:

We are attempting to look at this matter broadly in order to prepare information for the Board of Regents' review and discussion. The UW System wants to determine how best to provide more course offerings, degree programs, research capacity and service in Waukesha and to do so as effectively and efficiently as possible. Succeeding at this will add value to the County, the Milwaukee metropolitan area, and the state.

Study Approach

To ensure that the goals of the community would be clearly understood by University of Wisconsin System leaders and that due diligence would be exercised in making any changes to the UW institutional organization, Dr. Mash initiated an approach to identify the higher education needs and expectations of the Waukesha community. If the needs and expectations, and perhaps a vision for the future, could be articulated by community leaders with some level of consensus, it would guide the response of the UW System. The complexity of institutional change in public higher education and the challenge of delivering more programs and services in response to the needs and expectations expressed by Waukesha leaders for immediate results are challenges in and of themselves. Therefore, the vision must of necessity look both to long-term transformation, with *intermediary* steps to achieve broad goals, and to short-term change, with *immediate* steps to respond to the urgent needs and expectations expressed by Waukesha leadership. This change management process must be undertaken while maintaining the gateway mission of UW-Waukesha, which continues to receive strong support.

Continuation of the Study Process

Following submission of the Initial Report to UW System President Kevin Reilly on January 31, 2006¹ and consideration of the matter by the Education Committee of the Board of Regents at its meeting on March 8, 2006, Dr. Mash directed a review of the various possibilities available to expand educational programming and to develop research-based business opportunities in Waukesha County. The options included: (1) institutional merger of the UW-Waukesha into UW-Milwaukee; (2) creation of a new, stand-alone four-year campus; and (3) creation of a regional university center at Waukesha. The review focused upon three essential criteria: cost-effectiveness, timeliness for delivering results, and opportunities for innovation and excellence.

While the study of longer-term options proceeded, activities proceeded to immediately marshal resources that could meet the needs identified by Waukesha leaders. In response to the needs cited by the Waukesha County Action Network (WCAN) representatives at the March 8 Regents' meeting for expanded degree opportunities in engineering, information technology, sales and marketing, general business, and nursing, an inventory of existing programs offered throughout the UW System was conducted, which identified sixteen degree programs that are immediately available to residents of the County.² The programs are offered by an array of institutions, including UW-Milwaukee, UW-Platteville, UW-Stout, UW-Whitewater and Carroll College. Customized instruction is also available on a contract basis through UW-Milwaukee and UW-Extension.

The proposed Adult Student Initiative of the UW Colleges and UW-Extension³ will focus its immediate efforts in Waukesha, beginning in fall 2006. This initiative builds upon the market studies conducted by UW Colleges and UW-Extension to identify baccalaureate degree needs in the state. It is a plan to identify potential students, recruit and advise them for specific degree programs, and conduct assessment of prior learning to advance students toward degree completion. The initiative planners have identified degrees most in demand throughout the state and compiled a comprehensive inventory of degrees available, indicating the methods of access (classroom instruction, Internet, etc.) UW-Waukesha will be a first site for implementation of the initiative. Expansion of these services is included in the preliminary budget request of the UW System for the 2007-09 biennium.

Throughout the course of the broad continuing discussion regarding UW programs in Waukesha County that followed from the March 2006 Regents' meeting, distinct issues were often combined into single conversations. However, each of the following questions requires specific attention and solutions:

¹ Available at: <http://www.wisconsin.edu/waukesha>.

² See Appendix 3 "Available Program Inventory".

³ See Appendix 4, "Adult Student Initiative: A System Priority", presented to the UW System Board of Regents, February 9, 2006.

- How to increase the availability of baccalaureate and graduate degree programs in Waukesha
 - How to deliver the programs in a timely and convenient way to expand access
 - How to maintain access to higher education through the existing gateways
 - How to expand opportunity in the UW System in the most cost-effective manner
- How to help develop UW-Milwaukee's role as a regional research university in the seven-county region of southeastern Wisconsin
- How to help alleviate UW-Milwaukee's space constraints in Milwaukee
- How to provide "tax equity" in Waukesha County

The growth and development of Waukesha County is distinct in the state. It is the third most populous county (360,767 residents in 2000) with the second highest equalized property value.⁴ It is no longer a primarily rural county. There are over 12,000 employers in Waukesha County employing more than 218,000 workers. Unlike most of the other counties in which two-year campuses of the UW Colleges are located, manufacturing (26%), services (25%), and retail trade (16%) represent the largest employment sectors in Waukesha County.⁵

While the buildings and grounds of the existing campus of UW-Waukesha are a critically important asset in building UW educational programs, the planning vision extends beyond the physical limits of this campus. Constantly changing technology makes it possible to offer convenient access to higher education, especially to working adults, and challenges us to envision the virtual university that is a 21st century update of the Wisconsin Idea. The pursuit of learning must extend to anywhere in Waukesha County, as well as the seven-county region of southeastern Wisconsin. Collaborations with other institutions of higher education, beginning with UW-Milwaukee and including Waukesha County Technical College, Carroll College, other UW campuses, high schools, business and non-profit environments are being considered for program delivery. This approach would lessen the fiscal load on UW-Milwaukee and the UW System.

There is a strong base from which to work to expand degree opportunities. In addition to the UW transfer curriculum that has been in place at UW-Waukesha for forty years (and which includes an articulated curriculum agreement with UW-Milwaukee to track students to the engineering program), the Waukesha County Technical College has two-plus-two agreements for baccalaureate degree programs with UW-Milwaukee and Marquette University in engineering. The challenge will be to bring the third and fourth years of instruction from UW-Milwaukee and other schools to appropriately equipped instructional facilities in Waukesha County. At this point, the laboratories of WCTC are the most promising asset for this expansion.

⁴ Cited by County Executive Dan Vrakas at the "Making the Grade" Higher Education Forum, May 23, 2006; <http://www.waukeshacounty.gov/cm/About%20Waukesha.html>

⁵ See: <http://www.waukeshacounty.gov/cm/About%20Waukesha.html>.

A UNIVERSITY CENTER APPROACH

A university center does not grant degrees; it is a framework which facilitates the presence of degree-granting institutions in a particular location so that they can deliver their programs in the most accessible manner possible to local residents. The model avoids sunken-investments in new programs (unless documented through diligent market analysis), can phase programs in and out of a particular location, according to market demand and student satisfaction, and can be “nimble”, taking advantage of the increasing variety of program delivery modes: traditional classrooms, virtual on-line instruction, on-site instruction in the workplace, hybrid instruction, variable session length, week-end and cohort program instruction.

The desired closer alliance between UW-Milwaukee and UW-Waukesha will position Waukesha for success in the knowledge economy of the 21st century. It will allow UW-Waukesha to serve the county’s citizens by increasing access to a locally delivered baccalaureate degree, while also helping UW-Milwaukee to progress in its mission of increasing the number of baccalaureate and graduate degree holders in Southeastern Wisconsin.

UW-Milwaukee is already a major presence in Waukesha. Approximately 56% of UW-Waukesha students transfer to UW-Milwaukee while substantial numbers of UW-Milwaukee students are Waukesha County residents (over 3400 in 2003-04). The University also offers three options for majors and two minors for baccalaureate degrees in Waukesha through the UW-Milwaukee College Connection—a program that currently enrolls 235 students and has graduated 65 students. In addition, the UW-Milwaukee MBA program in Waukesha enrolls 32 students. Business and government leaders in Waukesha have asked for baccalaureate and graduate degree programs in business and engineering, programs UW-Milwaukee is prepared to offer in partnership with UW-Waukesha and Waukesha County Technical College.

The recommended option for immediately increasing the availability of higher education opportunities for four-year degrees in Waukesha County, delivered by UW-Milwaukee, other institutions of the University of Wisconsin System, and private colleges and universities, is the university center approach. The approach would build upon the foundational programs currently delivered by UW-Waukesha and the Waukesha County Technical College, to provide a broad array of programs specifically targeted to local needs in a way that is both cost-effective and nimble. UW-Milwaukee pioneered this approach with the development of the three bachelor-degree completion programs (Organizational Administration, Communication, and Information Resources) currently offered on the UW-Waukesha campus. Both UW-Milwaukee and UW-Whitewater have an established history of offering the MBA program at alternative sites, including the UW-Waukesha campus. The university center approach would build on the access mission of the UW Colleges, expand it with additional advising and counseling services offered through UW Extension (especially targeted to returning adult students), and

deliver a broad range of educational programs to meet local needs at the lowest possible cost.⁶

The critical success factors for a university center approach include: (1) flexible programming with collaborating institutions committed to offering their degrees with instructional quality standards equal to those of the home campus; (2) continuous marketing and student satisfaction studies (including assessment) to align program delivery with changing needs; and (3) high-level administration and coordination to broker program delivery (academic scheduling, facility management, support services), administer contractual arrangements, maintain communication among educational institutions and community stakeholders, and monitor program quality.

In the last two decades, the university center solution has evolved in several directions: (1) continued collaborative model, with expansion of program array and construction of dedicated facilities (e.g., Macomb University Center in Michigan, the University Center of Lake County, Illinois); (2) evolution of the center into an autonomous 4-year or comprehensive university campus (University of Houston-Victoria and St. Petersburg College); or (3) dissolution of the collaborating coalition due to lack of program demand or conflicts among the collaborators (Tulsa). The flexibility of the university center approach allows the operation of any one center to be custom-tailored to suit the needs of the region in which it is located and to evolve through time. A governing structure that includes representatives from higher education and business and local communities ensures that “form follows function”. In this regard, the university center approach can serve as an intermediary step to an institutional merger or other organizational structure that will contribute to the long-term vitality of Waukesha County.

A staff visit to the University Center of Lake County, Illinois⁷ in May 2006 revealed its values as an instructive model for developing a university center in Waukesha. There are socio-demographic similarities between Lake County and Waukesha County; the Illinois center was created under the sponsorship of the University of Illinois and receives its operating budget from the State of Illinois. The community College of Lake County (CLC), which is funded through the property tax levy, contributed financially to the establishment of the two sites of the University Center (in Waukegan and on land adjacent to the main CLC campus in Grayslake). Lake County also contributed to the capital construction costs of the Grayslake building. However, the center’s annual operational budget of approximately \$2.6 million is funded by the state as a line item in the Illinois Board of Higher Education budget.

According to Keith Sanders, who was Executive Director of the Illinois Board of Higher Education at the time the University Center of Lake County was created, the center was established “at less than half the costs that the state would bear if we were to create a new, full-fledged university.” In 1999 Dr. Sanders and his Illinois colleagues endorsed it “as a state-of-the-art model for providing low-cost, high-quality, relevant, and convenient

⁶ See Appendix 2 for more detailed description of a university center operation.

⁷ See: <http://www.ucenter.org>.

programs of instruction."⁸ Dr. Sanders continues to be enthusiastic about the approach, which ensures a broader array of program offerings than could be provided by any one university, is cost-effective and adaptable to the fast-changing needs of current and future economic development.⁹

The university center approach offers an opportunity to use the extensive, cutting-edge technological resources of the UW Extension to create the University of the 21st century that is not bound by bricks, mortar or physical location. By building upon the collaborative arrangements that both UW Colleges and UW-Extension have with UW-Milwaukee and other four-year institutions across the UW System, the university center approach to program delivery could dramatically increase access to educational programs from multiple institutions. By drawing upon the strengths of existing degree programs, the university center operation can channel efforts into developing seamless service to stakeholders and pedagogical innovations that serve place-bound students, especially working adults. The flexible structure of the university center approach makes it adaptable to changing needs and opportunities, whether they are for bachelor or graduate degrees or specialized, non-credit training and continuing education.

Because the university center is an administrative framework that facilitates the delivery of programs developed by several higher education institutions, it can be an ideal setting for innovation, particularly if it is endowed with operating flexibilities in personnel and budgetary matters (including capital construction), as outlined by the UW Board of Regents in their 2004 report, "Charting a New Course for the UW System."¹⁰ To the extent that it can bring together two or more institutions to create an essentially "new" product through synergies of collaboration, the university center model represents an "equity alliance," as described by Dyer et al., which they found to be most productive in collaborations involving people.¹¹ Innovative dimensions can be multiplied when the partnership is cross-sectoral, with a center governing board that includes business and community representatives, a goal advanced by the Board of Regents in its "Charting a New Course for the UW System" report.¹²

If the university center approach in Waukesha were to be formalized, it would require a governing board that includes representatives from higher education (education program providers), the public sector (budgetary support), and the business community (employers) and promotes responsiveness to the changing needs of the service area, with a director responsible for the day-to-day operations. Within this framework, creative forms of administrative organization (e.g., public-private partnerships, non-profit

⁸ Quoted in *The Chronicle of Higher Education*, Vol. 45, Issue 21, (January 29, 1999): A40.

⁹ Personal telephone conversation with Jane Crisler, May 4, 2006. Dr. Sanders is familiar with the University of Wisconsin System, having served as Chancellor of UW-Stevens Point and UWSA Vice President.

¹⁰ University of Wisconsin Board of Regents. "Charting a New Course for the UW System." Summer 2004. Available at: <http://www.uwsa.edu/bor/archive/study/report.htm>. See especially Section Five.

¹¹ Dyer, Jeffrey, et al., "When to Ally and When to Acquire." *Harvard Business Review*, Jul/Aug 2004, Vol. 82, Issue 7/8, p108-115

¹² *Op. cit.*, Section Four, Recommendation 9.

corporations) might be developed that would provide opportunities for innovation and growth (e.g., in capital construction, procurement, and hiring).¹³

INSTITUTIONAL MERGER OF UW-WAUKESHA INTO UW-MILWAUKEE

In considering the cost advantages of institutional merger, several questions need to be resolved, requiring much more due diligence. Identifying the value to be added to the existing institutions is important, because they have distinct missions. As a campus of the UW Colleges, UW-Waukesha offers the first two years of baccalaureate education and is one of the thirteen transfer institutions of the UW System; as a doctoral campus, UW-Milwaukee offers baccalaureate and graduate programs, and has an increasing focus on research. There is also the question of how best to utilize the UW System's diminished budgetary capacity which has seriously eroded every institution's ability to fulfill its mission. Within that budgetary context, institutional merger might compromise the missions of both UW-Waukesha and UW-Milwaukee, as scarce resources would be spread too thinly to serve both, given the needs and expectations of Waukesha leadership. Under the leadership of Chancellor Santiago, UW-Milwaukee is realigning resources (reduced by \$10 million in the 2005-07 biennium) to support the Research Growth Initiative, an endeavor that has been endorsed by the UW System Administration.

In reviewing cost-effective solutions, the up-front cost of institutional merger must be considered carefully after additional analysis that remains to be done. The exact terms of the merger must be identified so that financial costs can be determined, taking into account the following:

- Separating UW-Waukesha from the UW Colleges/UW Extension would remove the campus from the most cost-effective institution and transfer it to one with higher costs.
- Administrative overhead costs at UW-Milwaukee are higher than the UW Colleges/UW Extension.¹⁴
- Faculty and staff salaries of UW-Milwaukee are higher than those of the UW Colleges. If UW-Waukesha faculty and staff were transferred to UW-Milwaukee, additional costs would be incurred in effecting salary equity.
- Institutional merger in and of itself would not promote research/intellectual transfer activities. UW-Milwaukee requires access to additional facilities, which is a capital budget question. (See discussion of "Research/Intellectual Property Transfer" below.)

Without a specific model (or models) to detail the shape, goals, and structure of an institutional merger, it is impossible currently to calculate either the cost of a merger or the potential savings to be achieved. Considering just the first step in such a restructuring—the transfer of the operations of the UW-Waukesha campus from the UW

¹³ See, for example, the Governing Board of the University Center of Lake County, <http://www.ucenter.org/gb.html>.

¹⁴ As a percentage of General Purpose Operating funds (Funds 101,103 and 104) in the FY06 Redbook, UW-Milwaukee is 8.64% of General Program Operations; UWC/UW Extension is 6.20%.

Colleges to UW-Milwaukee for administration—there is little evidence that savings would be achieved. This is because “back office support” for the areas of business services, human resources, information technology and student records on the UW-Waukesha campus is provided through the UW Colleges central office in Madison. There would be no identifiable information technology savings, since both UW-Waukesha (through the UW Colleges) and UW-Milwaukee use essentially the same software products, purchased through State contract. Almost all current staffing at UW-Waukesha is directly supportive of students, faculty, or the facility itself. The only potential administrative staffing reductions on campus that could be achieved might be partial reductions to university relations (currently 2.82 FTE total) and business services (currently 4.5 FTE total).

CREATION OF A NEW FOUR-YEAR UNIVERSITY

In estimating the costs of establishing a new, stand-alone four-year university at Waukesha, the example of UW-Green Bay might serve as a model; its 5348 students enrolled in fall 2005 is approximately equal to a combination of the 2000 students currently enrolled at UW-Waukesha and the 3400 Waukesha residents who attend UW-Milwaukee. (UW-Green Bay was created in 1965 through the expansion of the two-year UW campus in Green Bay.) The Fiscal 2006 operating budget of UW-Green Bay is \$75 million, with approximately 564 FTE staff. Of that total, approximately \$35 million is general program operations, funded through GPR and tuition revenue.

The existing UW-Waukesha facility of 258,000 square feet would need to be expanded considerably, probably at a capital cost in excess of \$50 million. (As a campus of the UW Colleges, UW-Waukesha does not have an auxiliary reserve to fund construction of residence halls or other student service or athletic facilities.) At a time when the state is struggling with a structural budget deficit, a new investment of this magnitude is unlikely, especially given the programmatic needs that have been created throughout the System by past budget reductions.

In the mid-1990s, when the Illinois Board of Higher Education considered options for meeting demand for public higher education in Lake County (a county with a demographic and socioeconomic profile similar to that of Waukesha County), it faced a choice between (1) creating a new campus of the University of Illinois and (2) establishing a consortial programming framework that would be cost-effective and flexible. According to Dr. Charles V. Evans, Assistant Vice President of Academic Affairs and Director of Outreach and Public Service of the University of Illinois, if the choice had been considered in the 1970s, the outcome would probably have been the establishment of a new University of Illinois campus at an initial cost of \$250-300 million, with an annual operating budget of approximately \$40 million. That magnitude of expenditure was “unacceptable” in the 1990s and made the new model of consortial program delivery that would initially cost approximately \$30 million and then require an annual operating budget of approximately \$5 million the obvious choice.¹⁵ (See further discussion above under “Pursuing a University Center Approach”.)

¹⁵ Personal telephone conversation with Jane Crisler, April 25, 2006.

Creating the first new campus of the University of Wisconsin in over 40 years would be an exciting challenge and opportunity for innovation. The many conditions of higher education that have changed since UW-Green Bay and UW-Parkside were established in 1965—in architecture, technology, student learning and public expectations—would make the creation of a new campus an opportunity to showcase the UW of the 21st century. Limiting the opportunity would be the availability of public funding, statutory and policy requirements, and concerns of other UW campuses (especially UW-Milwaukee and UW-Whitewater) about the effect such a campus would have on their operations and investments.

RESEARCH/INTELLECTUAL PROPERTY TRANSFER

Waukesha County ownership of the UW-Waukesha grounds and buildings offers a unique opportunity to develop the research and intellectual property transfer activities in Waukesha if community and government leaders who have publicly espoused these goals translate their advocacy into local and/or legislative support. They can secure additional resources for land and buildings that can advance UW-Milwaukee's research mission and presence in Waukesha and help to develop UW-Milwaukee's stature and capacity as a major research university within the seven-county region. A portion of the UW-Waukesha campus could be designated as the site for a new building(s) that would house UW-Milwaukee programs, such as engineering and/or research activities, in the same way as public/private partnerships have funded special facilities for engineering education (delivered by UW-Platteville) at UW-Rock County and UW-Fox Valley on land owned by the host county.

University of Wisconsin System and Waukesha leaders are in agreement regarding the need to act in an expeditious manner and together face the challenge of how to fund capital construction in Waukesha that could be used by UW-Milwaukee. Continued County financing of capital construction (as is the case with facilities housing UW Colleges programs) and/or private funds would ensure the shortest construction time. State funding through the State Building Commission would add state support to the County, but would require a longer time-frame for project approval and allocation of bonding authority. In any case, expanded square footage of new facilities would also require allocation of new GPR to support the maintenance and operation costs of new buildings and the programs they house. Additional budgetary support and creative forms of partnership are essential to such development, since the diminished GPR allocations to the UW System preclude funding of new initiatives from the current budget.

Conclusion

In its Initial Report, the Waukesha Study Steering Group concluded that to meet the multi-faceted challenges facing the UW System, the State of Wisconsin, and Waukesha County, a staged process is essential:

Using feedback from new initiatives and continuing consultation with stakeholders in the public and private sectors, UW leaders can develop the institutional infrastructure in an evolutionary way that most effectively facilitates emerging service needs and opportunities. For example, an immediate step could be increased service to the Waukesha area by existing UW institutions, accomplished through focusing of resources and/or cost-recovery program financing. An intermediary step might be to create a “university center” as a collaborative organizational model. Based upon these experiences, institutional merger of UW-Waukesha into UW-Milwaukee could be evaluated according to its functional utility at a later point in time.

By adopting a comprehensive strategic approach to institutional development, the UW System can build models that are custom-tailored to meet public needs and are adaptive. The evolutionary approach also allows due diligence to be performed in considering changes to institutional structure, so that decision-making is both informed and the University System responsibly stewards the resources entrusted to it by the public. The approach also aligns university program development with the available resource base of public and private support.¹⁶

The Steering Group recognizes that institutional merger is a complicated matter that requires continued due diligence to inform decision-making by the Board of Regents. The Steering Group continues to endorse the university center approach as the solution that will (1) meet immediate needs in a timely way, (2) be a flexible administrative framework for innovation, (3) be cost-effective in minimizing administrative overhead, (4) most effectively connect the programs and operations of the UW System to the community of Waukesha, and (5) provide a progressive transition to a more permanent organizational structure, such as a merger or other solution.

While administration of the center would initially be housed on the UW-Waukesha campus and its facilities would be used to deliver additional instruction on a “space-available” basis after the transfer curriculum has been scheduled, center programming would not be limited to this location. Initial operation will result from the re-focusing of program resources to serve adult students in Waukesha. Additional start-up funding will be needed to fully serve the potential in Waukesha. UW System Administration will ensure that the Board of Regents receives regular updates on the center operation, including an analytical annual report.

Because of the special role that UW-Milwaukee plays and can develop in serving the seven-county region of southeastern Wisconsin, it must be pre-eminent in the activities facilitated by the center. It is essential that the strategic plans of UW-Milwaukee, the UW Colleges and UW-Extension, Waukesha County, and the Milwaukee Seven be developed in concert, especially as we examine in depth the possibility of a merger of UW-Waukesha into UW-Milwaukee.

¹⁶ *Op. cit.*, p. 10.

Public financing of higher education in Waukesha is a primary concern to Waukesha County elected officials, who seek relief from property tax support of the UW-Waukesha campus. This is a serious issue which must be addressed in broader discussion, because (1) it has implications for the State budget and the University of Wisconsin System more generally, and (2) it involves choices regarding services to be delivered and state budget priorities. The \$1.5 million annual support for the campus from the Waukesha County tax levy¹⁷ would need to be replaced by state GPR funds or through a private endowment of approximately \$30 million.

NEXT STEPS

Given the urgency to expand and strengthen delivery of baccalaureate and graduate programs in Waukesha and to advance research/technology transfer activities which will promote economic development in the region, the following charts the course, short-term and longer-term:

(1) Utilize a university center approach in Waukesha with UW-Milwaukee and other partners, to begin immediately to meet the identified program needs.

(2) Employ a director to administer a university center approach effective July 1, 2006 who will coordinate and administer program delivery; further assess community needs and program operations; coordinate communication among center partners; and contribute to long-term planning. The director will work with an advisory committee, composed of leaders from higher education and the community, on program development and operation.

(3) Pursue the construction of a building on the UW-Waukesha campus for the use of UW-Milwaukee for research and other activity. Facility planning would be informed in part by the assessment of programs delivered using the university center approach and by concurrent longer term planning undertaken by the UW-Milwaukee and the UW Colleges/UW-Extension (see 4 and 5 below).

(4) The Chancellor of UW-Milwaukee and the Chancellor of UW Colleges/UW-Extension will continue to develop long-term solutions to fulfilling the needs and opportunities of Waukesha County. Next steps will be:

- UW-Milwaukee and UW-Colleges/UW-Extension will continue planning activities, along with local elected officials and other community leaders, leading to an enhanced UW-Milwaukee presence on the Waukesha campus.**
- The two institutions will develop an appropriate and cost-effective business model to provide selected four-year degree and graduate programs directly to the citizens of the Waukesha County.**

¹⁷ Cited by County Executive Dan Vrakas at the “Making the Grade” Higher Education Forum, May 23, 2006.

- Efforts will be made to identify the appropriate mechanisms that will lead to the creation of a research infrastructure in Waukesha, tailored to the County's current and emerging needs. UW-Milwaukee will play an enhanced role as it develops into a regional research center.
- Determine the most effective governance model to oversee new initiatives, including the possibility of a merger of the two campuses, using detailed financial analysis comparing merger with any alternative model(s).

(5) Examination of critical questions by the Commission on the Future of the UW Colleges (otherwise referenced as a "Blue Ribbon Panel"):

- What are the immediate needs of our local counties? How can the Colleges better serve the needs of their communities?
- Should the Colleges serve as "exclusive" freshman-sophomore campuses (gateways) to the UW System while the comprehensives concentrate on upper division and graduate instruction?
- Should the Colleges be approved to offer selective baccalaureate degrees in areas that meet local demand of place-bound students and where the faculty expertise exists to do so? In essence, should we expand our degree/program offerings, and if so, in which areas and at what level(s) (AA, BS, BA, certificates, institutes, etc.)?
- Is the university center approach a model that would serve our local citizens well? At what campus locations might the university center model be most effective?
- How can the relationship between UW-Extension and the UW Colleges add value to the citizens of the State of Wisconsin?
- What is our relationship to the Wisconsin Technical Colleges and their mission? What should that relationship be?

While the Commission on the Future of the UW Colleges is a state-wide initiative that will complete its work at the end of 2006, the shorter-term, focused efforts to expand UW-Milwaukee activity in Waukesha is a priority that will be immediately addressed (See (4) above).

Chancellor Santiago of UW-Milwaukee and Chancellor Wilson of the UW Colleges /UW-Extension will communicate to the Board regarding their planning activities. They will make their first report at the August 2006 meeting of the Education Committee of the Board of Regents.

APPENDIX 1

Waukesha Study Steering Group (effective June 1, 2006)

University of Wisconsin System Regent Michael Spector
Executive Senior Vice President Don Mash, UW System (chair)
Chancellor David Wilson, UW Colleges and UW Extension
Vice Chancellor and Provost Margaret Cleek, UW Colleges
Vice Chancellor Marv Van Kekerix, UW Extension
Chancellor Carlos Santiago, UW-Milwaukee
Vice Chancellor and Provost Rita Cheng, UW-Milwaukee
Campus Executive Officer and Dean Patrick Schmitt, UW-Waukesha
Jane Crisler, UW-Waukesha (staff)

APPENDIX 2

University Center Background

What is a “University Center”?

“University center” is a generic term for the collaborative arrangement between two-year and four-year institutions to deliver more degree opportunities (for baccalaureate and graduate degrees) in areas of geographic accessibility. The guiding concept of the university center is cost-effective and convenient delivery of post-secondary instruction. As described here, it does not include mechanisms or facilities to promote research. There are various models for university centers. Most build upon the platform of two-year campuses that are the gateway to baccalaureate education, an approach that has proven to be a practical and cost-effective means for meeting increased demand.

How does a university center work?

Two-year campuses are generally chosen for the site of a university center because their mission of community accessibility located them in geographically convenient sites and they have services such as computer labs, libraries, and student centers that can provide academic support. Their role as a “gateway” to the baccalaureate degree serves as an enrollment “funnel” to expanded markets for four-year and graduate degrees. At least in the initial phases of university center development, the physical facilities of the two-year campuses can be used for advanced instruction and, in some cases, their instructional and support staff can also be hired to support the upper-division and graduate curricula. At some locations in the country consortia of collaborating institutions have rented or built facilities in downtown or other locations convenient to new student markets.

The critical success factors for a university center include: (1) flexible programming with collaborating institutions committed to offering their degrees with instructional quality standards equal to those of the home campus; (2) continuous marketing and student satisfaction studies (including assessment) to align program delivery with changing needs; and (3) high-level administration and coordination to broker program delivery (academic scheduling, facility management, support services), administer contractual arrangements, maintain communication among educational institutions and community stakeholders, and monitor program quality.

The university center concept became popular in the 1980s. In the last two decades, the model has evolved in several directions: (1) continued collaborative model, with expansion of program array and construction of dedicated facilities (e.g., Macomb University Center in Michigan, the University Center of Lake County, Illinois); (2) evolution of the center into an autonomous 4-year or comprehensive university campus (University of Houston-Victoria and St. Petersburg College); or (3) dissolution of the collaborating coalition due to lack of program demand or conflicts among the collaborators (Tulsa).

What are the advantages of this approach?

The university center model has become a popular solution to increased demand for baccalaureate education, especially programs that are related to changing and/or increased demands of economic development, because the model is market-driven and can deliver existing programs to new constituencies without requiring costly and time-consuming academic program development or accreditation reviews. The university center does not grant degrees; it is a framework which facilitates the presence of degree-granting institutions in a particular location so that they can deliver their programs in the most accessible manner possible to local residents. The model avoids sunken-investments in new programs (unless documented through diligent market analysis) and can phase programs in and out of a particular location, according to market demand and student satisfaction, and it can be “nimble”, taking advantage of the increasing variety of program delivery modes: traditional classrooms, virtual on-line instruction, on-site instruction in the workplace, hybrid instruction, variable session length, week-end and cohort program instruction.

What are the challenges?

The ever-changing dynamic of the program array requires sustained commitment from institutional program providers and budgetary support for center administration. The center must have a clearly defined administrative and governance structure, though it need not be extensive (e.g., the University Center at Macomb Community College serves 3,000 students in over 30 programs with three professional staff, two administrative assistants, and three facility support staff). A framework for negotiating arrangements among collaborating institutions and local employers is essential, because the most popular programs offered through university centers are directly connected to workforce needs: business, computer science, information technology and education. The changing nature of the program array requires flexible instructional space that can be used for a variety of disciplines. More specialized instructional facilities, such as laboratories, are generally constructed in partnership with a collaborating institution (business or educational) after long-term program demand has been confirmed through careful study and negotiation. Delivering instruction in the workplace is also a way of customizing instruction and taking advantage of the technology available in business environments.

Every university center operates with an array of contracts that spell out all aspects of each program to be delivered and the responsibilities of each and all parties. Facility and equipment costs, student services (especially advising), faculty support and all aspects of the academic program operation must be specifically addressed. Though the model is economical, it requires some start-up funding and capital funding might eventually be required, depending upon the evolution of program offerings.

Existing Models

A list of models across the United States appears below and many are described by Albert Lorenzo in his chapter on “The University Center; A Collaborative Approach to

Baccalaureate Degrees” in *The Community College Baccalaureate* by Floyd et al. The situation in Wisconsin is unique, because the state does not have a community college system. Several campuses of the University of Wisconsin Colleges (UWC) have created functional university centers through collaborative agreements with other UW institutions. (See: <http://www.uwc.edu/transfer/collaborative.asp> for a complete listing of the collaborative degree programs.) For example: UW-Fond du Lac hosts 5 UW institutions offering 7 bachelor degree programs; UW-Fox Valley hosts 3 institutions offering 4 degree programs. UW-Marshfield/Wood County (UW-MWC) and UW-Marathon County (UW-MC) in Wausau partner with UW-Stevens Point to create The UW Central Wisconsin Connection which is a joint-admissions agreement among the three campuses. Through collaboration, three UW-SP bachelor degree programs are offered on the UW-M/WC and UW-MC campuses and faculty of the two UWC campuses can be appointed by UW-SP to teach upper division courses on the two-year campus.

National Models

Auraria Higher Education Center (Colorado) <http://www.ahec.edu>

Des Moines Higher Education Collaborative. (Iowa) <http://www.dmhec.com>

Franklin University Community College Alliance (Michigan-virtual program) <http://cca.franklin.edu>

Greenville Higher Education Center (South Carolina) <http://www.ghec.org>

Loraine County Community College University Partnership (Ohio) http://www.lorainccc.edu/LCCC/Academic/University_Partnership

Macomb University Center (Michigan) <http://www.macomb.cc.mi.us/UnivCtr>

North Harris Montgomery Community College District University Center (Texas) <http://www.tuc.edu>

The Universities Center at Dallas (Texas) <http://www.ucddowntown.org>

University Center of Lake County (Illinois) <http://www.ucenter.org>

University Center Rochester (Minnesota) <http://www.roch.edu>

University of Maryland/Universities at Shady Grove. <http://www.shadygrove.umd.edu>

USDSU Sioux Falls (South Dakota) <http://www.usdsu.org>

APPENDIX 3

WAUKESHA POST-SECONDARY EDUCATION
Needs Identified by WCAN (2/23/2006)

AVAILABLE PROGRAM INVENTORY

Jane Crisler Draft 4/26/06

Engineering

UW-Waukesha has pre-engineering articulation agreement that aligns first two years of baccalaureate with UW-Milwaukee engineering program

WCTC has pre-engineering articulation agreements with Marquette University (targets underserved populations) and UWM

M.S. in Engineering (on-line) (UW-Platteville)

(<http://www.uwplatt.edu/disted/degrees/eng/index.html>)

Information Technology

B.S. in Information Resources offered at UW-Waukesha (UW-Milwaukee)

(<http://www.uwm.edu/Dept/SOIS/academics/bsir.htm>)

M.S. in Technology Management (on-line) (UW-Stout)

(<http://www.uwstout.edu/programs/mstm/deo/>)

Sales and Marketing

B.A. in Organizational Administration (with business minor) offered at UW-Waukesha (UW-Milwaukee) (<http://www.uwm.edu/Dept/BAOA/>)

B.S. in Business Administration (on-line) (UW-Platteville)

(<http://www.uwplatt.edu/disted/degrees/bsad/index.html>)

B.S. in Management (on-line) (UW-Stout) (<http://www.uwstout.edu/programs/bsm/>)

M.B.A. UW-Milwaukee and UW-Whitewater offered in person on the UW-Waukesha campus (<http://www.uwm.edu/Dept/Business/programs/mba/waukesha.html>) and (<http://academics.uww.edu/business/acadprog/mba.html>)

M.B.A. (all emphases) (on-line) (UW-Whitewater) (<http://onlinemba.uww.edu/>)

UW-Whitewater on-line B.B.A. completion program (stacks on UWC associate degree) approved by UWSA and HLC

UW-Milwaukee customized executive instruction available

(<http://www.uwm.edu/Dept/Business/execprograms/>)

General Business

Online Graduate Certificate in State and Local Taxation (UW-Milwaukee)

The UWM School of Business offers opportunities for advanced learning and research through the:

Bostrom Center for Entrepreneurship

(<http://www.uwm.edu/Dept/Business/research/bcbcie/bbsit.htm>)

Center for Technology Innovation

(<http://www.uwm.edu/Dept/Business/research/cti/index.html>)

Research Alliance Program for Behavioral and Biological Studies in Information Technology (BBS.IT)

(<http://www.uwm.edu/Dept/Business/research/bcbcie/bbsit.htm>)

Consortium for Innovative Manufacturing and Operations Management (CIMOM)

(<http://www.uwm.edu/Dept/Business/research/bcbcie/cimom.htm>)

International Business Center

(<http://www.uwm.edu/Dept/Business/research/ibc/index.html>)

Nursing

B.S.N Carroll College transfer program with UW-Waukesha works well

WCTC has nursing articulation agreement with Marquette (targets underserved populations)

B.S. in Nursing (CNP) for Wisconsin RNs (UW-Eau Claire, Green Bay, Madison, Oshkosh & Milwaukee) (<http://learn.wisconsin.edu/cnp/>)

B.S.N. (accelerated on-line) (UW-Oshkosh)

(<http://www.uwosh.edu/colleges/con/accelerated.php>)

Ph.D. in Nursing: Online Option (UW-Milwaukee)

(http://cfprod.imt.uwm.edu/nursing/academics/doctor_online.cfm)

Collaborative Online Gerontology Certificate program (OGC) (on-line) (Collaborative Resources, UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Madison, UW-Milwaukee, UW-Parkside, UW-Stevens Point, UW-Stout , UW-Superior) (<http://learn.wisconsin.edu/gerontology/>)

Graduate Programs

M.S. in Hospitality and Tourism; Online Concentration in Administration (UW-Stout)

(<http://www.uwstout.edu/programs/msht/intro.html>)

M.S. in Vocational Rehabilitation (on-line concentration in rehabilitation counseling)

(UW-Stout) (<http://www.uwstout.edu/programs/msvr/online.html>)

M.S. in Criminal Justice (on-line) (UW-Platteville)

(<http://www.uwplatt.edu/disted/degrees/cj/index.html>)

M.S. in Project Management (on-line) (UW-Platteville)

(<http://www.uwplatt.edu/disted/degrees/pm/index.html>)

Adult Student Initiative: A System Priority

"We need to do all that we can to put
the University of Wisconsin within the
reach of every state citizen."

The University's Growth Agenda: A Vision for the Future

Kevin P. Reilly, President

UW System Board of Regents, Thursday, February 9, 2006

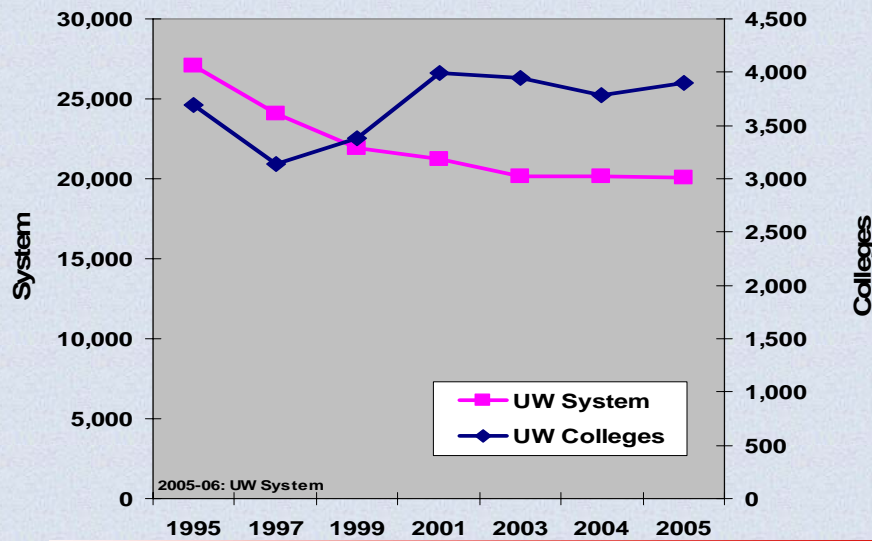
Critical State Need for Baccalaureate Completion

Wisconsin . . .

- Is 5% behind nearby states in number of adult baccalaureate degree holders – 72,000 people
- Has a lower average family income
- Suffers in economic vitality
- Has a competitive disadvantage in the knowledge economy

There is a documented need to attract adults
with an associate degree or substantial college credit
to UW System campuses to complete a bachelor's
degree.

Enrollment of Non-Traditional Students



Adult Student Initiative: Positive Considerations

- Wisconsin has a high level of associate degree completion, we have a substantial learner market
- Needed undergraduate degrees exist face-to-face
- Some distance-accessible degrees already exist
- Some utility capabilities already exist
- Other states have been successful
- We have the competencies to do this
- The UW brand is strong, competitive
- CAEL is consulting for us

Wisconsin Population Age 18 and Older - 30%
with some college or Associate degree



Potential Market: N=1,198,886



Extremely or very interested in enrolling in a degree
program in the next year **and** claim to be extremely or very
likely to enroll. *Market Size Estimate = 60,860*

Stopped without completing degree. *Market Size Estimate*
= **18,329**

Increasing Baccalaureate Degree Work Group (IBDWG)

Colleges –

Wava Haney
Christa James-Byrne
Andrew Keogh
Diane Pillard
Barbara Stinson

Extension –

Mary T. Crave
Mary S. Grant
Ann Keim
Kris McGrew
Lee Zaborowski

Identify/Locate Potential Students

- **Three studies** have been completed that provide demographic information regarding potential markets for the UW Colleges and UW-Extension
- **Work with comprehensive campuses** that have identified niche
- UW Colleges can provide complete lists of all **students who earned associate degrees** through the Colleges

Recruit/Advise/Prior Learning Assessment

- UW-Extension and UW Colleges should lead an aggressive, **statewide informational campaign** to stimulate awareness and promote interest in higher education
- UW Help and UW Colleges Online will continue to provide **toll-free phone advising, e-mail advising, the Help Online Web site, and electronic application for admission**
- The UW System needs to move into the mainstream of use of **prior learning assessment (PLA)**

Enroll/Support Students

- The UW Colleges will continue to employ a **liberal admission criterion**
- The full range of **academic support services** will continue to be available both face-to-face and online through the UW Colleges and UW-Extension
- UW Colleges and UW-Extension personnel will **work collaboratively to assist students**

Develop Programs/AA&S/BA/BS

- Enhance the ability of students to **access** the UW Colleges AA&S degree and general education core **courses**
- Expand the number of accessible **baccalaureate degrees available statewide**
- The UW Colleges, as a degree-granting institution, will put into place a **2+1+1 model**
- Additional UW-Colleges **2+1+1 and 2+2 models**

Delivery

- The UW Colleges and UW-Extension will play a leadership role in the development of **alternative delivery formats**
- The UW Colleges and UW-Extension will play a leadership role in the development of **accelerated and convenient schedule structures**
- The UW Colleges and UW-Extension will take into account **learning styles** of generational market segments

Assessment

- UW Colleges will engage students in long-term **longitudinal studies**
- **Measure the increase** in baccalaureate degree
- Studies by the UW Colleges and UW-Extension will be conducted to **identify emerging and unmet needs**

Fastest Growing Occupations in Wisconsin Requiring at Least a Bachelor's Degree *

- Computer systems analysts
- General and operations managers
- Accountants and auditors
- Secondary school teachers
- Elementary school teachers
- Special education teachers
- Computer software engineers, applications
- Network systems and data communications analysts
- Network and computer systems administrators
- Medical and health services managers
- Sales managers
- Computer and information systems managers
- Child, family, and school social workers
- Financial managers
- Public relations specialists
- Management analysts
- Physical therapists
- Computer software engineers, systems software
- Loan officers
- Graphic designers
- Insurance sales agents
- Recreation workers
- Occupational therapists
- Training and development specialists
- Rehabilitation counselors
- Kindergarten teachers, except special education

* U.S. Department of Labor

Overview of Holistic Admissions in the UW System

Executive Summary

Background

The University of Wisconsin System is committed to providing educational opportunities of the highest quality for all citizens. Over the years, it has made a strong, public commitment to diversity, in recognition of diversity as one of the critical components of the educational excellence needed to prepare students for an increasingly diverse workforce and society. The UW System defines diversity broadly, to include and acknowledge differing personal characteristics, experiences, and talents as well as social and cultural differences such as gender, race, ethnicity, socioeconomic status, age, nationality, religion, physical ability, and sexual orientation.

Recent Supreme Court decisions have mandated that race-conscious admissions policies must consider students applying for admissions utilizing a holistic review that considers race, extracurricular activities, work and life experiences, and other factors in addition to traditional factors such as grade point average, class rank, and test scores. These cases provide colleges and universities with guidance on how admissions policies and practices should be structured to ensure the constitutionality of race-conscious admissions. They are also founded on the understanding, backed by decades of research, that numerous educational and social benefits flow from a diversified student body and university community.

In the wake of these Supreme Court decisions, the UW System Admissions Advisory Group was formed in April 2005, to review the UW System undergraduate admissions process, and to recommend guidelines and models to assist UW institutions in their efforts to serve a diverse population of students and thereby enhance the educational experience of all students. In February 2006, the committee issued to the President of the UW System a report that included among its recommendations that each institution conduct a holistic admissions review process, which includes an individualized, non-mechanical review of applicants considering a broad range of quantitative and qualitative factors. That report and its recommendations are included here.

Requested Action

The purpose of this report is to provide information on holistic admissions in the UW System. No specific action is requested at this time.

Discussion

Admissions requirements in the UW System center on a systemwide admissions policy established by the Board of Regents, which permits individual campus requirements and processes developed in accordance with the select mission of each institution. The Board of

Regents policy is characterized as a flexible admissions policy in recognition of the diverse needs of the state's population and the Board's commitment to make educational opportunity accessible to all citizens of the state. In response to this commitment to maximize educational access for all Wisconsin residents, including under-represented students of color, the UW System has used race-conscious admissions policies.

In order to help UW institutions develop or modify their own practices for holistic review of applicants for admission, UW System Administration convened a workshop in March 2006, at which representatives of all of the UW System's campuses received information and engaged in discussion on the equity, educational, and legal issues surrounding admissions, and on how to conduct a more holistic review of applicants. In the wake of that workshop, each campus is currently reviewing its admissions process to determine whether modifications need to be made to ensure that applicants are considered pursuant to an individual, full-file review (i.e. holistic review). Any revisions to campus admissions procedures will be completed in early fall, 2006, and will be implemented for students applying for the 2008-09 academic year. Information to students will be provided in the form of University publications and discussions with admissions and high school counselors during the 2006-07 academic year. As recommended by the final report, each UW institution will establish a process and timeline for regular assessment of its admissions review to ensure that each campus is effectively meeting its institutional diversity goals and in compliance with legal requirements. The Board of Regents will hear an update on the holistic review of admissions in 2006-07.

Conclusion

The holistic process to be followed by UW System institutions is designed to align the Board's commitment to a quality education that serves all segments of Wisconsin's population, with all legal requirements. The outcome will be the admission of students who are prepared for success in the UW System, who will contribute to a quality intellectual and social experience for all students, in preparation for their lives as citizens in an increasingly diverse world.

The mid-point report on *Plan 2008: Educational Quality through Racial and Ethnic Diversity*, made to the UW System Board of Regents in April 2004, stated the following:

In the end, diversity must be viewed as a societal, indeed an American imperative that plays a critical role in developing an educated citizenry dedicated to strengthening democracy and advancing equal opportunity for all people. The UW System's mission goes beyond servicing the individual entitlement to an education. The System exists to advance the public good and invest in the human resources that will lead Wisconsin and the nation into the future.

The UW System remains committed to this mission. The holistic review of applicants for admission to UW System institutions is an integral part of fulfilling it.

Related Policies

None.

**REPORT OF THE
UW SYSTEM ADMISSIONS ADVISORY GROUP**

FEBRUARY 9, 2006

INTRODUCTION AND BACKGROUND

The University of Wisconsin System is committed to providing educational opportunities for all individuals. It has made a strong, public commitment to diversity recognizing the educational and social benefits of a diversified student body and university community. In recognition of this, the System has made a special commitment to maximizing educational access for all Wisconsin residents, and particularly for underrepresented students of color including African Americans, Hispanic/Latinos, Asian Americans (particularly Southeast Asian Americans), and American Indians. This commitment is stated in Wisconsin Statutes, Regent Policy Documents, and most recently in *Plan 2008--Educational Quality Through Racial and Ethnic Diversity*.

In order to achieve the educational benefits that flow from a diverse student body and campus environment, UW institutions use certain race-conscious efforts in recruiting, admitting, and retaining students of color. These efforts must be undertaken in combination to achieve our diversity goals. Recent Supreme Court decisions have reaffirmed the constitutionality of using race-conscious admissions policies designed to promote diversity in higher education when race is used appropriately. These cases provide colleges and universities with guidance on how admissions policies and practices should be structured to ensure the constitutionality of race-conscious efforts.

ADMISSIONS ADVISORY GROUP

The Admissions Advisory Group was formed in April 2005 and was charged to review the UW System undergraduate admissions process and recommend guidelines and models to assist UW institutions in obtaining a diverse student body that would enhance the educational experience of all students, and ensuring that race-conscious admissions practices are consistent with the law. Specifically, the advisory group was asked to address the following questions:

- What are the components of a holistic review, what applicant information would support such a review, and how might that information be utilized?
- What changes may need to be made in our admissions application that would assist institutions in conducting a holistic review that incorporates diversity, and other qualitative factors, into the admissions equation? (For example, one change to be considered will be how students identify their race/ethnicity on the admissions application.)
- How should any changes in our admissions process be best communicated with relevant internal and external constituencies?

The membership of the Advisory Group included representatives from several key constituent groups including Provosts, Chief Student Affairs Officers, Admissions Officers, Faculty Representatives, Multicultural/Disadvantaged Coordinators, Institutional Researchers, and students, in addition to UW System Administration staff. A list of the membership is included in Appendix I. Four subgroups were formed to address the key elements of the charge including defining and modeling a holistic review process, investigating modifications to the undergraduate application form, updating the race/ethnic identification question on the application, and developing a communication strategy and timeline for internal and external audiences.

The Advisory Group and its subgroups met several times between April and December 2005, consulting with various constituent groups throughout the process. The group produced this report for the UW System President, created a website to provide institutions with information and guidance to assist with the review of their admissions procedures, and developed a PowerPoint presentation that can be used to present the issues and findings to appropriate groups.

DISCUSSION

In its review of the case law, relevant literature, and educational models related to this issue, the Advisory Group identified a number of fundamental elements that should be incorporated into any race-conscious admissions process. First, each institution should have a clearly articulated statement, preferably as part of the institutional mission statement, about the importance of diversity at that institution and within individual programs, where appropriate. Second, each institution should conduct an individualized, non-mechanical review of eligible applicants. The decision-making process should consider a broad range of factors that reflect the student's readiness for college, potential for success, and potential contributions to the student body and overall campus environment. That process should include consideration of a wide range of both quantitative and qualitative factors and evaluate the applicant as an entire person. (For a more complete definition of a holistic review process, see Appendix II.) Third, each institution should have a process and timeline for regular review of their race-conscious programs, including admissions, to evaluate their efficacy and to consider whether any alternatives exist that would achieve the institution's diversity objectives in a race-neutral manner.

The Advisory Group was unanimous in its belief that modifying the admissions process to make it more holistic would not likely, in and of itself, result in a significant enrollment increase in students of color or other underrepresented groups. In fact, some institutions that have adopted holistic admissions processes in recent years report that, at least initially, they experienced a decrease in applications from some of the targeted groups. This was particularly true at those institutions that added a number of essay questions to their admissions application. Modifying the admissions process must be part of a larger effort that includes improving recruitment and retention initiatives. If UW institutions are successful in attracting a larger and more diverse applicant pool, a holistic admissions process will help to better evaluate the overall qualifications of the applicants. Also, including a statement about the importance of diversity in the campus mission statement, and defining a process that will consider an applicant's diversity an important factor in the admissions selection process, will send a message to students that diversity is valued and their applications welcomed.

The Advisory Group was also concerned with the potential resource implications of conducting the type of holistic review suggested in the definition referenced above. Some institutions in other states have reported that they have hired or anticipate the need to hire a number of additional permanent or temporary staff to conduct the kind of holistic review they envision. Other institutions have suggested that they plan to use faculty to assist in parts of the review process. A few UW institutions are looking to restructure their process to build in additional time to conduct the review with existing staff. How this plays out for any individual campus

may be directly linked to the extent of the modifications made to the existing process. In any case, resource implications should be considered as this initiative moves forward.

PRINCIPLES AND GUIDELINES

The following principles and guidelines were endorsed by the Advisory Group and guided its efforts and recommendations:

1. In preparing students for an increasingly diverse state, country, and world, in meeting future state workforce needs, and in serving the educational needs of an increasingly diverse state population, the UW System should admit qualified students who will contribute to a diverse educational experience.
2. To help achieve the educational benefits of a diverse student body, all UW institutions should consider diversity of all types, including race/ethnic diversity, as a factor in making admissions decisions.
3. UW institutions should conduct an individual, full file review (i.e. holistic review) of new applicants. For now, the focus should be on new freshmen applicants. Other groups should be addressed later (e.g. transfers, readmits, professional, and graduate students).
4. Additional information focused on diversity should be collected, as necessary, on the UW System undergraduate application and used to inform the admissions decision. As an example, this might include an essay question that would ask applicants to describe how they would add to a diverse campus environment.
5. A holistic admissions process, modified as appropriate, should be used for new freshmen beginning with applicants for the 2008-09 academic year.

RECOMMENDED ACTION STEPS

The action steps listed below are recommended by the Advisory Group to assist the UW System and the UW institutions in reviewing and revising their admissions process, as appropriate. These action steps will be described in greater detail on the UW System Diversity in Admissions website. (Note: A number of these steps may have already occurred as part of the Plan 2008 implementation process.)

1. Identify and/or convene an appropriate campus team to oversee the review of the Diversity in Admissions process.
2. Identify the specific educational benefits to students and to the institution of a diverse student population and campus environment.
3. Review and revise, as necessary, the campus mission statement to ensure that it contains a clearly articulated statement about the importance of diversity to the institution and within individual programs, where appropriate. The UW System mission statement should also be reviewed and revised, as appropriate.

4. Set appropriate and attainable diversity enrollment goals or ranges without setting quotas.
5. Define the selection factors that will be used in evaluating the applicants and how they will be considered in the decision process.
6. Develop/revise, as necessary, the process that will be used to review applications and make admissions decisions.
7. Develop a process and timeline for conducting a regular assessment of the admissions process and other diversity-related programs to ensure that they are effective in meeting campus diversity goals and/or targets.
8. Establish a process and timeline for periodic review and consideration of race-neutral alternatives to race-conscious programs.

OTHER RECOMMENDATIONS

In addition to the action steps above, the Advisory Group recommends the following:

1. The Advisory Group recommends changes to the UW System Undergraduate Application as follows:
 - Modification of the current race/ethnic identification question following the model recommended by the Race/Ethnicity Identification subgroup included in Appendix III. The primary purpose of this modification is to provide a sufficient range of choices for all applicants to indicate their race/ethnic identity, including the option of selecting more than one race/ethnic category.
 - Addition of a new question and/or modification of existing questions that will provide the institution with additional information to support the holistic review process. Determination of the changes will be informed, in part, by the outcomes of a pilot project that is currently being conducted by the Undergraduate Admissions Office at UW-Madison. Specific recommendations for modifications will be forwarded by the Advisory Group in time to make the necessary changes to the electronic and paper application.
2. The Advisory Group recommends that the UW System Freshman Admissions policy be reviewed and revised to better reflect the importance of diversity to our institutions and how it is considered in the admissions process. The group will recommend appropriate modifications in the near future.
3. The Advisory Group recommends that the issues and findings of this report be shared with appropriate groups. The PowerPoint presentation developed by the communications subgroup is one tool that can be used to present this information. This will help provide a common and consistent understanding of the important issues and recommendations associated with this initiative.

4. The Advisory Group recommends that a systemwide workshop be held for appropriate campus representatives to provide them with information and training on implementing the action steps listed above.
5. The Advisory Group recommends the following timeline for implementation of the Diversity in Admissions initiative:
 - Discussion with Chancellors Jan 27, 2006
 - Report sent to campuses with President's letter Feb 1, 2006
 - Systemwide workshop Feb or Mar, 2006
 - Specify admissions application modifications by May 1, 2006
 - Campus admissions process developed/modified by Jun 1, 2006
 - Campus review and approval of process by Oct 1, 2006
 - System and campus publications updated by Aug 1, 2007 or earlier as needed
 - Applicants apply using new application beg. Sep 1, 2007
 - Applicants reviewed using revised process beg. Sep 15, 2007
 - Applicants selected under revised process enroll beg. Sep, 2008

Appendix I
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2005-2006

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Revised 12/30/05

Appendix II

Undergraduate Admissions Process

Holistic Review Definition

The goal of undergraduate admissions is to facilitate the enrollment, retention and graduation of a qualified, diverse student body. To help achieve this goal, the admissions process should include consideration of a wide range of both quantitative and qualitative factors. These factors should be considered as part of a holistic review of the applicants that is consistent with Board of Regent policy as well as federal and state law.

Recent Supreme Court cases define a holistic review, in the context of a race-conscious admissions program, as an individualized, non-mechanical review of the applicant. To do that effectively, the admission decision should include an evaluation of the applicant as an entire person. The decision-making process should consider a broad range of factors that reflect the student's readiness for college, potential for success, and contributions he/she can make to the student body. Such factors might include:

- Academic factors
- Demographic factors
- Socioeconomic factors
- Race/ethnicity
- Work experience
- Leadership and extracurricular factors
- Accomplishments
- Personal qualities
- Skills and abilities
- Other factors determined by the institution

Since diversity is an integral part of any strong educational mission, the decision-making process should be "flexible enough to consider all dimensions of diversity in light of the particular qualifications of each applicant, and to place them on the same footing for consideration, although not necessarily according them the same weight," (*Grutter v Bollinger*, 123 S. Ct. at 2342-43, 2003). Diversity in this context includes, but is broader than, racial and ethnic diversity.

In brief, the undergraduate admissions process should include:

- an individual, holistic review of the applicant
- a review of academic and non-academic factors
- a consideration of the student's potential for success
- a consideration of the student's ability to contribute to the educational environment

The decision-making process may include, but should not be solely based on formulas, minimum grade-point averages, or test score cutoffs. No one factor should determine whether or not a student is admitted or denied. Reasonable and appropriate targets or ranges may be expressed in an effort to reach the goal of obtaining a "critical mass" of underrepresented students of color, but the use of quotas is prohibited.

An institution's race-conscious admissions policy should result in a process that is clear to those reviewing the applications and making the admission decisions, as well as to those applying to the institution. The process of designing the policy, as well as the procedures for implementing it, should be well documented.

Appendix III

UW System Race/Ethnicity Identification Working Group

Interim Report and Recommendations

Background

The UW System Race/Ethnicity Identification Working Group (hereafter Working Group) was formed in May 2005 as a subgroup of the Admissions Advisory Group. The charge of the Working Group was to examine the formats and processes used by U.S. colleges and universities in the collection of student race/ethnic information, and to recommend an appropriate format and process for UW System institutions. This review was conducted in conjunction with a broad review of the UW System undergraduate application form and admission processes.

As do most other U.S. colleges and universities, UW System institutions currently collect, on a voluntary basis, race/ethnic information as part of the application process. Students are allowed to choose a single race/ethnic category. This data collection is consistent with current reporting standards of the U.S. Department of Education - though there has been discussion of changes on the federal level for a number of years. The primary reason for undertaking this review was a belief that the categories the UW System currently offers for collecting race/ethnic identity information may not adequately identify applicants, nor do they provide a sufficient range of choices for all applicants to express their racial/ethnic identity. In particular, and unlike many other educational institutions, UW System applicants are not allowed to select more than one race/ethnic category or choose a “multiracial” or “multi-ethnic” category. Our current scheme also does not collect as much detail as might be optimal to meet data, planning, and decision-making needs.

Review Process/Recommended Model

The Working Group reviewed the formats and processes used by several other U.S. colleges and universities including state systems, large public universities, and private liberal arts colleges. In some cases, we spoke with institutional contacts to obtain additional information about data collection and reporting practices. Input about this issue was solicited from a variety of constituencies at UW institutions, including the Admissions Advisory Group, Multicultural/Disadvantaged (M/D) Program Coordinators, Provosts, and the Offices of Admissions and Registrars. Based on formats in use at other institutions and input from the various UW groups, three possible models were developed. The Working Group then reviewed these three models closely, with considerable discussion about the pros and cons associated with each approach. Eventually, consensus was achieved around the following model:

21 Race/Ethnicity: Please check all that apply or the race/ethnicity you identify with most.			
<input type="checkbox"/> African-American or Black <input type="checkbox"/> American Indian or Alaskan Native (please specify tribal affiliation) _____ <input type="checkbox"/> Hawaiian or Pacific Islander	<input type="checkbox"/> Cambodian <input type="checkbox"/> Hmong <input type="checkbox"/> Laotian <input type="checkbox"/> Vietnamese <input type="checkbox"/> Other Asian	<input type="checkbox"/> Mexican, Mexican American, or Chicano <input type="checkbox"/> Puerto Rican <input type="checkbox"/> Cuban <input type="checkbox"/> Other Hispanic or Latino	<input type="checkbox"/> White or Caucasian <input type="checkbox"/> Other (please specify) _____ <input type="checkbox"/> I choose not to respond

To briefly recap our discussion, this model is being recommended because it:

- Asks the race/ethnicity question in the simplest, most straight-forward way.
- Allows students to identify themselves as members of either a single or multiple race/ethnicity groups.
- Includes the most common race/ethnic subgroups in the Wisconsin population.
- Includes options for students to provide a race/ethnicity not listed on the form, or to indicate that they choose not to respond to the question.
- Collects the information in a flexible way that allows both for reporting of specific subgroups and for aggregating the subgroups into general race/ethnic categories.

Strategies for Internal and External Reporting

In addition to selecting a new format, the Working Group reviewed a series of options for reporting data collected using the proposed format. This was done in order to ensure that known and anticipated reporting requirements can be met using the new collection format. To the greatest extent possible, we would also like to preserve comparability and continuity in trend reporting. We believe that the data collected using the new format will satisfy these needs.

Once the new format is in place and students are able to select multiple race/ethnic categories, UW institutions will be able to use and report on this additional information in various ways. When students have selected multiple categories, the information can be reported using duplicated counts (e.g. a student who selects “Asian” and “White” would be reported in both race/ethnic categories) if the objective were, for instance, to yield information about the total number of students on campus who identify themselves as at least partially Asian. Or, in cases where an unduplicated count of students by race/ethnicity is preferred, students who identify multiple categories could simply be grouped into a “two or more races/ethnicities” category. Many other permutations are possible, depending on the specific reporting needs and objectives.

In a few situations, an unduplicated count of students will be needed with the information aggregated into race/ethnic categories that do not allow for multiple identifications. One such situation is for current reporting of student information to the U.S. Department of Education, which has not yet implemented anything equivalent to a “multiracial” or “two or more races/ethnicities” category. In order to accommodate such reporting needs, the Working Group has proposed and will fully develop a set of principles and rules for unduplicated aggregation that will count, in a standardized and balanced way, students who identify multiple races/ethnicities. (Refer to Attachment A for sample reporting formats.)

Next Steps/Timeline

Assuming that the Admissions Advisory Group endorses the Working Group’s recommended format and directs us to proceed towards implementation, our proposed next steps would be as follows:

- Obtain more input from constituencies and affected groups, in particular, M/D Directors and members of groups who work with students of color, and Admissions and Registrars Office staff and other campus liaisons who work with the collection and reporting of race/ethnicity information.
- Consult with UW System Human Resources staff as the student race/ethnicity identification model may in the future be used for collection of personnel race/ethnicity information.
- Discussion with UW System electronic application committee, MILER staff (the UW Common Systems Implementation Team), and possibly other technical staff at UW institutions, to determine programming and other technical implications related to implementation.
- Review by potential users (or field testing, if timing permits) to ensure clarity and ease of use.
- Finalize a document outlining principles and rules for unduplicated aggregation and obtain consensus on a set of rules that would be used for reporting by all UW institutions and UW System.

With regard to the implementation timeline, it has been our stated desire to implement this new reporting format on the UW System application forms produced in 2006, and used beginning in September for students applying for 2007. Preliminary discussions suggest that this might not be realistic, depending on how much time and effort will be required to implement needed systems/database modifications and develop new reports. In addition, before moving forward with implementation, consensus will need to be reached on the aggregation rules and processes. This issue requires further consultation; therefore, we would like to simply recommend implementation as soon as possible, perhaps in 2006, but certainly in 2007.

Attachment A
UW System Race/Ethnicity Identification Working Group
Reporting Options

1. Reporting Sample 1 – Students by Race/Ethnicity – Duplicated Headcount

Hispanic or Latino	511	21%
Black or African American	1,104	46%
American Indian or Alaska Native	47	2%
Southeast Asian	137	6%
Other Asian	104	4%
White	482	20%
Unknown	169	7%
Total (Duplicated)	2,554	106%

2. Reporting Sample 2 - Students by Race/Ethnicity – Unduplicated Headcount using a “Two or More Race/Ethnicities” Category. This format could be used for official UW System reporting.

Hispanic or Latino Alone	433	18%
Black or African American alone	993	41%
American Indian or Alaska Native alone	39	2%
Southeast Asian alone	98	4%
Other Asian alone	62	3%
White alone	474	20%
Unknown	169	7%
Two or more races/ethnicities	142	5%
Total (Unduplicated)	2,410	100%

3. Reporting Sample 3 - Students by Race/Ethnicity – Unduplicated Headcount using the Current Reporting Categories and a standard set of aggregation rules. This set of aggregation rules and this format could be used for reporting to the Department of Education, as long as the current IPEDS reporting processes, which do not allow for multiple race/ethnicities, remain in effect.

Hispanic or Latino	453	19%
Black or African American	1,010	42%
American Indian or Alaska Native	46	2%
Asian	258	11%
White	474	20%
Unknown	169	7%
Total (Unduplicated)	2,410	100%

Note: The data in the report samples was generated for simulation purposes only.

2006 Report on Remedial Education in the University of Wisconsin System

Executive Summary

Background

In November 1988, the Board of Regents passed a resolution requiring students with Mathematics or English deficiencies to take remedial coursework (Resolution 5088). The Board required a report on the status of remedial education in the UW System on an annual basis. In 1997, the Board of Regents passed Resolution 7382, which changed the reporting cycle from one to three years. The current report focuses on data from fall 2002 through fall 2004, in relation to demographic and academic variables. It also shows first-to-second-year retention rates for the fall 2004 cohort and six-year graduation rates for the fall 1999 cohort.

Requested Action

The purpose of this report is to provide information on remedial education in the UW System. No specific action is requested at this time.

Discussion

New freshmen who are admitted to the University of Wisconsin System come with varying levels of preparedness for success in college-level Math and English. Although the majority of new freshman leave high school with a level of preparation that meets or exceeds that which is required by their respective UW institution, some students who are admitted have deficiencies that need to be remedied through additional coursework. The UW System requires all students who have been identified as being under-prepared in the areas of Math or English to take remedial coursework prior to the completion of their first 30 credits. The ultimate goal of this requirement is to ensure that all new freshmen possess the necessary competencies to succeed in higher education. The individual UW institutions determine how these required remedial classes are offered and oversee the specific curriculum, standards, and methods of instruction.

Remedial Education in the UW System

During the three-year period covered in the 2006 report on *Remedial Education in the UW System*, the percentage of new freshmen who were required to take Math remediation increased from 14.2 percent to 16.9 percent. During the same period of time, the percentage of students who needed English remediation decreased slightly by less than 1 percentage point, from 8.4 percent to 8.1 percent. These percentages are substantially lower than the 20.6 percent required to take Math remediation, and the 10.2 percent required to take English remediation in fall 1990.

The retention rates of remedial students are also addressed in the 2006 report as a measure of success for remedial education programs. Specific focus is on the retention of new freshmen to the second year of college. The data indicate a positive effect on retention for students who were identified as needing remediation and completed remedial coursework within their first year. Second-year retention rates for students who both needed and completed remediation are very close to the rates for students who did not require remediation. This holds true for the retention rates of students needing and completing either Math or English remediation (Math 78.2 percent and English 71.8 percent). These rates are significantly higher than the second-year retention rates of students who were required to take remediation but did not complete the requirement within their first year (Math 48.2 percent and English 38.7 percent).

Six-year graduation rates of the fall 1999 freshmen class cohort provide a picture of the long-term success of students requiring Math and English remediation. The data presented in the report show the graduation rates of new freshmen who started at one UW institution and graduated from any institution within the UW System. Of the new freshmen who needed and completed remediation, 52.5 percent needing Math remediation and 44.6 percent needing English remediation graduated within six years. By contrast, the six-year graduation rate of students who did not require Math remediation was 66.1 percent; the six-year graduation rate of students who did not require English remediation was 64.9 percent.

Conclusion

The majority of students admitted to the UW System are ready for and capable of pursuing college-level Math and English courses. However, every year some students are admitted who are considered to have the potential to succeed but have some deficiencies in Math or English. The UW System requires and provides remedial courses for these students. Students identified as needing remediation who successfully complete their remedial courses are retained to the second year at rates comparable to students not needing remediation. Over half of these students graduate with a baccalaureate degree within six years. This results in approximately 1,000 UW graduates from each entering class who otherwise might not have had the opportunity for a higher education.

Related Policies

Regent Resolution 5088, revised by Resolution 5957 and 5958 (November 1991), and Resolution 7382 (February 1997), which changed the reporting cycle for the Remedial Report.

Report on Remedial Education in the UW System: Demographics, Remedial Completion, Retention, and Graduation June 2006

Introduction

The purpose of this report is to provide information on new freshmen, beginning in the fall of an academic year, who were identified as needing Math and/or English remediation in the UW System. This report contains four main sections and two appendices:

- Section I: Fifteen Year Trends in Math and English Remediation
- Section II: Math and English Remedial Requirement by Selected Characteristics of New Freshmen
- Section III: First-to-Second Year Retention by Math and English Remediation
- Section IV: Six Year Graduation Rate by Math and English Remediation
- Appendix A: University of Wisconsin System Regent Policy Document: 88-16 Remedial Education Policy
- Appendix B: Math and English Remediation Required by Institution, Fall 2002-Fall 2004

This report examines Math and English remediation at the system level. Comparisons are made between students identified as needing remediation versus those students identified as not needing remediation.

Executive Summary

- ◆ The percentage of new freshmen requiring Math remediation has risen from 14.2 percent to 16.9 percent over the most recent three year time period spanning from fall 2002 to fall 2004. However, the fall 2004 percentage of new freshmen requiring Math remediation is below the fall 1990 level of 20.6 percent (the Board of Regents last modified the remedial education policy in fall 1990).
- ◆ The percentage of new freshmen requiring English remediation has remained stable over the same three year time period (fall 2002-fall 2004), decreasing very slightly from 8.4 percent in fall 2002 to 8.1 percent in fall 2004. The fall 2004 percentage of new freshmen requiring English remediation is below the fall 1990 level of 10.2 percent.
- ◆ The first-to-second year retention rate of students completing Math and/or English remediation in their first year is comparable to first-to-second year retention rates of students who did not require remediation.
- ◆ Compared to Math remediation, students are more likely to complete English remediation in their first year.
- ◆ For students who require Math and/or English remediation, completing the requirement enhances a student's chances of obtaining a bachelor's degree within six years.

Section I: Fifteen Year Trends in Math and English Remediation

Charts 1 and 2 provide data on the percent of students needing Math and English remediation, from fall 1990 to fall 2004. Appendix B contains institutional level data, showing the number of students requiring Math and English remediation for the fall 2002 through fall 2004. Over the period since the last report, from fall 2002 to fall 2004, the percentage of new freshmen who were required to take Math remediation increased from 14.2 percent to 16.9 percent. During the same period of time, the percentage of new freshmen needing English remediation declined less than 1 percentage point, from 8.4 percent to 8.1 percent. These percentages are lower than the 20.6 percent required to take Math remediation and the 10.2 percent required to take English remediation in fall 1990, when the Board of Regents last modified the remedial education policy.

Chart 1
New Freshmen Needing Math Remediation

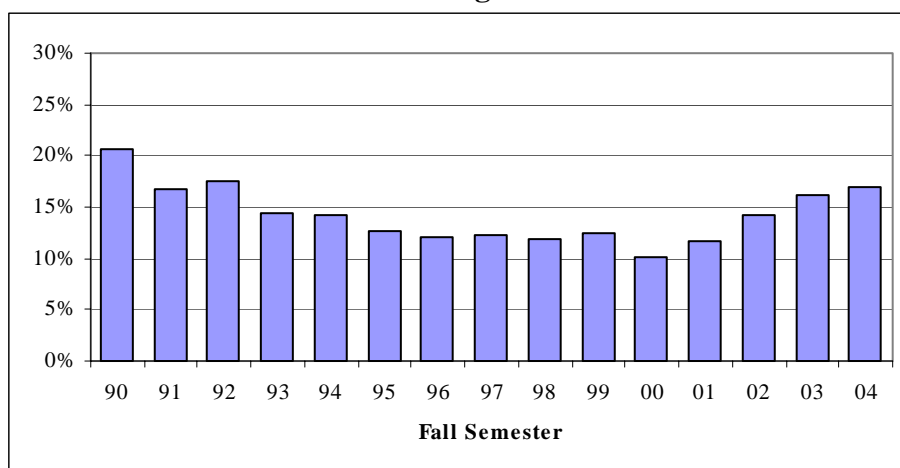
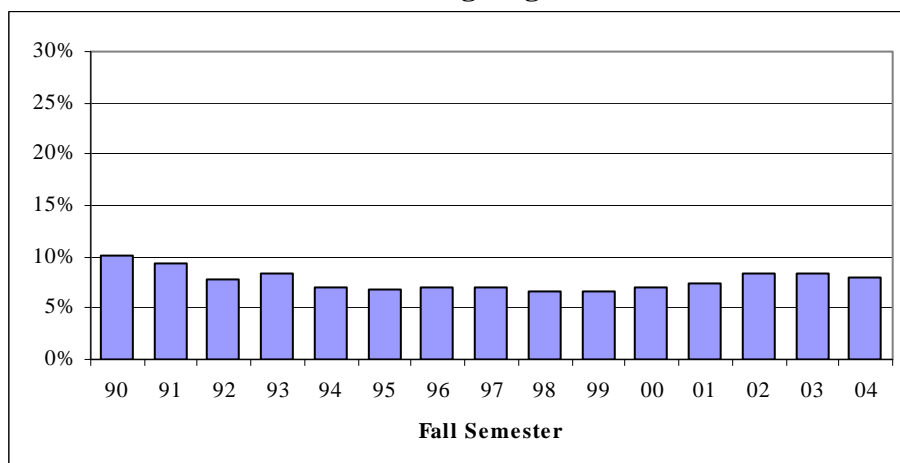


Chart 2
New Freshmen Needing English Remediation



Section II: Math and English Remedial Requirement by Selected Characteristics of New Freshmen

Tables 1 and 2 (see pages 4 and 5) show the numbers and percentages of all new freshmen who needed remediation in relation to demographic and academic variables. Table 1 provides the data regarding students who needed Math remediation and Table 2 provides the data regarding students who needed English remediation. Both tables cover a three-year span from fall 2002 through fall 2004.

In all three years, a higher percentage of females were required to take Math remediation (males 14.3% and females 19.0%, in 2004). Conversely, a slightly higher percentage of males needed English remediation than did females (males 8.4% and females 7.8%, in 2004). The percentage for both males and females needing Math remediation increased (males from 11.4% to 14.3% and females from 16.5% to 19.0%). However, for both males and females, the percentages needing English remediation declined slightly from fall 2002 to fall 2004 (males from 9.0% to 8.4% and females from 8.0% to 7.8%).

The need for remediation is closely related to performance on the ACT examination and to high school class rank: the higher the student's ACT score and class rank, the less likely the need for remediation. In fall 2004, 55.7 percent of students achieving an ACT Math score of 18 or below needed Math remediation. Similarly, 30.7 percent of students achieving an ACT English score of 18 or below needed English remediation. For students who ranked in the lowest quartile of their high school class, 42.8 percent required Math remediation and 21.8 percent required English remediation, contrasting sharply with the highest quartile in which 6.3 percent required Math remediation and 2.5 percent required English remediation. However, in fall 2004, only 4.0 percent of UW new freshmen were in the lowest quartile, while 46.8 percent were in the highest quartile. Grouping the new freshmen into bottom and top half of high school rank, 33.2 percent of the students from the bottom half of their high school class required Math remediation and 18.6 percent needed English remediation. This compares to 12.9 percent of students in the top half who required Math remediation and 5.7 percent who needed English remediation. (Note that the percentages provided in this paragraph are based on the proportion of students for whom high school rank and/or ACT score were available.)

The need for remediation significantly varies by race/ethnicity. In general, students of color require more Math and English remediation. Among students of color, African Americans are most likely to require Math remediation (50% in fall 2004) and English remediation (40% in fall 2004).

Table 1
Students Needing Math Remediation
as a Percent of All New Freshmen
by Student Characteristic

Category	Characteristic	FALL 2002			FALL 2003			FALL 2004		
		All New Fresh	Need Remed	%	All New Fresh	Need Remed	%	All New Fresh	Need Remed	%
Gender	Male	12,151	1,383	11.4%	12,600	1,609	12.8%	12,770	1,832	14.3%
	Female	15,310	2,528	16.5%	15,674	2,978	19.0%	15,635	2,974	19.0%
ACT Math Score*	18 or Lower	5,084	2,517	49.5%	5,457	2,967	54.4%	5,523	3,076	55.7%
	19	1,601	372	23.2%	1,493	414	27.7%	1,883	526	27.9%
	20-21	3,327	471	14.2%	3,188	564	17.7%	2,910	542	18.6%
	22-26	9,188	178	1.9%	9,480	300	3.2%	9,519	287	3.0%
	27-36	6,158	13	0.2%	6,415	11	0.2%	6,552	9	0.1%
H.S. Rank	Bottom Quartile	995	336	33.8%	929	373	40.2%	974	417	42.8%
	3 rd Quartile	3,982	985	24.1%	3,861	1,104	28.6%	3,940	1,213	30.8%
	2 nd Quartile	8,332	1,594	19.1%	8,568	1,927	22.5%	8,052	1,788	22.2%
	Top Quartile	11,499	605	5.3%	11,731	755	6.4%	11,419	723	6.3%
Race / Ethnicity	African American	735	317	43.1%	743	402	54.1%	874	487	55.7%
	American Indian	151	37	24.5%	169	35	20.7%	183	56	30.6%
	Southeast Asian	503	99	19.7%	448	114	25.4%	516	118	22.9%
	Other Asian	459	38	8.3%	524	65	12.4%	562	84	14.9%
	Hispanic/Latino	550	149	27.1%	603	167	27.7%	669	213	31.8%
	<i>Student of Color Subtotal</i>	<i>2,398</i>	<i>640</i>	<i>26.7%</i>	<i>2,487</i>	<i>783</i>	<i>31.5%</i>	<i>2,804</i>	<i>958</i>	<i>34.2%</i>
	White/ International	25,063	3,271	13.1%	25,787	3,804	14.8%	25,601	3,848	15.0%
Total	All Char.	27,461	3,911	14.2%	28,274	4,587	16.2%	28,405	4,806	16.9%

* Subtotals do not necessarily sum to 100% due to missing data.

Table 1 (Math)

- ◆ The percentage of new freshmen requiring Math remediation increased from fall 2002 to fall 2004.
- ◆ Women were more likely to require Math remediation than men. Overall, Math remediation was required more than English remediation.
- ◆ The data show a relationship between performance on ACT and need for Math remediation.
- ◆ There is also a relationship between high school class rank and the need for Math remediation.
- ◆ Among students of color, African Americans are most likely to require Math remediation.

Table 2
Students Needing English Remediation
as a Percent of All New Freshmen
by Student Characteristic

Category	Characteristic	FALL 2002			FALL 2003			FALL 2004		
		All New Fresh	Need Remed	%	All New Fresh	Need Remed	%	All New Fresh	Need Remed	%
Gender	Male	12,151	1,092	9.0%	12,600	1,075	8.5%	12,770	1,075	8.4%
	Female	15,310	1,220	8.0%	15,674	1,277	8.1%	15,635	1,217	7.8%
ACT English Score*	18 or Lower	5,502	1,786	32.5%	5,699	1,840	32.3%	5,942	1,827	30.7%
	19	1,961	137	7.0%	1,835	152	8.3%	1,607	123	7.7%
	20-21	4,435	178	4.0%	4,552	169	3.7%	4,307	149	3.5%
	22-26	8,541	58	0.7%	8,859	66	0.7%	9,109	38	0.4%
	27-36	4,919	4	0.1%	5,088	1	0.0%	5,422	1	0.0%
H.S. Rank	Bottom Quartile	995	191	19.2%	929	201	21.6%	974	212	21.8%
	3 rd Quartile	3,982	645	16.2%	3,861	671	17.4%	3,940	700	17.8%
	2 nd Quartile	8,332	954	11.4%	8,568	1,000	11.7%	8,052	827	10.3%
	Top Quartile	11,499	334	2.9%	11,731	304	2.6%	11,419	286	2.5%
Race / Ethnicity	African American	735	305	41.5%	743	305	41.0%	874	350	40.0%
	American Indian	151	20	13.2%	169	18	10.7%	183	33	18.0%
	Southeast Asian	503	169	33.6%	448	136	30.4%	516	149	28.9%
	Other Asian	459	45	9.8%	524	68	13.0%	562	71	12.6%
	Hispanic/Latino	550	110	20.0%	603	108	17.9%	669	117	17.5%
	<i>Student of Color Subtotal</i>	2,398	649	27.1%	2,487	635	25.5%	2,804	720	25.7%
	White/ International	25,063	1,663	6.6%	25,787	1,717	6.7%	25,601	1,572	6.1%
Total	All Char.	27,461	2,312	8.4%	28,274	2,352	8.3%	28,405	2,292	8.1%

* Subtotals do not necessarily sum to 100% due to missing data.

Table 2 (English)

- ◆ The percentage of new freshmen requiring English remediation decreased slightly from fall 2002 to fall 2004.
- ◆ Men were slightly more likely to require English remediation than women.
- ◆ The data show a relationship between performance on ACT and need for English remediation.
- ◆ There is also a relationship between high school class rank and the need for English remediation.
- ◆ Among students of color, African Americans are most likely to require English remediation.

Section III: First-to-Second Year Retention by Math and English Remediation

Historical Trends: Fall 1990 through Fall 2004

Charts 3 and 4 provide trend data for the retention rates of students who needed and completed remediation, compared with students who needed remediation but did not complete the remedial requirement. Chart 3 provides retention rates for students who were required to take Math remediation, and Chart 4 provides retention rates for students who were required to take English remediation.

The first-to-second year retention gap between students who completed remediation and students who did not complete remediation is similar for both Math remediation and English remediation. In the case of Math remediation, the average first-to-second year retention gap, over the 15 year time span, was 33 percentage points. For English remediation, the average first-to-second year retention gap, over the 15 year time span, was 35 percentage points. In both Math remediation and English remediation, first-to-second year retention rates decrease from around 70 percent for completers to around 40 percent for non-completers. This is a significant difference in terms of first-to-second year retention, and highlights the need to encourage students requiring remediation to make it a priority to complete it within their first year of college.

Chart 3
Math Remediation

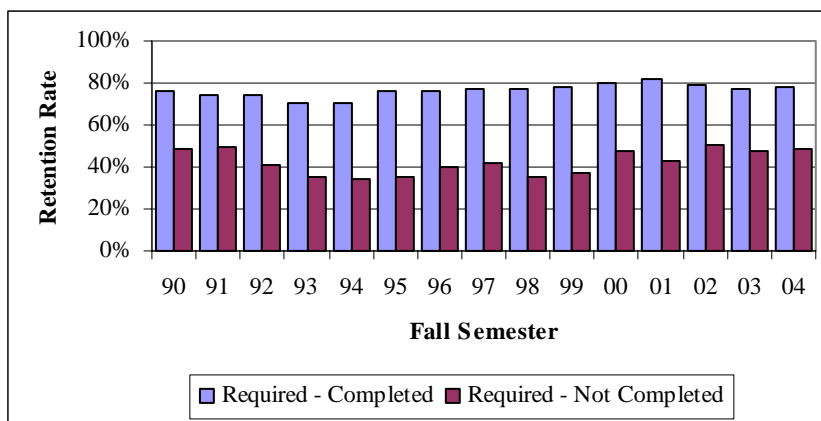
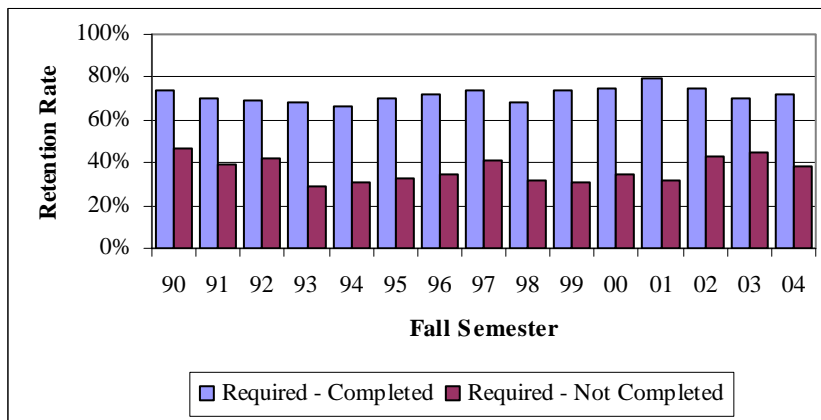


Chart 4
English Remediation



First-to-Second Year Retention of Fall 2004 New Freshmen in Detail

Figures 1 and 2 (see pages 8 and 9) exhibit second year retention of fall 2004 new freshmen. Comparisons are presented regarding the retention of students who needed remediation and those who did not. Further comparisons are shown among those who required remediation with respect to the completion of this requirement. Figure 1 presents retention in relation to Math remediation, and Figure 2 presents retention in relation to English remediation.

The figures show that students who required remediation were less likely to be retained to the second year than students who did not need remediation. The differences in retention rates between those who required remediation and those who did not were similar for both Math and English remediation (12.9 percentage points lower for students identified as needing remedial Math and 14.6 percentage points lower for students needing English remediation). However, for those who needed and completed remediation during their first year, retention rates were comparable to the rates for the students who did not need remediation at all. About 78 percent of students who needed and completed Math remediation were retained to the following year, while only 48.2 percent of those who needed, but did not complete the requirement were retained. Similarly, almost 72 percent of students who needed and completed English remediation were retained to the following year, as compared with only 38.7 percent of students who needed but did not complete remediation. This finding may indicate the effectiveness of the remediation programs that are offered at UW institutions. However, there may be other factors or student characteristics that influence these outcomes, including the variety of student support services that provide training and other assistance to students who need better study techniques, learning strategies, and other higher education survival skills.

Key Findings

Figure 1 (Math)

- ◆ Math remediation was required by 16.9 percent of new freshmen.
- ◆ Of the new freshmen who did not require Math remediation, 77.7 percent were retained.
- ◆ Of those who were required to take remediation, 55.5 percent completed the requirement within one year.
- ◆ Of those who needed and completed Math remediation during their first year, 78.2 percent were retained to the second year, as compared with 48.2 percent of those who did not complete the requirement during their first year.

Figure 2 (English)

- ◆ English remediation was required by 8.1 percent of new freshmen.
- ◆ Of the new freshmen who did not require English remediation, 76.7 percent were retained.
- ◆ Of those who were required to take remediation, 70.7 percent completed the requirement within one year.
- ◆ Of those who needed and completed English remediation during their first year, 71.8 percent were retained to the second year, as compared with 38.7 percent of those who did not complete the requirement during their first year.

Figure 1
Retention to the Second Year of Fall 2004 New Freshmen
by Completion of Math Remedial Requirement

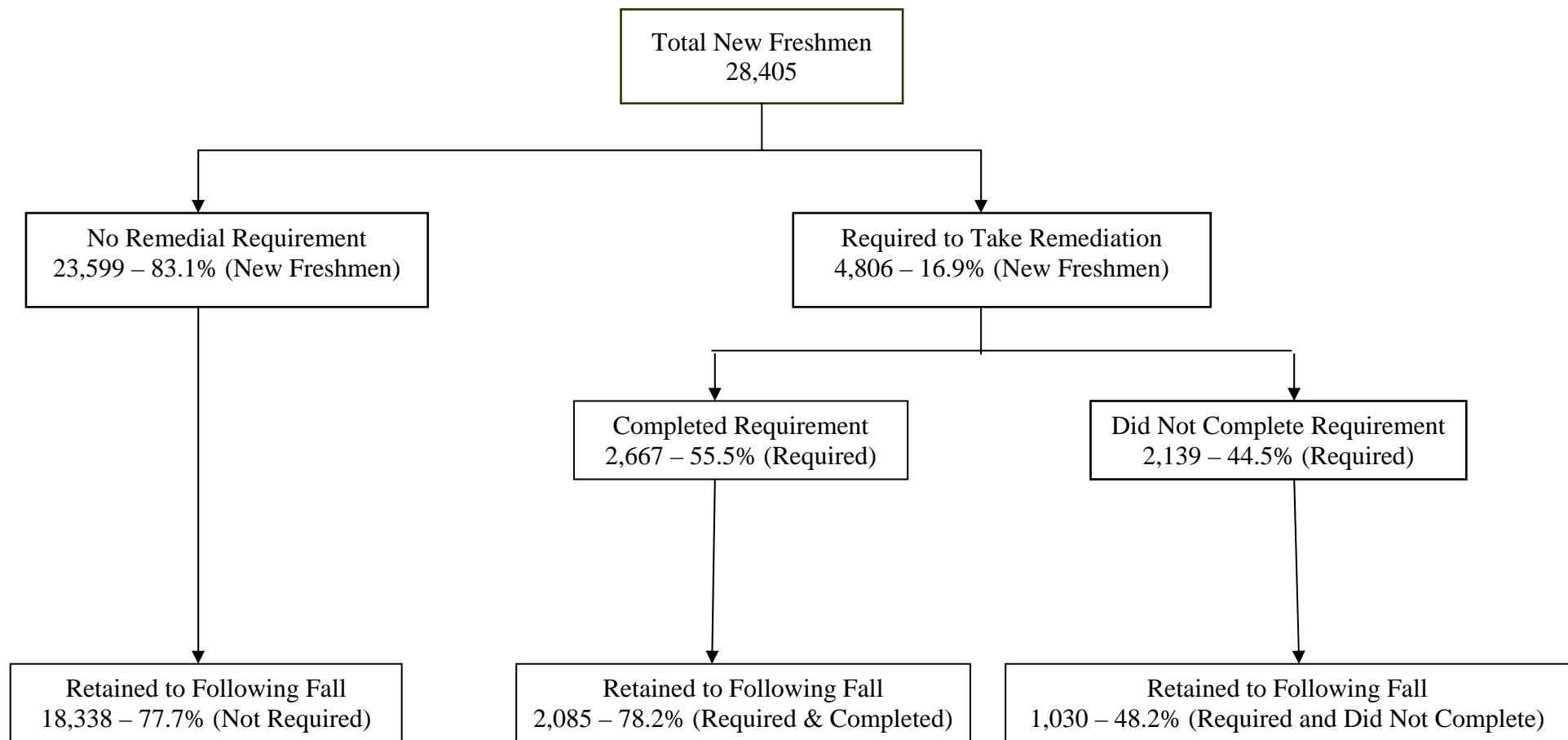
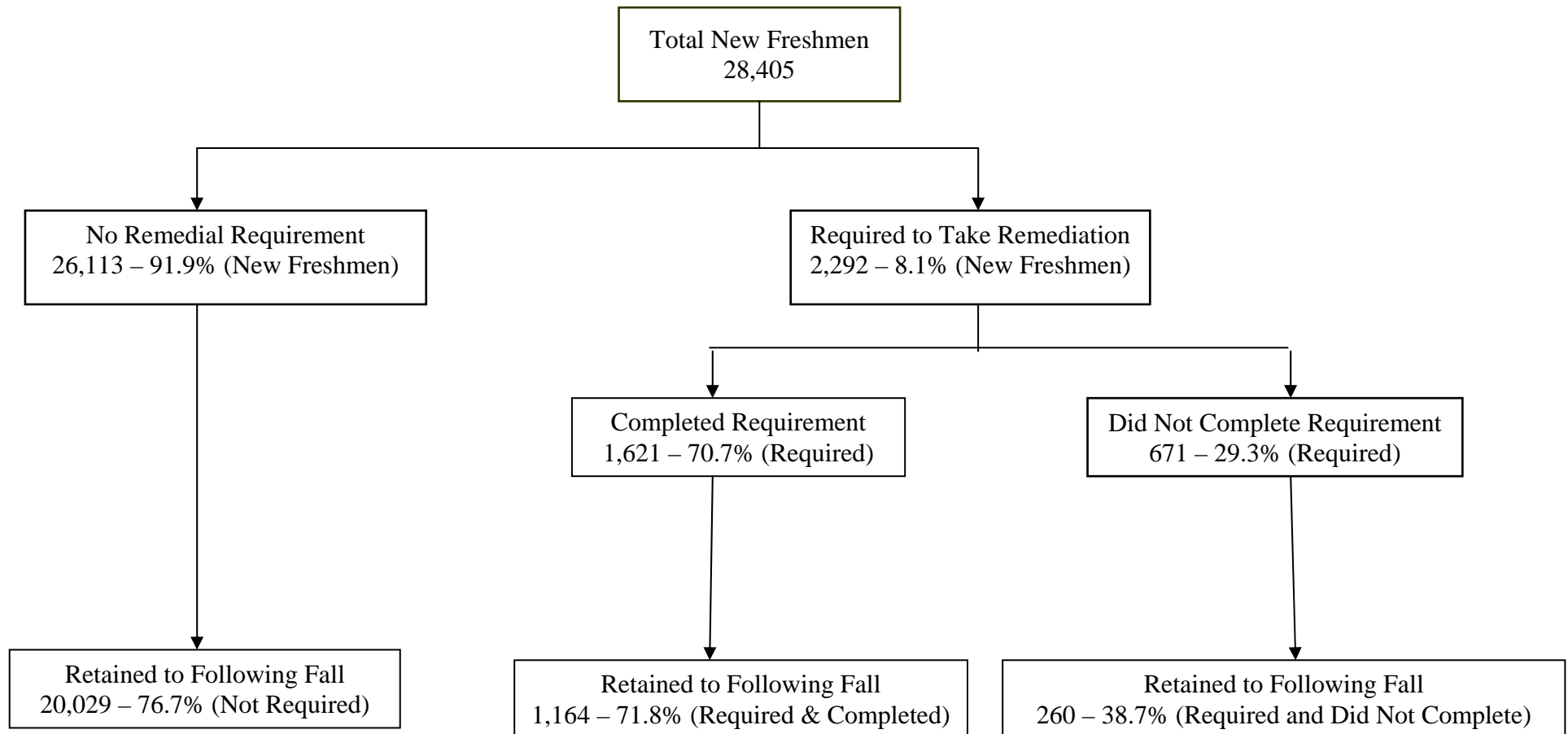


Figure 2
Retention to the Second Year of Fall 2004 New Freshmen
by Completion of English Remedial Requirement



Section IV: Six Year Graduation Rate by Math and English Remediation

Figures 3 and 4 (see pages 11 and 12) exhibit six year graduation rates of the fall 1999 cohort of entering freshmen. These graduation rates are for all students who started at one UW institution and graduated from any institution within the UW System. Comparisons are presented regarding the graduation rates of students who needed remediation and those who did not. Figure 3 presents six year graduation rates in relation to Math remediation and Figure 4 presents six year graduation rates in relation to English remediation.

While graduation rates of new freshmen identified as needing remediation are lower than those of new freshmen who do not require remediation, a significant percent of students requiring remediation successfully complete their undergraduate education. Since all students identified as needing remediation are required to complete their remediation long before graduation, it is difficult to isolate the specific impact of remedial programs on the ability to complete a baccalaureate degree within six years. There are a variety of additional intervening factors that may influence any student's likelihood of graduating with a baccalaureate, including: finances, family obligations, social issues, employment opportunities, personal motivation, etc.

Key Findings

Figure 3 (Math)

- ◆ Math remediation was required by 10.9 percent of new freshmen.
- ◆ Of students who did not require Math remediation, 66.1 percent graduated in six years.
- ◆ Of those who needed and completed remediation, 52.5 percent graduated in six years.
- ◆ Of those who needed Math remediation, 73.2 percent completed the requirement.

Figure 4 (English)

- ◆ English remediation was required by 6.0 percent of new freshmen.
- ◆ Of students not required to take remedial courses, 64.9 percent graduated in six years.
- ◆ Of those who needed and completed remediation, 44.6 percent graduated in six years.
- ◆ Of those who needed English remediation, 81.9 percent completed the requirement.

Figure 3
Six Year Graduation Rate of Fall 1999 New Freshmen
by Completion of Math Remedial Requirement
(Starting at one UW Institution and Graduating From any UW Institution)

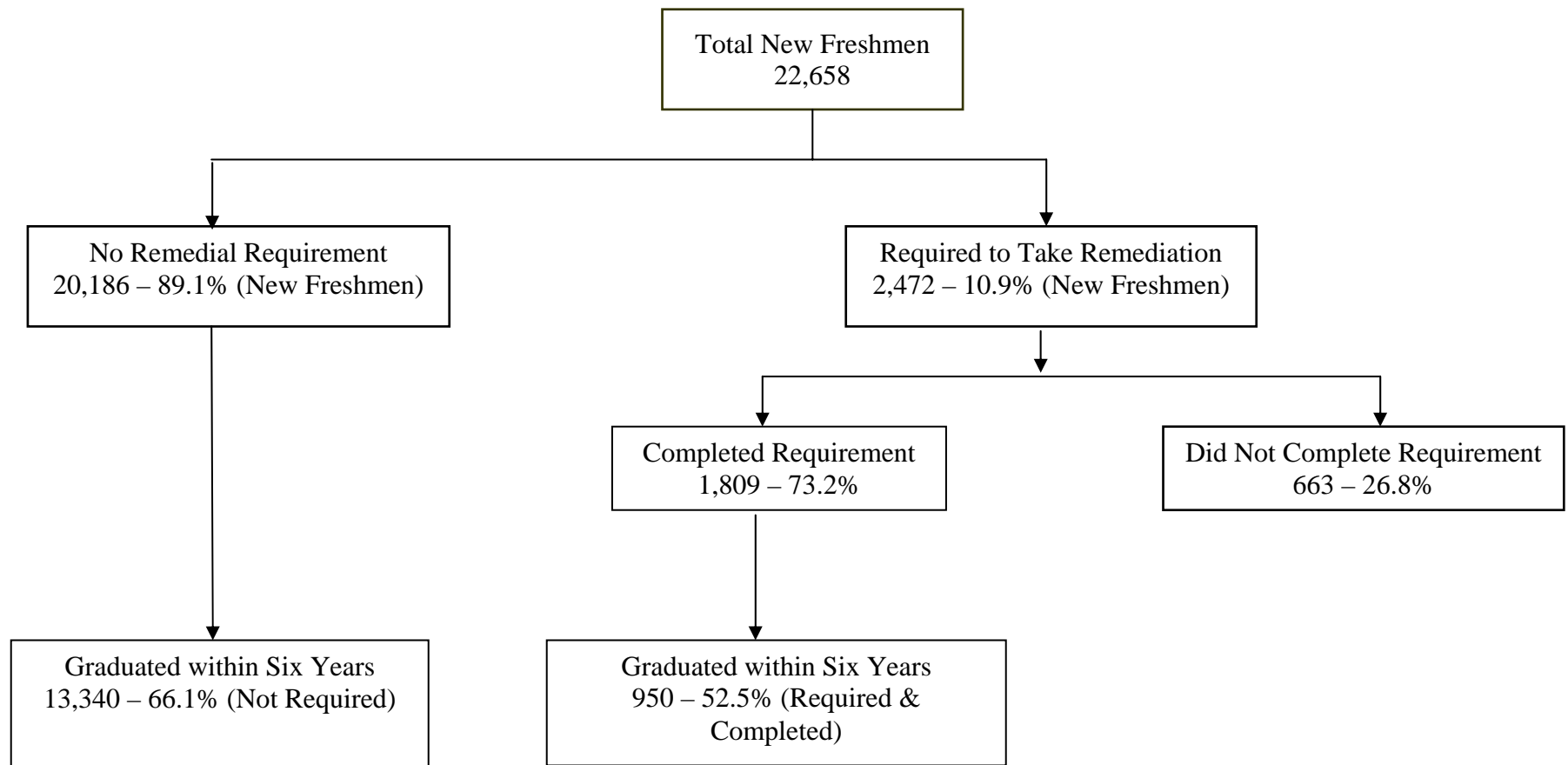
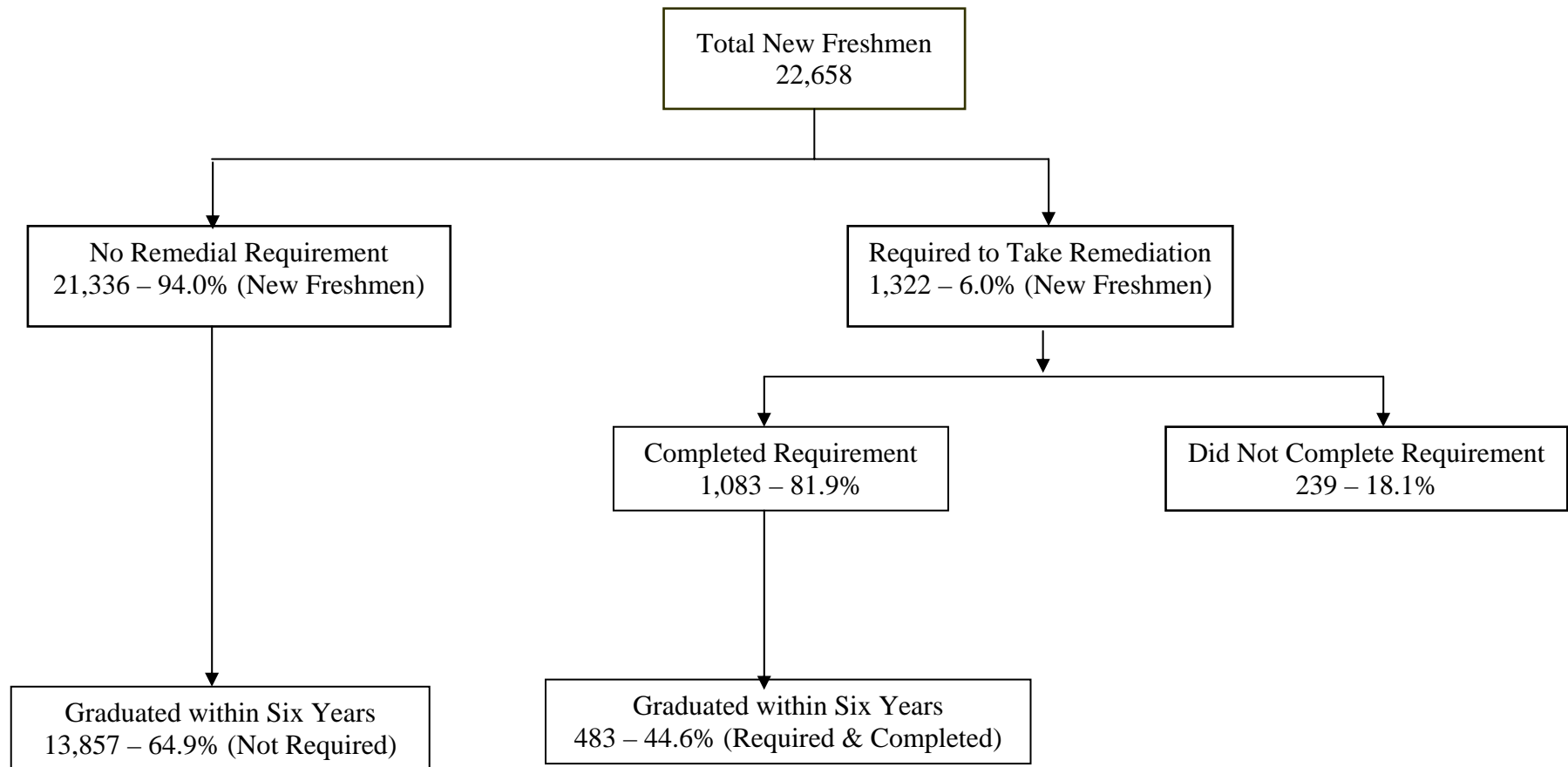


Figure 4
Six Year Graduation Rate of Fall 1999 New Freshmen
by Completion of English Remedial Requirement
(Starting at one UW Institution and Graduating From any UW Institution)



Appendix A

University of Wisconsin System Regent Policy Documents

(Source: http://www.uwsa.edu/bor/rpd/bor_pols.pdf)

88-16 REMEDIAL EDUCATION POLICY

History: Res. 5088 adopted 11/11/88; amended by Res. 5957 and 5958, 11/91.

1. New freshman who are admitted to institutions of the University of Wisconsin System in accord with criteria approved by the Board of Regents and whose scores on English or mathematics placement or proficiency tests indicate a low probability for success in college level courses in either or both of those subjects shall be required to complete successfully the necessary remedial courses prior to completion of 30 credits. Institutions may grant exceptions to individual students; however, they must clearly document the reasons for such exceptions.
2. Remedial courses in English and mathematics shall not generate credit toward a degree from institutions in the University of Wisconsin System.
3. Remedial courses in English and mathematics offered by institutions of the University of Wisconsin System may be taught by faculty and staff they employ, through University of Wisconsin-Extension, or through contractual arrangements with local VTAE units. An institution's remedial courses should be available for students on its campus. The faculty of the University of Wisconsin System shall control the content, standards, and methods of instruction in its remedial courses.
4. The appropriate credit load for all students enrolled in remedial courses will be determined by the institution. The institution will be expected to advise students carefully about the appropriate number of credits based on students' high school performance and test scores. Beginning in fall of 1990 each institution will provide an annual report to System Administration on the number of new freshman identified as needing remediation in English and/or mathematics and the number who successfully completed remedial courses in English and/or mathematics. The president will use this information to compile an annual report for the Board of Regents.*
5. No later than fall, 1991, all remedial courses in the University of Wisconsin System shall be offered on a fee recovery basis.
6. By October 1989, the University of Wisconsin System shall develop a detailed statement of the minimum college-level skills and competencies students are expected to have in English and mathematics upon entrance to the University. This statement shall be widely circulated and periodically up-dated. It should form the basis for college-preparatory courses in English and mathematics offered by secondary schools and for remedial courses offered by the University.

An initial screening for these competencies shall include admitted freshmen's scores on the "ACT" and any other additional performance criteria that each UW System institution may choose. Students who score above the UW System-established level on the "ACT" mathematics and English subtests are expected to have a high probability of success in college-level courses and may be exempted from further testing. For students who score below the UW System-established level, each institution shall determine the specific instruments and performance criteria used for placement in college-level or remedial courses. Information about the UW System-established level on "ACT" mathematics and English subtests and each institution's instruments and performance criteria shall be made available to the secondary schools and to potential University of Wisconsin students.

7. The University of Wisconsin System will cooperate with the Department of Public Instruction in developing a plan for assessing English and mathematics skills of high school students throughout the state. Examination results shall be made available to students, their parents, and their schools. Students whose scores suggest they are unlikely to place into college-level English and mathematics courses upon entering college shall be encouraged to take courses in high school that are designed to improve their English and mathematics competencies and lessen the possibility of their placing into remedial courses.

*Reporting period changed to once every three years by Res. 7382, 2/7/97.

Appendix B

Students Needing Math Remediation by Institution Fall 2002 through Fall 2004

Institution	Fall 2002		Fall 2003		Fall 2004	
	# Req Rem	% of Total New Freshmen	# Req Rem	% of Total New Freshmen	# Req Rem	% of Total New Freshmen
UW-Madison	53	1.0%	48	0.9%	44	0.8%
UW-Milwaukee	558	16.8%	1,136	29.5%	1,116	29.2%
UW-Eau Claire	132	6.4%	138	7.4%	150	7.4%
UW-Green Bay	127	13.9%	162	16.7%	188	18.8%
UW-La Crosse	77	5.0%	42	2.8%	51	3.3%
UW-Oshkosh	209	11.5%	147	8.2%	159	9.2%
UW-Parkside	421	50.6%	533	54.6%	545	55.3%
UW-Platteville	89	7.9%	95	8.4%	164	13.6%
UW-River Falls	90	8.5%	165	13.4%	151	12.5%
UW-Stevens Point	116	7.9%	131	8.7%	149	9.7%
UW-Stout	668	50.9%	676	52.8%	705	54.6%
UW-Superior	140	44.6%	185	53.6%	156	45.0%
UW-Whitewater	420	20.6%	441	24.1%	390	22.1%
UW Colleges	811	19.6%	688	15.7%	838	19.5%
Total	3,911	14.2%	4,587	16.2%	4,806	16.9%

Note: UW institutions use incoming students' scores on the UW System Mathematics Placement Test, ACT/SAT Math subscores, or a combination of these scores to determine if mathematics remediation is needed. Cutoff scores for mathematics remediation differ across the UW institutions.

**Students Needing English Remediation
by Institution
Fall 2002 through Fall 2004**

Institution	Fall 2002		Fall 2003		Fall 2004	
	# Req Rem	% of Total New Freshmen	# Req Rem	% of Total New Freshmen	# Req Rem	% of Total New Freshmen
UW-Madison	4	0.1%	0	0.0%	0	0.0%
UW-Milwaukee	792	23.9%	799	20.7%	695	18.2%
UW-Eau Claire	27	1.3%	21	1.1%	15	0.7%
UW-Green Bay	69	7.5%	79	8.1%	77	7.7%
UW-La Crosse	38	2.4%	18	1.2%	22	1.4%
UW-Oshkosh	72	4.0%	29	1.6%	42	2.4%
UW-Parkside	245	29.4%	389	39.9%	426	43.2%
UW-Platteville	60	5.3%	58	5.1%	69	5.7%
UW-River Falls	NA	NA	29	2.4%	36	3.0%
UW-Stevens Point	NA	NA	NA	NA	NA	NA
UW-Stout	226	17.2%	191	14.9%	185	14.3%
UW-Superior	61	19.4%	63	18.3%	49	14.1%
UW-Whitewater	333	16.4%	271	14.8%	157	8.9%
UW Colleges	385	9.3%	405	9.2%	519	12.1%
Total	2,312	8.4%	2,352	8.3%	2,292	8.1%

NA = "Not Applicable" or "Not Available"

Note: UW institutions use incoming students' scores on the UW System English Placement Test, ACT/SAT English subscores, or a combination of these scores to determine if English remediation is needed. Cutoff scores for English remediation differ across the UW institutions.

2006-07 Tenure Designations and
New Tenured Appointments

EDUCATION COMMITTEE

Resolution I.1.e.(4):

That, upon recommendation of the respective Chancellors and the President of the University of Wisconsin System, the 2006-07 tenure designations and new tenured appointments, reported in the attached materials by institution, be approved.

UNIVERSITY OF WISCONSIN SYSTEM REPORT ON 2006-07 FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER STATUS CHANGES

BACKGROUND

Each spring, the UW System Office of Academic and Student Services compiles data on tenure designations, promotions, and new tenured appointments made at the fifteen UW institutions. The names of those faculty members who have been newly tenured, promoted, and hired with tenure for 2006-2007 are included with this document.

The Board of Regents is required by Chapter 36.13 of the Wisconsin Statutes to approve institutional tenure designations. Pursuant to UWS 3.06, the criteria and procedures for promotion and the granting of tenure are established by each institution, and must include an evaluation of teaching, research, and professional and public service contributions to the institution. Affirmative recommendations must be made by an academic department and the Chancellor. Institutional procedures typically provide for a multi-step review of candidates before a recommendation comes from the Chancellor to the Board.

In providing the UW System Administration with the names of the faculty tenured and promoted by their institutions, Chancellors and/or Provosts send in assurances that they have personally reviewed the dossiers of each of these faculty members and can certify as to the appropriateness of their tenure and promotions.

Although the decision is made at the institutional level, Regent action becomes the final step in the process by which faculty receive tenure.

REQUESTED ACTION

Approval of Resolution I.1.e.(4), accepting the Report on 2006-07 Faculty Promotions, Tenure Designations, and Other Status Changes.

RELATED REGENTS POLICIES

None.

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-EAU CLAIRE	LANGER, CAROL L.	NEW CHAIR	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-EAU CLAIRE	LEVIN-STANKEVICH	NEW CHANCELLOR	PROFESSOR W/TENURE	APPOINTMENT
UW-EAU CLAIRE	ABOOTALEBI, ALI REZA	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	BECKER, DARCY A	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	CHADHA, VEENA	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	GOULET, MARC	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	IHINGER, PHILLIP DEAN	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	JEWETT, DAVID C	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	JOL, HARRY MARTIN	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	LIKKEL, LAUREN J	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	PENKAVA, MIKE ROBERT	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	POPE, KAREN O.	ASSISTANT PROFESSOR W/TENURE	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	SANTOS-PHILLIPS, EVA L.	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	SCHOEN, CARL P	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	SHADDOCK, JENNIFER	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	STARR, CHERYL L	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	TURNER, PATRICIA R	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	VAUGHAN, TIMOTHY SEAN	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	WILSON, MICHAEL D	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EAU CLAIRE	BATTALIO, ROSEMARY LOUISE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	BONSTEAD-BRUNS, MELISSA JILL	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	BRANDT, CHERYL LYNNE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	CORNELL-SWANSON, LAVONNE JOANN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	CRONJE, RUTH J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	DAY, PATRICK L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	HILL, STEPHEN MARK	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	JONES, DAVID MILES	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	KALDJIAN, PAUL JEREMY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	KLATT, KEVIN P	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	KOROGHLANIAN, CAROL MAY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	NAHM, ABRAHAM YOONHO	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

UW-EAU CLAIRE	SANISLO, TERESA MARIE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	SHOWSH, SASHA A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	WHITLEDGE, VICKI M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EAU CLAIRE	BAWDEN, TIMOTHY TODD	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-EAU CLAIRE	MARKGRAF, JILL S.	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-GREEN BAY	HU, TIAN-YOU	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-GREEN BAY	CHRISTENSEN, ROSEMARY A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	MALLOY, KAOIME E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	PHOENIX, LAUREL E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	POTT, UWE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	ROSEWALL, ELLEN W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	RUSS, MEIR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	VESCIO, BRYAN D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-GREEN BAY	ZORN, MICHAEL E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-LA CROSSE	ARDOVINO, PATRICIA S	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	BRYAN, JEFFREY C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	CRANK, VIRGINA N	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	DICKMEYER, SCOTT G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	EIDE, BARBARA J	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	KATTCHIEE, KARL M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	LAN, HAIXIA W	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	MCGAFF, ROBERT W	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	RAGAN, ROBERT J	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	RITTERLING, SOOJIN K	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR	PROMOTION
UW-LA CROSSE	VANDENBERG-DAVES, JODI E	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	WEAVER, TODD M	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	WYCOFF-HORN, MARCIE R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	YOUNG, JOSEPH A	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-LA CROSSE	ZHENG, MAO	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-LA CROSSE	JOHNSTON-RODRIGUEZ, SARAH L	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	PROMOTION & TENURE
UW-LA CROSSE	UDERMANN, BRIAN E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-LA CROSSE	ANGELL, CAROL A	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	CARAVELLA, TRACY J	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	CHERNE, MARGARET B	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	DIXON, ROBERT J	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	GIDDINGS, LISA A	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	LAKE, DARLENE M	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-LA CROSSE	MACIAS, VICTOR M	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

**UNIVERSITY OF WISCONSIN SYSTEM
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<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-MADISON	ASMUS, JENNIFER M	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	BENTZEN, SOREN	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	CARR, DEBORAH	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	CHESTNUT, DAVID	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	DECROIX, GREGORY	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	EDWARDS, DOROTHY	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	EDWARDS, JAN	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	FORREST, LISA J	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	FOURAKIS, MARGARITIS	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	HSUNG, RICHARD	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	KAPLAN, DAVID	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	MAHVI, DAVID	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	MARGOLIS, ERIC	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	NEUMAN, GEORGE	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	O'GUINN, THOMAS	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	PAWLEY, CHRISTINE	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	SCHNACK, DALTON	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	SCHWENDINGER, LAURA	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	SHAH, DINESH	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	STOECKER, RANDY R	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	TOME, WOLFGANG	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	TOWNSEND, PHILIP A	NEW HIRE	ASSOCIATE PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	UNDERWOOD, JULIE	NEW HIRE	PROFESSOR W/TENURE (AND DEAN)	APPOINTMENT
UW-MADISON	WALD, ELLEN	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-MADISON	ASTHANA, SANJAY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	BELL, MICHAEL M	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	BLICK, ROBERT	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	BOTTGE, BRIAN A	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	CEGLAREK, DARIUSZ J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	DHARWADKER, VINAY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION

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UW-MADISON	EISENSTEIN, RICHARD S	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	EMIRBAYER, MUSTAFA	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	FOREST, CARY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	FORTENBERY, T RANDALL	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	HEINRICH, CAROLYN J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	JIANG, JACK J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	KOKOTAILO, PATRICIA K	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	LEVIN, LEONARD A	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	MARTIN, JOHN L	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	MCMANUS, PATRICIA S	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	MILLER, CYNTHIA L	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	MIYAMOTO, SHIGEKI	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	MONTIGLIO, SILVIA	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	NOWAK, ROBERT D	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	NYHART, LYNN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	OAKLEY, LINDA	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	POLLAK, SETH D	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	PROVENCHER, ROBERT W	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	RAN, BIN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	READY, MARK J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	RUEGG, PAMELA L	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	RUMBLE, PATRICK A	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	SHENKER, YORAM	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	SINGER, BRADLEY S	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	SMITH, MARC	ASSISTANT PROFESSOR W/TENURE	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-MADISON	SMITH, MAUREEN A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-MADISON	SOSS, JOE B	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	SOVINEC, CARL R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-MADISON	SWEET, JAMES H	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-MADISON	TIKOFF, BASIL	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	UHLRICH, DANIEL J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	VALENTINE, J RANDOLPH	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION

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UW-MADISON	VILA, ANNE C	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	WESTBURY, JOHN R	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	WILCOTS, ERIC M	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	YOUNG, LOUISE C	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	YU, JIN-WEN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MADISON	ALEXANDER, ANDREW L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ANGUS, JENNIFER R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ARPACI-DUSSEAU, ANDREA C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ARPACI-DUSSEAU, REMZI H	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	AYLWARD, WILLIAM	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BARR, MAUREEN M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BARRETT, BRUCE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BASCARA, VICTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BLACKHAWK, NED C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BLOCK, WALTER F	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BOISSONNAULT, WILLIAM G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BOWE, SCOTT A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	BOYD, RICHARD A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	CIRELLI, CHIARA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	CURTIN, JOHN J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	D ETCHEVERRY, CHARO B	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	DASU, SRIDHARA RAO	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	DILLARD, JOSEPH P	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	DISANZA, ANTHONY E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	DOWNEY, GREG	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ERMAKOFF, IVAN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ESCHENFELDER, KRISTIN R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ESSEX, MARILYN J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	FISCHER, MARTHA A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	FOLTZ, JEREMY D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	FURUMOTO, DAVID J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	GEORGE, GERARD	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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UW-MADISON	GOMEZ, TIMOTHY M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	GUILLOT, MICHEL	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	HALLORAN, MARY C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	HITCHCOCK, JOHN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	HONG, GRACE KYUNGWON	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	JHA, SOMESH	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	JULL, LAURA G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	KARTHIKEYAN, K G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	LEE, CAROL E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	LEE, YOUNGSOOK	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	LI, XIAOCHUN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	LITOVSKY, RUTH Y	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MARSHALL, NANCY R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MERLI, M GIOVANNA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MILLER, CLARK A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MITCHELL, JUDITH	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MITCHELL, THOMAS	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	MUIR, PETER	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	NAKAMURA, LISA A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	NELLIS, GREGORY F	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	NELSON, ADAM R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	OSSORIO, PILAR N	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	PALECEK, SEAN P	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	PERNA, NICOLE T	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	POEHLMANN, JULIE A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	PUNTAMBEKAR, SADHANA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	RADELOFF, VOLKER C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	RANKIN, SCOTT A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	RAYMO, JAMES M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	RICKENBACH, MARK G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ROSENTHAL, DAVID AARON	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SANCHEZ, KATHRYN M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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UW-MADISON	SCHULTE, MICHAEL J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SCHWEBER, HOWARD H	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SHAFFER, DAVID W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SHEIBANI, NADER	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SHOEMAKER, DAVID D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SIMPSON, GAIL	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	SINHA, ASEEMA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	STAJKOVIC, ALEKSANDAR D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	STREIFFER, ROBERT K	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	THELEN, DARRYL G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	TURKSTRA, LYN S	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	TURNER, HENRY S	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	VARGHESE, TOMY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	WALKOWITZ, REBECCA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	WALSH, KATHERINE CRAMER	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	WANNER, ANJA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	WATTIAUX, MICHEL A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	WU, CHIN-HSIEN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	YAEGER, JASON	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	YU, JAEHYUK	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ZHU, JUN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-MADISON	ZIMMERMAN, DAVID A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-MILWAUKEE	FENDRICH, MICHAEL	NEW HIRE	PROFESSOR	APPOINTMENT
UW-MILWAUKEE	FERREIRA, CESAR	NEW HIRE	ASSOCIATE PROFESSOR	APPOINTMENT
UW-MILWAUKEE	MORIN, KAREN	NEW HIRE	PROFESSOR	APPOINTMENT
UW-MILWAUKEE	SHAFFER, MARGARET	NEW HIRE	PROFESSOR	APPOINTMENT
UW-MILWAUKEE	ARORA, SWARNJIT	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	AZEN, RAZIA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	BEDER, JAY H	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	BOHTE, JOHN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	BONDS, MICHAEL	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	COSIER, KIMBERLY J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	COSTELLO, CARRIE YANG	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	DE SOUSA, CHRISTOPHER A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	DOLAN, KATHLEEN A	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	EDYBURN, DAVID	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	EMMONS, SCOTT E	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	FERRO, SIMONE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	GARRISON, LEE ANN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	GHOSE, RINA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	GUPTASARMA, PRASENJIT	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	HANSEN, ANNE R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	HEO, UK	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	HUDSON, JEAN L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	INDIG, GUILHERME L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	JORDAN, JOHN W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	LARSON, VINCENT E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	LEE, MORDECAI	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	MATHIOWETZ, NANCY A	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	MCKENZIE, JON V	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	MELLO, ROBIN A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	OLSEN, KATHRYN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION

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UW-MILWAUKEE	OXFORD, JEFFREY T	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	PACHECO, ARSENIO ANDREW	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	PASHAK, SARA C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	RAHMAN, ADEEB A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	REDD, STEVEN B	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	REDDY, DIANE M	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-MILWAUKEE	SANDS, PETER V	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	SRITE, MARK D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	STEEBER, DOUGLAS A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	TIMMERMAN, CHARLES ERIK	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	WANG, YING	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	WATSON, JENNIFER L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	WESTER, STEPHEN R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION & TENURE
UW-MILWAUKEE	JANG, JAEJIN	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-OSHKOSH	BULLINGTON, GRADY D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-OSHKOSH	COWLING, MICHAEL R	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	EIERMAN, MICHAEL A	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	FAST, GERALD R	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	GUDEMUNDSON, DONALD E	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	HANKES, JUDITH E	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	HONES, DONALD F	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	HU, LI	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	MAKAR, STEPHEN D	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	PILLSBURY, ROBERT W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-OSHKOSH	PONTYNEN, ARTHUR J	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	RAU, BARBARA L	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	SIBELMAN, SIMON P	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	SZYDLIK, JENNIFER E	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-OSHKOSH	CARLIN, LAURENCE D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	CLARK, DENISE M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	DINGLELINE, DONALD W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	EROH, LINDA LOUISE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	GARCIA, PENNY ANN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	GLEASON, TIMOTHY R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	GUEORGUEV, GUEORGUI T	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	HEIDER, CARMEN E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	HIATT, ERIC E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	IVERSEN, JAKOB HOLDEN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	KERCHER, STEPHEN E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	LANDRY, H JORDAN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	LEISEN-POLLACK, BIRGIT	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	LISKE, KENNETH L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	MEYERSON, PETER M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	MOUTON, MICHELLE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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UW-OSHKOSH	REDINGTON, ANDREW L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	WENNER, JENNIFER M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	CHAPPY, SHARON L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	HART, JOAN E	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	JOHNSON, MARIANNE F	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	KALTCHEVA, NADEJDA T	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	KAPLAN, JEFFREY	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	KING, KAREN N	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	LIU, BAODONG	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	MAGUIRE, MILES B	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-OSHKOSH	PARKS, MARGUERITE W	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-OSHKOSH	SEAMAN, CAROL E	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-PARKSIDE	EBEID, FRED J	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-PARKSIDE	HAWK, STEPHEN R	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-PARKSIDE	BARBER, ROBERT D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PARKSIDE	BAYLOR, TRENTON W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PARKSIDE	CASTOR, THERESA R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PARKSIDE	SASSO, ROBERT F	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-PLATTEVILLE	BERNHARDT, KEVIN JAY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	CHANG, MU-LING	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-PLATTEVILLE	GUNSER, ROXANE MARY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	HASKER, ROBERT WILLIAM	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	KUNZ, DAVID N	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	LI, QIONG	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-PLATTEVILLE	MCBETH, WILLIAM CLARK	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	NARAYAN, CHETNA	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	NZEGWU, LOUIS IFEANYI	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-PLATTEVILLE	RAWLING, JESSE E III	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-PLATTEVILLE	TREWIN, AMANDA L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-PLATTEVILLE	WRIGHT, KRISTOPHER K	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-PLATTEVILLE	GILLESPIE, DEBORAH A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PLATTEVILLE	LEE, JOONG-JAE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PLATTEVILLE	MCDONALD, JULIA KATHRYN	ASSOCIATE PROFESSOR	PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PLATTEVILLE	TEMBEI, JOHN N	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-PLATTEVILLE	BOUCK, LINDA H	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	BRAUNYHARYCKI, DAVID MARTIN	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	COLLINS, BENJAMIN V C	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	CURRAS, CHRISTINA J	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	ENRIGHT, CORINNE SANDRA	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	GATES, ELIZABETH ANNE	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	HAGEN, PATRICK G	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	IRA, MICHAEL S	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	LENZI, MARY E	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	SNYDER, ROBERT J	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-PLATTEVILLE	TIGERMAN, KATHLEEN JOY	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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UW-RIVER FALLS	HUFFMAN, BRIAN J	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-RIVER FALLS	MOOSA, IMTIAZ N	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-RIVER FALLS	BARNETT, THOMAS W	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	DAVIS, TRICIA M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	HARRIS, MICHAEL D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	RAYNE, PETER L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	TUBRE, TRAVIS C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	VIGNONA, LAINE C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	WARD, GAYLE C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-RIVER FALLS	WHEELER, JOHN A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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UW-STEVENS POINT	DAVIS, KATHY	NEW HIRE	PROFESSOR W/TENURE	APPOINTMENT
UW-STEVENS POINT	HAUER, RICHARD J	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-STEVENS POINT	LAMB, KATHLEEN A	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-STEVENS POINT	VANHALLA, HELENA	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-STEVENS POINT	BECKER, PATTI M	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	BUTLER, BARBARA Y	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	CZERWINSKI, KEVIN M	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	DEHART, PAULA RENE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	MCGINLEY, PAUL M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STEVENS POINT	MORRISON, SUSAN L	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	SCHMETZKE, AXEL	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	SLICK, SUSAN K	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STEVENS POINT	WENDORF, CRAIG A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STEVENS POINT	ARMACANQUI, ELIA J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	ARNOLD, DAVID L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	DEBOER, DOROTHY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	FELT, ANDREW JAMES	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	FORBES, DOUGLAS	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	GINNETT, TIMOTHY F	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	GOULD, JOAN CHRISTINE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	HAINES, ANNA L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	KATZMAREK, JOANNE M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	KURIBAYASHI, TOMOKO	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	KUZMANOVIC, DEJAN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	NANDREA, LORRI G	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	SMITH, STEPHEN T	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	STEFFES, MICHAEL J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	WALLACE, HAROLD S	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	WETTER, ANNE C	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	WILLIAMS, DAVID LAY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

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UW-STEVENS POINT	ZIMMERMAN, DONNA L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STEVENS POINT	DEMPSEY, CORINNE M	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STEVENS POINT	VEUM, MICHAEL P	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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UW-STOUT	BECKER, JOY LYNNE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	BROUWER, LYNNETTE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STOUT	CALEMBERG, PAUL A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	DZISSAH, JOHN SETUTSIMAM	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	FLOM, BARBARA	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	GJEVRE, JOAN E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	GRABER, STEPHANIE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STOUT	LUME, CHARLES VINCENT MATSON	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	RITCHIE, BRYAN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROMOTION
UW-STOUT	SCHLOUGH, STEVE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STOUT	SCOTT, ALAN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-STOUT	MURRAY, NANCY J NOESEN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-STOUT	ANDERSON, BYRON C	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-STOUT	BROUILLARD, DENISE SUZANNE	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	FITCH, BRIAN CRAIG	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	GOETZ, STANLEY D	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-STOUT	HAMILTON, MICHELLE ROSE	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-STOUT	HAWLEY, DALE R	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	KARIS, TERRI ANN	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	KLEMME, DIANE K	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	KUJAWA, KATHRYN ELAINE	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW-STOUT	MCCULLOUGH, LAURA ELLEN	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	NOLD, STEPHEN C	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-STOUT	WHEELER, GEOFFREY B	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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UW-SUPERIOR	MARKWOOD, CHRISTOPHER	NEW PROVOST	PROVOST AND PROFESSOR W/TENURE	APPOINTMENT
UW-SUPERIOR	BEZROUKOV, SERGUEI L	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-SUPERIOR	CUZZO, MARIA S	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-SUPERIOR	GABRYS-ALEXSON, RANDY	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-SUPERIOR	JACOBS, LAURA E	ASSISTANT PROFESSOR W/TENURE	ASSOCIATE PROFESSOR W/TENURE	PROMOTION
UW-SUPERIOR	SCHLACKS, DEBORAH D	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-SUPERIOR	BUSTOS, PAMELA B	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE
UW-SUPERIOR	HEMBD, JERRY LYNN	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

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UW-WHITEWATER	CHUNG, MYUNG HEE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-WHITEWATER	FREIBERG, MELISSA R	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-WHITEWATER	MCKINNON, JEFFREY S	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW-WHITEWATER	DOUGAN, WILLIAM LEE	ASSOCIATE PROFESSOR	PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	HEINRICH, JEFFREY S	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	HIXSON, THOMAS K	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	HOLMES, LINDA ELLEN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	KASHIAN, RUSSELL D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	LIANG, GUOLI	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	NAM, KI-BONG	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	PENINGTON, BARBARA ANN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	SKELLY, WILLIAM A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	WHITE, MAX LAURIE	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	WILDERMUTH, SUSAN M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-WHITEWATER	EISWERTH, MARK E	ASSOCIATE PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	TENURE

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW COLLEGES	AYOUB, MOHAMED E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	BARTLETT, MICHAEL O	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	BYRAND, KARL J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	EKUNSANMI, TOYE J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	HALINK, GAIL K	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	HAYS, CHRISTOPHER T	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	HERVERT, JOHN F	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	JOHNSON, MECHTILD M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	KONELL, SIDNEY A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	LEE, LAURA R	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	RUDD, MARTIN D	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	URBAN, JULIE A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW COLLEGES	KREBS, CHARLES E	ASSISTANT PROFESSOR	ASSISTANT PROFESSOR W/TENURE	TENURE
UW COLLEGES	BAKER, JUDITH	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW COLLEGES	KIESEL, DIANN	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW COLLEGES	KOMOTO, CARY	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION
UW COLLEGES	LUTZ, ZOIE	ASSOCIATE PROFESSOR	PROFESSOR	PROMOTION

**UNIVERSITY OF WISCONSIN SYSTEM
FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS
2006-2007 BUDGET**

<u>CAMPUS</u>	<u>NAME</u>	<u>CURRENT STATUS</u>	<u>PROPOSED STATUS</u>	<u>ACTION TAKEN</u>
UW-EXTENSION	BOWERS, SALLY A.	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-EXTENSION	KORNMANN, MICHAEL R	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-EXTENSION	LINNEBUR, ALAN A	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-EXTENSION	MILLER, ZEN	ASSOCIATE PROFESSOR W/TENURE	PROFESSOR W/TENURE	PROMOTION
UW-EXTENSION	SEAMAN, CORRINTHA	INSTRUCTOR	ASSISTANT PROFESSOR	PROMOTION
UW-EXTENSION	BURGERT, SARAH J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	FISCHER, DAVID W.	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	HART, DAVID JOHN	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	HETZEL, KATHLEEN A	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	JENSEN, JANE E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	KOOIKER, MARILY	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	MEEKER, IAN B	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	MEHLBERG, RENE L	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	NEHRING, PATRICK J	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	OHLROGGE, PAUL M	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	REEDY, MARGARET E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	ROBACK, PAUL M.	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE
UW-EXTENSION	SCHAAF, JANE E	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR W/TENURE	PROMOTION & TENURE

I.2. Business, Finance, and Audit Committee

Thursday, June 8, 2006
UW-Milwaukee
Wisconsin Room, Union

10:30 a.m. All Regents

- UW-Milwaukee: “Balancing Increased Access and Economic Growth Through Research”

11:30 a.m. All Regents

- 2007-09 Biennial Operating Budget
 - Resolution in Support of the Wisconsin Covenant [Resolution I.A.]
- 2007-09 Biennial Capital Budget – Plans and Priorities

12:30 p.m. Box Lunch

1:00 p.m. All Regents

- 2006-07 Annual Operating Budget [Resolution I.B.]

1:30 p.m. Joint meeting with Physical Planning and Funding Committee - Wisconsin Room, Union

- UWM Residence Halls: Creative Solutions for the Future
- Energy Conservation and Green Building Initiatives

2:30 p.m. Business, Finance, and Audit Committee Meeting – Wisconsin Room, Union

- a. Approval of the Minutes of May 4, 2006 meeting of the Business, Finance, and Audit Committee
- b. Follow-up Discussion on UW-Milwaukee and other 2007-09 Budget Items
- c. Update on UW System Policy on Criminal Convictions Background Checks
- d. Trust Funds
 - (1) Acceptance of Bequests over \$50,000 [Resolution I.2.d.(1)]
 - (2) Policy Discussion Regarding Investment in Tobacco Interests
 - (3) Sudan Divestment Informational Report

e. Audit Update

- (1) Review Next Steps for Segregated Fee Audit Recommendations
- (2) Discuss Possible Program Review of Cost of Textbooks

f. Committee Business

g. Report of the Vice President

h. Additional items, which may be presented to the Committee with its approval

UW System Trust Funds
Acceptance of Bequests over \$50,000

BUSINESS, FINANCE, AND AUDIT 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.

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, Finance, and Audit Committee so that they can, via resolution, be formally accepted and recognized by the President, Board, 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. Josephine O. Woodbury Estate

Ms. Woodbury's Will states the following:

ARTICLE IV. 4.5. (b): "Ten percent (10%) thereof to the University of Wisconsin – Madison, Madison, Wisconsin, for teaching and research in the social sciences."

Regarding the donor, we know only that Ms. Woodbury's husband, G. Coleman Woodbury, was a member of the Urban and Regional Planning faculty, a department within the Social Sciences division, at UW-Madison. UW-Madison has received approximately \$150,000 from this estate and has established the "Josephine O. Woodbury Teaching and Research Fund," which will be administered by the Dean's Office in the College of Letters and Science.

2. Stanley F. Wadell Trusts

The Will of Stanley F. Wadell, which created the relevant trusts, states the following:

Article SIXTH (c)(1): "An amount equal to Forty Per Cent (40%) of the value of the principal at that time of the trusts created by Articles FIFTH and SIXTH of my will is to be distributed in equal shares to each of the following organizations which is in existence at that time:... (iv) DEPARTMENT OF ENGINEERING OF THE UNIVERSITY OF WISCONSIN, Madison, Wisconsin."

Stanley Wadell was born in Janesville, Wisconsin and graduated from the University of Wisconsin in 1939 with a B.S. in electrical engineering. Stanley worked for General Electric during World War II, where he helped to engineer advanced machine gun fire control systems to protect bombers. After the war, he worked for Bell Aircraft Corporation and was involved with precision accelerometer and gyros for missiles, contributing much to the guidance and control systems on the Shrike and Rascal guided missiles, the forerunners of today's cruise missiles. He also helped in the breaking of the sound barrier by helping to develop flight control systems for the world's first rocket airplane, the X1, and the movable swept-wing X5. Later, Stanley worked for PCB Piezotronics, Inc., where he helped develop sophisticated serve-accelerometers which helped guide NASA space probes to distant planets. He retired from PCB as vice president for special projects at the age of 80.

UW-Madison has received approximately \$90,000 from the Waddell Trusts. These funds have been deposited into the existing "Engineering Building Construction and Equipment Fund," which is administered by the College of Engineering Dean's Office.

3. Jessie May Bork Estate

The Will of Ms. Bork states the following:

"4.2 One-fourth of the residue to the University of Wisconsin, Madison, Wisconsin, for improvements to the School of Business at the Madison, Wisconsin, Campus, such gift being made to fulfill the expressed desire of my deceased husband, Herbert A. Bork."

The only information we have regarding the Borks' connection to the UW is that Herbert A. Bork graduated from UW-Madison in 1924 with a B.A. in Business and Accounting. To date, UW-Madison has received \$925,000 from this estate, and will be establishing the "Herbert and Jessie May Bork Discretionary Fund," to be administered by the Dean's Office in the School of Business. The fund will be used for improvements to the School of Business, and in accordance with Regent Policy, it will be classified as a designated endowment such that income only is expendable.

4. Emerson J. Collier Trust

The Collier Trust document states the following:

"5.1(b) To UNIVERSITY OF WISCONSIN MEDICAL SCHOOL the sum of One Hundred Thousand Dollars (\$100,000.00)."

Dr. Emerson J. Collier was born in 1916 in the copper-mining town of Butte, Montana. He received his undergraduate degree from the University of Alaska in Fairbanks, shortly after that university was built, and attended medical school at the University of Oregon. He then began an internship at the University of Wisconsin Medical School, but World War II intervened. The war actually helped Emerson complete his medical training, however, as the Army was in desperate need of doctors and commissioned fourth-year medical students as 2nd Lieutenants, paying for them to complete their studies on an accelerated schedule. In 1946, then-Captain Collier was discharged from the Army, and he returned to UW Medical School where he completed a residency in urology. Later inducted as a Fellow of the American College of Surgeons, Dr. Collier went on to practice urology/surgery in Denver, Colorado and Portland and McMinnville, Oregon. His career in Oregon included lecturing at the University of Oregon. The Collier bequest was deposited into the existing "Healthstar Building Fund," and will be used by the Medical School for that significant project.

UW SYSTEM TRUST FUNDS POLICY DISCUSSION REGARDING INVESTMENT IN TOBACCO INTERESTS

EXECUTIVE SUMMARY

BACKGROUND

At the meeting of the Business, Finance, and Audit Committee on April 6, 2006, Regent Loftus suggested that consideration be given to instituting a policy of prohibiting further investments in tobacco companies by UW System Trust Funds. This report is intended to provide some background information to support a fuller discussion on this topic.

REQUESTED ACTION

This item is for discussion purposes only.

DISCUSSION

To date, it appears that the only wide-spread divestment/screening activities conducted by peer universities have been those directed against companies that did business in apartheid South Africa, and, to a lesser extent, against tobacco companies. UW System Trust Funds did divest of companies doing business in apartheid South Africa, but no decision to divest of and screen out tobacco company investments has been made. Current investment holdings identified as tobacco-related total almost \$1.4 million, representing 0.37 percent of total assets. The attached report discusses public policy developments, divestment/screening activities by other institutions, complicating factors and issues, and offers some conclusions and policy alternatives for consideration.

RELATED REGENT POLICIES

Regent Policy 97-1: Investment and Social Responsibility

UW SYSTEM TRUST FUNDS POLICY DISCUSSION REGARDING INVESTMENT IN TOBACCO INTERESTS

Introduction

At the meeting of the Business, Finance, and Audit Committee on April 6, 2006, Regent Loftus suggested that consideration be given to instituting a policy of prohibiting further investments in tobacco companies by UW System Trust Funds. This report is intended to provide some background information to support a fuller discussion on this topic. The discussion begins below with a very brief history of the Committee's past involvement with the "tobacco issue."

In 1990, the Business and Finance Committee discussed a letter from an anti-tobacco activist who was then a UW teaching assistant, asking that the University divest from tobacco companies. The Committee decided at that time that divestment was not warranted, and a response to that effect was provided to the activist. Internal records indicate that, other than tobacco investments occasionally being cited by students and faculty during the Public Investment Forum, tobacco divestment was not specifically taken up again by the Board until 2001. A brief document on tobacco was presented to the Committee, noting that the University of Michigan and University of Washington had just recently implemented "no tobacco" policies. The suggestion was made by staff that the UW System could consider similar action; the Committee decided not to pursue a divestment policy at that time.

The Tobacco Issue and Public Policy Developments

The public health issues surrounding tobacco usage are widely known today, despite the industry's past efforts to conceal the health risks and current efforts to produce "safer" tobacco products. A 2005 Background Report from The Investor Responsibility Research Center (IRRC) entitled, "Tobacco Production and Marketing," provides a good current synopsis of the health issues:

"The magnitude of the health problems associated with tobacco use cannot be fully appreciated until they are examined on a global scale. There are now about 1.3 billion smokers worldwide, and consumption is rising by 1 or 2 percent a year. Seventy percent of smokers live in developing countries, a figure that is expected to rise to 85 percent by 2025. By 2010, the number of people who die annually from tobacco-related disease is expected to reach 5 million. Given current trends, deaths caused by smoking will increase from 9 percent of all deaths each year to more than 12 percent in 2020—exceeding the toll from AIDS, tuberculosis, automobile accidents, maternal mortality, homicides and suicide combined. The World Health Organization estimates that the death toll will rise to 10 million a year by 2030."

Regarding U.S. public policy developments, in 2004, for the second year in a row, Congress proposed but failed to pass legislation that would give the Food and Drug Administration the authority to regulate tobacco products. A similar bill was reintroduced on March 17, 2005 (one that surprisingly has the backing of Altria, the parent company of Phillip Morris), and presumably such bills remain under Congressional consideration at this time. Regarding public policy developments internationally, the 2005 IRRC Background Report provides the following summary:

“Since 2000, the 191-member World Health Assembly, the governing body of the World Health Organization, has been working toward the adoption of a Framework Convention on Tobacco Control (FCTC). The FCTC is the first international treaty to address a health issue. Before entering into effect, 40 countries had to adopt corresponding national legislation accepting its terms. That happened last November, triggering a 90-day countdown for its entry into force. The FCTC officially went into effect on Feb. 27, 2005. The World Health Assembly unanimously adopted the FCTC in May 2003, following almost three years of negotiations. During the year that followed, while it was open for signature, 167 countries and the European Community signed, including the United States. As of this writing, a total of 57 countries have become contracting parties by ratifying its terms. Countries that adopt the FCTC must do so without amendment. Specific provisions include termination of tobacco advertising (subject to national constitutional constraints), putting new graphic warning labels on cigarette packages, limiting exposure to environmental tobacco smoke and promoting smoking cessation programs, among other things. The tough final text approved by treaty negotiators means that some major nations, including the United States and China, might not recommend its adoption as national legislation. There is no deadline for countries to become contracting parties. The Bush administration has yet to submit the FCTC to the Senate for ratification, and it remains unclear whether it will do so. According to the White House, the treaty’s legality is being reviewed by the State Department.”

Tobacco Divestment/Screening Activities

Divestment and screening of tobacco investments first took place among U.S. institutional investors in the 1980s, when public health groups like the American Medical Association and American Cancer Society began selling and screening their investments. Then in the early 1990s, universities such as Harvard and Johns Hopkins followed suit. In early 2000, the University of Washington became the first public university system to divest and screen. Since that time, the following additional universities have implemented “no tobacco” policies: University of Michigan, University of California, Northwestern University, City University of New York, and Wayne State University. A report by the IRRRC entitled, “Tobacco Divestment and Fiduciary Responsibility,” stated that as of 2000, six states, ten major municipalities, and more than 15 colleges and universities had set policies to restrict or divest of tobacco investments.

Without talking directly to people involved with these “no tobacco” decisions, most of which were made five or more years ago, it is difficult to divine the thought processes they went through and how distinctions were drawn between tobacco and other products, companies, and industries that could also be considered “socially irresponsible.” There are some clues here and there, however. From the University of Michigan’s web site, the following information was available regarding their divestment decision:

“In June 2000, the University of Michigan’s Board of Regents voted to divest from the University’s stock holdings in tobacco manufacturing companies. The campaign to divest began in the late 1990s when a faculty member on the executive committee of the University of Michigan Faculty Senate Assembly raised the issue. The executive committee subsequently released a report that spurred a recommendation to divest by the Faculty Senate. This resolution was supported by the University of Michigan Student Assembly.

Other student organizations and members of the college community also opposed the University's tobacco stock holdings.

As divestment became an increasingly debated topic across campus, University President Lee Bollinger [now President of Columbia University] ordered the formation of the Ad Hoc Advisory Committee on Tobacco Investments in September 1999 to explore the University of Michigan's tobacco investments more carefully.

A six-month investigation by the Committee on Tobacco Investments focused on two major questions:

1. What features differentiate tobacco industry products and activities from those of other industries, warranting divestment from tobacco stocks?
2. Does investment in tobacco company stock represent such a contradiction to the University's mission that divestment is ethically necessary?

Other issues taken into account by the Committee included:

- Whether divestment from tobacco would result in a "slippery slope" of divesting from other companies or industries whose business ethics could be called into question.
- How the Michigan State Legislature might respond to divestment by a state institution.
- Whether University policy dictated that investments be based solely on financial factors. Notably, a precedent for divestment on moral and ethical grounds had been set in 1978 when the Board of Regents voted to divest from companies operating in South Africa, as a means of opposing apartheid.

The Committee on Tobacco Investments received over 200 emails regarding tobacco divestment. In numerous public and electronic forums the community response was overwhelmingly in favor of divestment. The State Legislature also indicated that they would not oppose divestment.

The Committee concluded that divestment was warranted based on the following factors that were in direct contrast to the University's educational mission:

- The public health threat posed by tobacco products.
- The dishonest actions of the tobacco companies who knowingly deceive the public about the health risks associated with tobacco use.
- The tobacco industry's tradition of targeting youth consumers.

Results: The University of Michigan's Board of Regents voted in favor of divestment, which took place over a period of ten months. The university divested from a list of companies compiled by The Investor Responsibility Research Center, a non-profit organization that provides investment information. The University of Michigan was among the first major public universities to divest from tobacco stocks."

Although it is not clear that the University of Arizona has investment restrictions against tobacco (it appears that their investments reside primarily with the University's Foundation), the school's

Zuckerman College of Public Health instituted a policy against accepting tobacco money for research. Their web site states the following primary rationale:

“Tobacco is the only manufactured product that if used as intended, causes harmful health effects and has no redeeming benefits to individuals or our society. Overwhelming scientific evidence has accumulated that shows tobacco use to be the single greatest cause of preventable disease, disability and death in the United States.”

Public pension plans (and their related state governments) have not been as active as universities in establishing tobacco investment restrictions to date. As mentioned earlier, in 2000, only six states had implemented such policies. Massachusetts was apparently one of the first, enacting a policy into law in 1997. The web site of their public employee retirement system notes that “the statute prohibits retirement systems from making any new investments in stocks, securities, or other obligations of any company which derives more than 15% of its revenue from the sale of tobacco products.” (Interestingly, it also states, “In applying the statute to pooled funds, [the retirement system] will assess the 15% rule against the entire pool as the board is purchasing shares in the pool, not the individual holdings of the pool.”) It does not appear that the State of Wisconsin Investment Board currently has any restrictions on tobacco company investments.

Also, to satisfy investor interest in tobacco-free investing, the investment management industry has developed both retail and institutional mutual funds that screen out tobacco company securities. Both actively-managed and passively-managed (or “index”) tobacco-free funds are available.

UW Trust Funds Tobacco Investments

Given below are UW Trust Funds’ current holdings in companies identified as falling within the tobacco industry classification.

Company	Country	Security Type	Market Value	Separate Account ?
KT&G Corp.	South Korea	Equity	\$325,183	No
US Tobacco Inc.	USA	Debt	\$309,257	Yes
Gallaher Group PLC	UK	Equity	\$276,796	No
Remgro/Reunert LTD	South Africa	Equity	\$237,408	No
Souza Cruz SA	Brazil	Equity	\$133,394	No
Shanghai Industrial Holdings	Hong Kong	Equity	\$81,645	No
Total			<u>\$1,363,683</u>	

It should be noted that all of the above holdings, with the exception of US Tobacco bonds, are held within commingled or institutional mutual funds. These holdings could therefore not be divested, nor future screenings implemented, unless UW Trust Funds divested its entire positions in these funds (in this case, the UBS International Equity Relationship Fund and the GMO Emerging Markets Fund III). These mutual fund positions now total \$72 million, or some 22 percent of the UW Long Term Fund. The tobacco holdings cited above (in both separate and commingled funds), represent 0.37 percent of total Trust Funds assets.

Complicating Factors and Issues

UW Trust Funds staff believes that eliminating tobacco companies from the universe of investable companies would not unduly restrict investment options nor compromise the primary fiduciary responsibility of seeking optimal investment returns, for both donors and beneficiaries. However, staff does believe strongly that, where investments are to be made through institutional mutual or commingled funds, limiting the universe to only tobacco-free funds would unduly restrict investment options and compromise our fiduciary responsibilities at the present time. Given the level of UW Trust Funds assets, institutional mutual or other such commingled funds are frequently the vehicle of choice (particularly for international and private equity investing) for one or more of the following reasons:

- All-in investment costs may be significantly lower.
- Minimum investment levels for a separately-managed account may be too high.
- A separate account may be too small to achieve sufficient investment diversification.

To accept one or more of these conditions (or to potentially eliminate an entire investment asset class from consideration because of them), all in the name of eliminating any tobacco-related investments would seem to be imprudent. A better approach would seem to be eliminating tobacco holdings as and when we have the ability to do so without otherwise compromising fiduciary responsibilities.

Another potentially complicating factor in a university's decision to divest of and screen out investments in a particular company or an entire industry, is whether and how such an anti-company/industry position is to be applied "campus-wide." For instance, it would seem inconsistent and even hypocritical to not prohibit any and all dealings with that company/industry. Such other dealings would include accepting research money/grants or outright gifts, or conducting any business with these entities. (From the University of California – San Francisco web site, it was learned that the system divested its tobacco holdings in 2001, and in 2004, faculty at several UC campuses voted in favor of policies against acceptance of tobacco industry funding for research. It is unclear at this time whether this policy has been officially adopted by the UC System.)

Also complicating matters, is the fact that many large companies today have multiple business lines and/or distinct subsidiaries, some of which may not be "offensive." For example, Altria is the parent company of both Phillip Morris and Kraft Foods. In such cases, does one apply a "percent of total revenue" approach (e.g., the State of Massachusetts uses a 15 percent threshold), exclude companies with any tobacco-related revenue, permit other business dealings (including acceptance of research money/gifts) with non-tobacco subsidiaries or business units, etc.? (Presumably in the vast majority of cases, only the parent company issues debt and equity securities. This would seem to preclude the possibility of making any distinction between "good" and "bad" subsidiaries for investment purposes.)

Finally, many universities have legally separate and privately-governed foundations that support their mission. It must at least be acknowledged that these foundations may not apply the same policies (investment or otherwise) as do the institutions they support.

Conclusions and Policy Alternatives

To date, it does appear that the only wide-spread divestment/screening activities conducted by peer universities have been those directed against companies that did business in apartheid South Africa, and, to a lesser extent, against tobacco companies. Clearly, many universities were able to make a distinction between such companies' activities or products and other perceived evils. For tobacco, this distinction was conveyed in the University of Michigan's web site discussion. That distinction was echoed by then-Secretary of Health and Human Resources Louis W. Sullivan, who said in 1990, "Cigarettes are the only legal product that when used as intended cause death."

Given all of the foregoing discussion on the tobacco issue and various complicating factors, there seems to be only a few possible broad policy alternatives:

1. Do not divest/screen, recognizing that tobacco products remain legal substances and that it is difficult or impossible to sever all ties with an entire industry in a consistent fashion.
2. Divest/screen tobacco-related investments where prudently feasible.
3. Divest/screen tobacco-related investments where prudently feasible, and institute a system-wide policy prohibiting all dealings with tobacco companies.

Should the Regents decide that a clear distinction can and should be made for tobacco (and potentially other products in the future), Trust Funds' staff suggests that the following specific policy components be considered:

- Add to Regent Policy 97-1, "Investment and Social Responsibility," a statement along these lines:
Companies or industries whose primary lines of business are the manufacture, marketing, sale or distribution of products that directly cause substantial social injury, where there can be no reasonable justification for their use in any circumstances, will not be considered for investment.
Lines of business currently identified as such: tobacco.
- Any such investment restrictions will be applied where separate investment accounts are used. Where mutual or commingled funds are the preferred or only vehicles available, other considerations may be made in determining the acceptability of underlying investments.
- Where such companies or industries are so identified, all UW institutions will be prohibited from accepting funds or having any business dealings with either a parent company or any "offending" subsidiary. This prohibition will not apply to dealings with any clearly-identifiable "non-offending" subsidiaries.

**UW SYSTEM TRUST FUNDS
SUDAN DIVESTMENT INFORMATIONAL REPORT
EXECUTIVE SUMMARY**

BACKGROUND

A campaign encouraging universities and pension funds to divest of any companies doing business in Sudan has gained momentum in recent months. “Divestment activists are invoking the days of widespread divestment in companies doing business in South Africa, hoping to pressure a regime that has allowed, and probably been complicit in, the deaths of some 200,000 civilians and the displacement of over a million more.”

REQUESTED ACTION

This item is informational only.

DISCUSSION

Ten states have passed laws or resolutions related to Sudan investments, and state legislatures in eight more states (California, Minnesota, Indiana, Iowa, Georgia, Massachusetts, New York, and Rhode Island) are considering mandatory divestment bills. In addition, University endowments across the country are facing pressure to sell their holdings in companies doing business in Sudan. Included among those universities which have already divested at least some of their assets are the University of California System, Harvard, Yale, Stanford, and Brown. Divestment campaigns are under way at several other universities, including Indiana University, the University of Maryland, and the University of Virginia. Institutional Shareholder Services, the UW Trust Funds proxy and social issue research provider, has identified 20 holdings in the Trust Funds portfolio with possible ties to Sudan.

RELATED REGENT POLICIES

Regent Policy 97-1: Investment and Social Responsibility
Regent Policy 78-1: Investment of Trust Funds
Regent Policy 78-2: Interpretation of Policy 78-1 Relating to Divestiture

UW SYSTEM TRUST FUNDS SUDAN DIVESTMENT INFORMATIONAL REPORT

Background

A campaign encouraging universities and pension funds to divest of any companies doing business in Sudan has gained momentum in recent months. “Divestment activists are invoking the days of widespread divestment in companies doing business in South Africa, hoping to pressure a regime that has allowed, and probably been complicit in, the deaths of some 200,000 civilians and the displacement of over a million more.” [Voorhes 2006]

In Darfur, a province on Sudan’s western edge and bordering Chad, militias believed to be acting with the cooperation of the Khartoum government are killing, raping and displacing members of the Fur, Masalit and Zaghawa indigenous tribes. Some members of these tribes have rebelled against the Khartoum government, but the attacks are not limited to people known to be involved in the rebellion, and the violence seems to be rooted in a desire by the militias to take over the tribes’ land. Like much of the recent violence in Sudan, the Darfur conflict pits light-skinned, Arab-speaking people affiliated with the Khartoum government against dark-skinned people who speak African languages. Unlike the Khartoum government’s long-running wars with Christian rebel movements in the south, the Darfur conflict involves violence by Muslims against other Muslims. [Voorhes]

Public Policy Developments

In 1997, former President Bill Clinton approved a series of sanctions including banning the importing or exporting of goods and technology to Sudan or financially supporting Sudanese government projects by U.S. entities. Then, in July of 2004, the U.S. Congress passed a resolution declaring that the violence in Darfur qualified as genocide; then-U.S. Secretary of State Colin Powell publicly agreed with this designation. In January 2006, a UN released report stated that widespread crimes against humanity are occurring in Sudan, but stopped short of using the term genocide. The report did, however, say that individuals involved in the campaign acted with “genocidal intent.”

The United Nations has called for prosecution of Sudanese government officials in the International Criminal Court (ICC). The Bush administration, which opposes the ICC, has called instead for the establishment of an “accountability tribunal” like the one formed to investigate the 1994 genocide in Rwanda. Because Sudan is not a party to the ICC, the court needs the approval of the UN Security Council before it can open an investigation into the Darfur atrocities. With the opposition of the United States, and possibly China, ICC prosecutions are unlikely.

The U.S. government has already imposed significant sanctions against Sudan. Because of its harboring of Osama bin Laden in the 1990’s and suspected sponsorship of various terrorist groups, Sudan is on the U.S. State Department’s list of state sponsors of terrorism and is subject to sanctions administered by the Treasury Department. These sanctions prohibit all imports from and exports to Sudan, with the exception of humanitarian goods and certain agricultural

products. While no U.S. companies are active in Sudan (with the exception of a handful of companies that have sold humanitarian goods there with the permission of OFAC), some non-U.S. companies that are involved in Sudan are traded on U.S. exchanges. [Voorhes]

Divestment Activity

On April 5th, Maine joined Illinois and New Jersey as the third U.S. state to mandate divestment of state pension funds from Sudan. Oregon has also passed such a law for its public investment funds, while Louisiana has approved legislation that permits, but does not require, its public funds to shed investments linked to Sudan. Overall, ten states have passed a law or resolution related to Sudan investments. In addition, state legislatures in eight more states (California, Georgia, Indiana, Iowa, Massachusetts, Minnesota, New York, and Rhode Island) are considering mandatory divestment bills, with some variation among the forms of Sudan investment covered by the bills. The Minnesota bill, for example, covers only companies with equity ties to Sudan. [Fetter-Degges 2006]

State legislatures in California, Ohio, and Vermont have each passed resolutions encouraging their states' pension funds to study their ownership of companies doing business in Sudan and consider divestment. In December, the biggest U.S. public pension, the California Public Employees Retirement System (Calpers), voted 9-2 to call for the companies (ABB, Alcatel, and Siemens) to cease business operations in Sudan. In addition, the \$141 billion California State Teachers' Retirement System (Calstrs) recently voted 9-0 to look into divesting all its investments related to Sudan. [Fried 2006]

Last month, Providence, Rhode Island became the first U.S. city to divest from investments in companies that do business in Sudan. [Rhode Island Legislative Press] And two weeks ago, New Haven, Connecticut, announced that it would strip municipal employees' pension funds of investments in companies doing business with the Sudanese government. [Rucker 2006]

University endowments across the country are also facing pressure to sell their holdings in companies doing business in Sudan. Included among those universities which have already divested at least some of their assets are the 10-campus University of California system, Harvard, Yale, Stanford, and Brown. Divestment campaigns are under way at several other universities, including the University of Maryland, Indiana University, and the University of Virginia. A major campaign has been organized by a national student-led group, the Sudan Divestment Task Force, and is reminiscent of a campaign in the 1980's when student-led groups lobbied 55 universities to remove money from companies affiliated with the South African apartheid regime. [Rucker]

Stanford University's trustees voted, in the summer of 2005, to divest of PetroChina, Sinopec, ABB and Tatneft, all of which are involved in Sudan's oil industry. University President John Hennessy said that ongoing genocide in Sudan is "at least partly enabled by these four companies." Despite media reports to the contrary, the university has not announced a total divestment policy. In March, the University of California Board of Regents voted to divest from nine companies (detailed below along with Trust Funds holdings) doing business in Sudan, its first socially-based divestment since 1986, making California the first major public university

system in the nation to take such action. “The University of California has taken a principled stand against the tragedy in Sudan by severing its financial connections from those nine companies who aid the genocide and by lending its voice to those calling for peace in the region,” said Gerald L. Parsky, Chairman of the Board of Regents. [UC Regents press release 2006].

At Harvard, the nation's largest endowment, valued last year at \$25.9 billion, activists have urged the university's president “to publicly state that Harvard will not invest in any corporation that conducts business with the Sudanese government for as long as Sudan is in violation of international norms of human rights.” Students focused particular attention on the university's stock in PetroChina, which has extensive operations in Sudan. The university has sold its estimated \$4.4 million stake in PetroChina as well as its holdings in Sinopec.

At Yale, the nation's second-largest endowment, valued at \$15.2 billion, the university's governing body ordered endowment managers in February to remove their holdings in seven oil companies doing business in Sudan and ban future investments in Sudanese government bonds. The move followed months of student pressure. [Rucker]

Opposition to Divestment

The National Foreign Trade Council (NFTC), an industry association of companies participating in foreign trade whose lawsuit led to the 2000 Supreme Court decision that overturned a Massachusetts law restricting state purchases from companies operating in Burma, has said that it will challenge the constitutionality of Sudan divestment legislation in U.S. courts. NFTC, in cooperation with its partner organization USA*Engage, plans to challenge the Illinois mandatory Sudan divestment law in court, using the 2000 ruling as a precedent. While many state legislators and Sudan activists believe that divestment policies are legal, NFTC says imposing these restrictions is unconstitutional since the federal government already enforces sanctions against Sudan. A recent NFTC newsletter article noted that “federal sanctions on Sudan are in place and the administration is actively pursuing diplomacy” and said that state divestment laws “will impede federal policies toward Sudan.” State-level efforts “to legislate U.S. foreign policy—however well-intentioned—are misguided.” NFTC's lawsuit could be filed as early as June. [Pichardo 2006]

Opposition to divestment is also growing as some pension funds worry about the impact it will have on their private equity prospects. The \$11 billion Chicago Public School Teachers' Pension Retirement Fund worries that private equity managers, a group already concerned about transparency issues associated with public funds, will close their doors to the fund's money if forced to adhere to the Sudan ban, says Kevin Huber, executive director. The Chicago fund, along with four other local funds, wrote a letter to state legislators that the law be tweaked to take account of investments in private equity. As a result of the new law, the letter states, state systems will be excluded from most private equity funds, have limited access to Illinois private equity opportunities and be forced into contractual defaults on current holdings. [Pichardo]

Identifying Firms Doing Business in Sudan

Several of the recently passed state bills include recommendations for determining which companies are doing business in Sudan—a question that has become a concern for pension fund administrators even in states where no divestment bills have been considered. Information on companies identified by the U.S. Treasury’s Office of Foreign Assets Control (OFAC) is available for free, but excludes companies that are not subject to U.S. law. New Jersey’s divestment law, like that of Illinois, mentions that a list of companies doing business in Sudan can be provided by “an independent research firm that specializes in global security risk for portfolio determination.” Among the firms currently providing this research are ISS, KLD Research & Analytics, and the Conflict Securities Advisory Group.

Some state administrators have expressed mistrust of privately-produced lists stating that “fee-based lists provided by private organizations can have a high degree of subjectivity.” Noel Friedman, managing director of KLD, said that 124 companies are currently on its Sudan list, including eight U.S. businesses that he declined to name. Some companies that appear on these lists declare that they do no business in Sudan, and for at least one, 3M, the involvement was described by the company as aiding the United Nations. [Fried 2006]

UW Trust Funds Sudan-Related Investments

UW Trust Funds subscribes to ISS for social issues research and has access to ISS’s Sudan list for an additional fee. ISS provided a broad evaluation of UW Trust Funds for Sudan-related holdings and made the following findings:

- 20 companies in the Trust Funds portfolio have ties to Sudan.
- U.S. (4 companies):
 - U.S. companies with equity ties: 1
 - U.S. companies with non-equity ties: 2
 - U.S. companies with other affiliations: 1
- Non-U.S (16 companies):
 - Non-U.S. companies with equity ties: 7
 - Non-U.S. companies with non-equity ties: 4
 - Non-U.S. companies with other affiliations: 5

The nine companies divested by the University of California Board of Regents include the following: Bharat Heavy Electricals Ltd., China Petroleum and Chemical Corp. (Sinopec), Nam Fatt Co. Bhd., Oil & Natural Gas Co. Ltd., PECD Bhd., PetroChina Company Ltd., Sudan Telecom Co. Ltd. (Sudatel), Tatneft OAO, and Videocon Industries Ltd. UW Trust Funds currently holds three of those nine companies as well as one other Sudan-related firm as shown in the chart below. These four companies are the only identifiable Sudan-related investments held by UW Trust Funds based on current information. Staff is researching other possible Sudan-related holdings.

Company	Country	Security Type	Market Value	Separate Account
PetroChina	China	Equity	\$ 709,376	No
China Petroleum & Chemical	China	Equity	\$ 486,045	No
Siemens AG	Germany	Equity	\$ 153,786	No
Bharat Electricals Ltd	India	Equity	\$ 37,510	No
Total			<u>\$ 1,386,716</u>	

It should be noted that all of the above holdings are held within commingled or institutional mutual funds. These holdings could therefore not be divested, nor future screenings implemented, unless UW Trust Funds divested its entire positions in these funds (in this case, the UBS International Equity Relationship Fund and the GMO Emerging Markets Fund III). These mutual fund positions now total \$72 million, or some 22 percent of the UW Long Term Fund. The Sudan-related holdings cited above represent 0.38 percent of total Trust Funds assets.

References

Fetter-Degges, Jan, IRRC Social Issues Reporter, April, 2006

Voorhes, Meg, IRRC Human Rights Background Report, February, 2006

Fetter-Degges, Jan, IRRC Corporate Social Issues Reporter, September, 2005

Fried, Carla “Some U.S. States Move to Bar Investments Linked to Sudan.” The New York Times, February 21, 2006

Rucker, Philip “Student-Driven Sudan Divestment Campaign Grows.” The New York Times, February 21, 2006

Pichardo, Raquel “Opposition Grows Against Sudan Divestment.” Fundfire, March 22, 2006

Hill, Kim “Rhode Island City Divests From Sudan” April 7, 2006

NEXT STEPS FOR SEGREGATED FEE AUDIT RECOMMENDATIONS

EXECUTIVE SUMMARY

BACKGROUND

In response to a February, 2006 request from Regent Loftus, the University of Wisconsin System Office of Operations Review and Audit performed a program review of the collection and use of student segregated fees by UW System institutions.

The objectives of the review were to: 1) identify programs and services supported by segregated fees; 2) examine trends in segregated fees; 3) analyze the process for establishing segregated fees and the roles of students in setting these fees; 4) describe the roles of and oversight provided by the Board of Regents, UW System Administration, and campus administration in the allocation and use of segregated fees; and 5) identify the use and growth of segregated fees at other higher education institutions.

A report of the review's findings was presented to the Board of Regents' Business, Finance, and Audit Committee at its May 4, 2006 meeting. The report noted that such fees are being collected and used in accordance with Board of Regents' and UW System policies and procedures, that the fees are in line with fees at other institutions of higher education, and that students participate significantly in the process of establishing fee rates and providing input into the use of segregated fees. While UW System institutions' segregated fee processes were deemed appropriate and in compliance with related policies, the report did offer a number of recommendations for the Committee's consideration. These recommendations were presented as enhancements to the generally sound policies already in place at UW institutions. The recommendations included:

Potential Enhancements to Fee Setting Processes

- Involve students as much as possible in the early stages of budget development for segregated fee-funded operations.
- Present standardized and customized budget materials to Segregated University Fee Allocation Committees (SUFAC).
- Submit all non-allocable budgets to the SUFAC for review.

Potential Enhancements to Segregated Fee Supported Capital Projects Review

- Identify the amount of segregated fees included in program revenue, as well as a schedule of the fees that will be assessed for the project, when campuses request Board of Regents approval for capital projects funded with segregated fees.
- Include a breakdown of segregated fee rates by program/activity and identify fees assessed for debt service on capital projects separately from regular student services, when campuses submit their proposed segregated fee rates to the Board of Regents for approval.
- Provide guidance on pre-funding of capital projects from Board of Regents and UW System Administration to achieve greater consistency among UW institutions.
- Request student advice before using segregated fees for other purposes when the debt for which the fees were being collected is retired.

After considerable discussion, the UW System Vice President for Finance was asked to formulate a series of next steps to address the findings and recommendations of the report.

REQUESTED ACTION

This item is for information only.

DISCUSSION

University of Wisconsin System protocols with regard to Systemwide policy development generally involve broad participation from the various stakeholders in the area(s) which may be affected by any policy changes. Accordingly, a Systemwide committee will be formed to address the recommendations of the audit. The Committee will be comprised primarily of Chief Student Affairs Officers and/or other appropriate representatives from student affairs operations and student government representatives who are directly involved with the fee setting and allocation processes, along with Provosts, Chief Business Officers, and appropriate UW System Administration staff.

This Systemwide committee will be charged with developing policy alternatives regarding each of the audit's recommended enhancements. In addition, at the May 4th Business, Finance and Audit Committee meeting, there was considerable discussion about student referenda as one option for enhancing student participation in decisions about fees for major capital projects. Accordingly, the workgroup will be asked to identify options regarding which methods of student consultation are most appropriate for major capital projects, considering the size of the fee increase and other factors.

The committee will convene as soon as practical and will be expected to complete its work in approximately six months time.

Potential changes will be vetted through normal UW System processes involving institution Chancellors along with appropriate staff from affected campus operations. Final options will be presented to the Business, Finance, and Audit Committee for their consideration and guidance.

RELATED REGENT POLICIES

Regent Policy Document 90-3, Funding of University Facilities' Capital Costs (1990)

Regent Policy Document 78-9, Basic Health Module (1978)

Revised 5/26/06

I.3. Physical Planning and Funding Committee

Thursday, June 8, 2006
UW- Milwaukee
Union – Wisconsin Room

10:30 a.m. All Regents

- UW-Milwaukee Presentation: “Balancing Increased Access and Economic Growth through Research”

11:30 a.m. All Regents

- 2007-09 Biennial Operating Budget
 - Resolution in Support of the Wisconsin Covenant [Resolution I.A.]
- 2007-09 Biennial Capital Budget – Plans and Priorities

12:30 p.m. Box Lunch

1:00 p.m. All Regents

- 2006-07 Annual Operating Budget [Resolution I.B.]

1:30 p.m. Joint Meeting of the Physical Planning and Funding Committee and the Business, Finance, and Audit Committee – Wisconsin Room, Union

- a. UWM Residence Halls: Creative Solutions for the Future
- b. Energy Conservation and Green Building Initiatives

2:30 p.m. Physical Planning and Funding Committee – Room E260, Union

- c. Approval of the Minutes of the May 4, 2006 Meeting of the Physical Planning and Funding Committee
- d. UW-Green Bay: Approval of the Design Report and Authority to Adjust the Project Budget and Construct the University Union Expansion and Remodeling Project [Resolution I.3.d.]
- e. UW-Madison: Authority to Transfer 258 Acres of Land Known as Ashland Agricultural Research Station to Ashland and Bayfield Counties. [Resolution I.3.e.]
- f. UW-Stout: Adjust the Campus Boundary for Future Land Acquisition [Resolution I.3.f.]

- g. UW-Whitewater: Approval of the Design Report and Authority to Adjust the Project Scope and Budget and Construct the College of Business and Economics Building [Resolution I.3.g.]
- h. Report of the Assistant Vice President
 - Building Commission Actions
 - Continued Discussion of the 2007-09 Capital Budget
 - Minority Business Enterprise Participation
- x. Additional items which may be presented to the Committee with its approval

Approval of the Design Report and
Authority to Increase the Project
Budget and Construct the University
Union Expansion and Remodeling
Project, UW-Green Bay

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

That, upon the recommendation of the UW-Green Bay Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the University Union Expansion and Remodeling Project and increase the project budget by \$242,000 Program Revenue-Cash for an estimated total project cost of \$6,242,000 Program Revenue-Cash.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2006

1. Institution: The University of Wisconsin-Green Bay
2. Request: Requests approval of the Design Report and authority to construct the University Union Expansion and Remodeling Project and increase the project budget by \$242,000 Program Revenue-Cash for an estimated total project cost of \$6,242,000 Program Revenue-Cash.
3. Description and Scope of Project: This project will remodel 18,700 GSF and construct a 17,500 GSF addition to the existing University Union. The project addresses longstanding space concerns, responds to specific programmatic needs for student dining, lounge and study space, and coordinates shared space for interaction among student groups and organizations. It also allows for the relocation of the campus bookstore and credit union from other areas on campus.

The project addresses the following needs:

- Remodeled space for the food service serveries to accommodate a marketplace concept and enhanced opportunity for convenience and branded concepts and additional weekend offerings to students.
 - Expanded dining to accommodate additional seating.
 - Remodeled space for a club venue to accommodate dancing, dining, seating, recreation, and entertainment.
 - New space to accommodate the university bookstore.
 - Remodeled space to create an interconnected student activity core and accommodate the American Intercultural Center, the Office of Student Life, and student organizations.
 - New and remodeled space that creates a significant entrance that includes the university information center and passport office and a student gathering space.
 - New shell space to accommodate the University of Wisconsin Credit Union branch office.
 - Improved interior finishes which will provide a warmer, more welcoming, and less institutional appearance.
4. Justification of the Project: The University Union was constructed in 1977 and has gone through two major renovations and expansions; one in 1985 and the other in 1993. The current layout does not respond to issues of wayfinding, circulation, and connectivity between floors, nor does it fit well with the pedestrian traffic emerging from the adjacent Mary Ann Cofrin Hall. The objective is to add and reallocate space for student activity

centers like dining, student interactive space, lounges, recreation/entertainment, and the bookstore.

Students have also expressed a desire to provide more casual space for interaction, especially among groups like the Student Government Association, Student Organizations, and the American Intercultural Center. In addition, the campus has identified expansion of dining service as a critical priority. Additional space is required to revamp food preparation options and to provide additional seating for current and future needs. Seven hundred and eighty housing units have been added to the Green Bay campus since 1990 causing a shortage of dining space, especially during lunchtime. Finally, campus long-range plans call for relocating bookstore and credit union functions from the central library plaza to allow the Library to recapture space for their future expansion.

Segregated Fee Funding:

This project is funded from an increase in student fees (\$3.9 million) with the balance from various program revenue sources. The fee increase was approved by the UW-Green Bay Segregated University Fee Allocation Committee and the UW-Green Bay Student Senate in 1999-2000 and resulted from a student led initiative to identify critical campus life needs. Fees were increased to cover a portion of two major facilities projects identified by students as their highest priorities: the Kress Events Center and the University Union. The fee increase was phased in beginning with a \$100 increase in 2000-01 and ending with a \$400 fee in 2003-04. Segregated fees in 1999 were \$556 and increased to \$1,154 in 2003-04. Currently, student segregated fees at UW-Green Bay are \$1,148. The yearly fees to support the project may vary based on actual student enrollment.

5. Budget:

	%	Costs
Construction		\$5,140,400
Contingency	6.5%	332,700
A/E Design and Other Fees	8%	423,000
DSF Management Fee	4%	219,000
EIA & Other Fees		41,300
Hazardous materials abatement		20,000
Movable & Special Equipment		50,000
Percent for Art		<u>15,600</u>
Estimated Total Project Cost		\$6,242,000

6. Previous Action:

August 22, 2002
Resolution 8582

Recommended that the University Union project be submitted the Department of Administration and the state Building Commission, as part of the university's 2003-05 Capital Budget request, at an estimated total project cost of \$8.8M (\$4.2M Program Revenue Supported Borrowing, \$4.1M

Program Revenue-Cash, and \$.5M Gifts). The project was subsequently enumerated in the 2003-05 Capital Budget at \$6,000,000.

Authority to Transfer Land Known as Ashland
Agricultural Research Station to Ashland and
Bayfield Counties, 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, approval be granted to transfer 258 acres of land known as the Ashland Agricultural Research Station in the town of Eileen, Bayfield County, Wisconsin to Ashland and Bayfield Counties.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2006

1. Institution: The University of Wisconsin-Madison
2. Request: Requests approval to transfer 258 acres of land known as the Ashland Agricultural Research Station in the town of Eileen, Bayfield County, Wisconsin to Ashland and Bayfield Counties.
3. Description of Transaction: This transaction will convey 258 acres of land and associated facilities currently comprising the Ashland Agricultural Research Station equally to Ashland and Bayfield counties. The land will be conveyed without restrictions. The value of the Ashland Station land is currently estimated between \$200,000 and \$400,000 based on comparable local land sales in the Ashland area.

After the land is transferred, the counties plan to utilize it through a joint consortium known as the Chequamegon Institute which consists of representatives from the governments of Ashland and Bayfield counties, local community groups, and interested citizens. The institute will conduct outreach and demonstration projects in support of local bio-based economies.

4. Justification of the Project: The funds to purchase the land were originally a gift from Ashland and Bayfield counties in 1911. The property is located four miles west of Ashland and 300 miles from Madison. Approximately 220 acres of the overall 258 acres are tillable, with 6.5 acres in woodlot. The remaining 31.5 acres have various buildings, farm roads, and two railroad lines that cross the site.

The station was used for research on alfalfa, peas and other small grains in the early 1900's until about 1945. Later it was used for dairy and beef cattle research in addition to crop studies. In 1994, the dairy herd operation was sold and in 2001 the College of Agricultural & Life Sciences (CALS) consolidated their operations and reduced the staff and overall use of the site. Under a cooperative agreement with the university, a two-acre portion of the property is currently being used by two local community gardening groups, FEAST (Food, Education, Access and Sustainable Traditions) and Green Thumb Community Gardens. These latter functions will remain under an agreement with the counties.

Over the years, the research station's functions and land requirements have changed. Preliminary discussions of closing the station started in 2003 when CALS began downsizing their out-state programs. Since that time, no active research by UW-Madison faculty or students has occurred at the station. CALS no longer supports the Ashland Station with staff resources, and minimal funds are currently being expended on station

upkeep. By transferring the property, CALS reduces their annual operating expenditures by approximately \$100,000.

Because of the initial investment by the counties and to preserve the land, Ashland and Bayfield county governments, local community groups and citizens requested that the station not be sold on the open market, but rather be transferred to the two counties jointly. This transfer would return the land to Bayfield and Ashland counties for their use in support of the local consortium being developed. Both the Ashland County Board and the Bayfield County Board have endorsed this approach to the university's transfer of the station.

5. Budget: Not applicable.

6. Previous Action:

September 17, 1998

Granted authority to convey 5.5 acres of the Ashland Agricultural Research Station to the town of Eileen at \$5,525, the average of two appraisals.

Authority to Adjust the Campus Boundary
for Future Land Acquisition, UW-Stout

PHYSICAL PLANNING AND FUNDING COMMITTEE

Resolution:

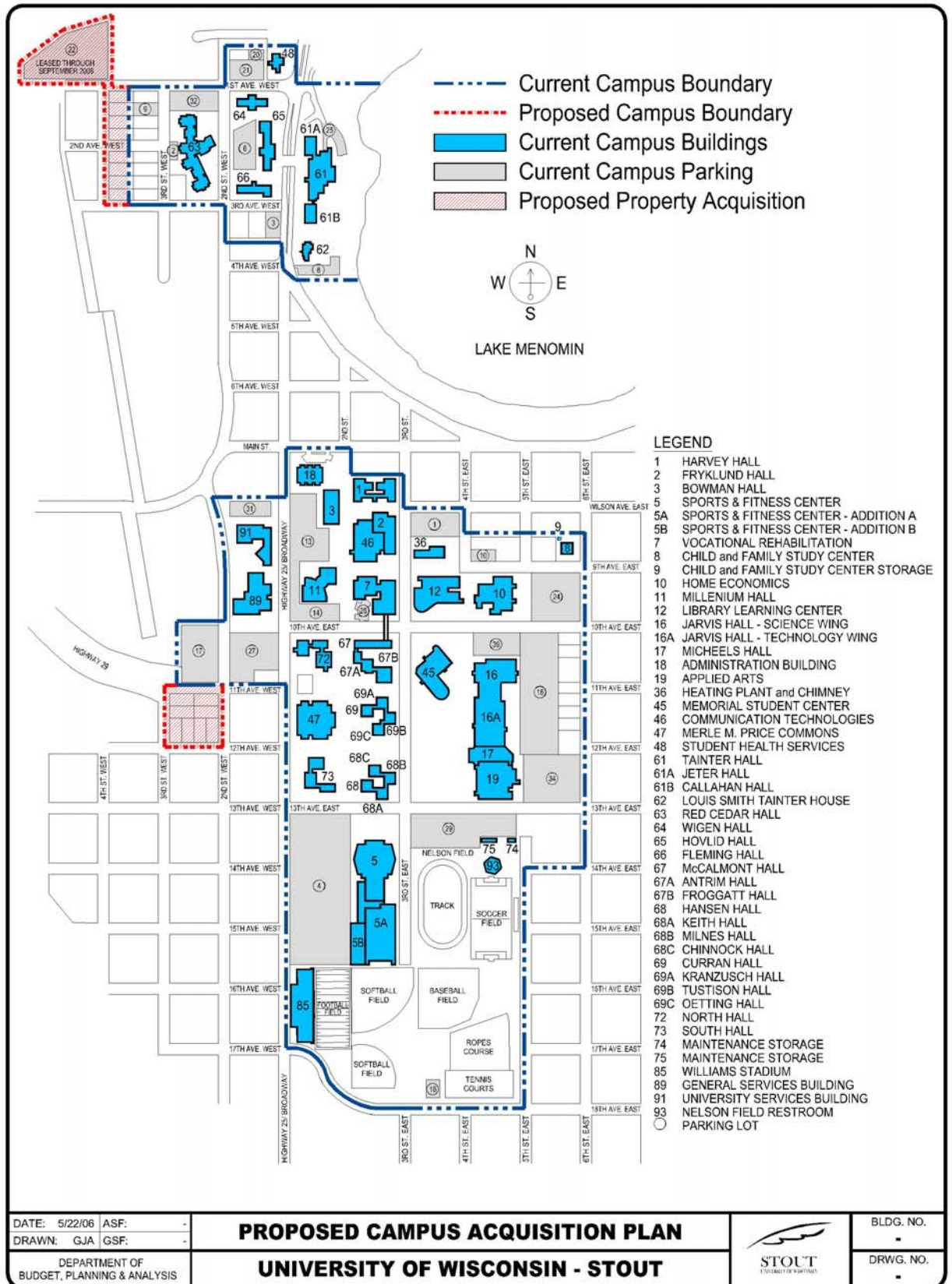
That, upon the recommendation of the UW-Stout Chancellor and President of the University of Wisconsin System, authority be granted to expand the campus boundary to include: (a) north campus properties along the east side of 4th Street West, between 1st Avenue West and 3rd Avenue West, and the parking lot property at 403 1st Avenue West, and (b) south campus properties in the block bounded by 11th Avenue West, 12th Avenue West, 2nd Street West, and 3rd Street West.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2006

1. Institution: The University of Wisconsin-Stout
2. Request: Requests authority to expand the campus boundary to include: (a) north campus properties along the east side of 4th Street West, between 1st Avenue West and 3rd Avenue West, and the parking lot property at 403 1st Avenue West, and (b) south campus properties in the block bounded by 11th Avenue West, 12th Avenue West, 2nd Street West, and 3rd Street West.
3. Description and Scope of Project: The adjusted north campus boundary will facilitate the opportunity to acquire approximately five acres of land. The adjusted south campus boundary will provide the opportunity to acquire approximately 0.8 acre of land. Future acquisitions are anticipated to be for the purpose of residence hall parking on the north campus, and for both event and residence hall parking on the south campus.
4. Justification of the Request: For more than a decade, the UW-Stout campus development plans have documented a shortage of adequate parking. There is currently a 550 stall deficit based on 2,710 stalls available and a planning target of 3,260 stalls. This deficit is especially acute near the north campus residence halls. The construction of the new Red Cedar Residence Hall impacted parking availability because it was constructed on the site of a former parking lot; the number of residents on north campus increased, and the demographic of north campus residents shifted to junior and senior students who have a higher demand for parking. Adequate residence hall parking is essential for the effective marketing of on-campus housing. Sufficient on-campus parking limits the student parking on city streets, thereby improving the campus relationship with surrounding neighborhoods and the community. The property at 403 1st Avenue West is currently leased by UW-Stout for north campus residence hall parking and provides north campus residents approximately 300 convenient parking spaces. This lease for this property expires at the end of September 2006.
5. Budget and Schedule: N/A.
6. Previous Action: None.

0606CampusBoundaryAdjustmentBOR.doc



Approval of the Design Report and Authority
to Adjust the Project Scope and Budget and
Construct the College of Business and
Economics Building, 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: (a) construct the College of Business and Economics Building; (b) increase the project scope and budget by \$1,234,000 (\$777,400 Building Trust Funds - Contingency and \$456,600 Program Revenue-Cash); and (c) request release of \$777,400 Building Trust Funds – Contingency; for a estimated total project cost of \$42,273,000 (\$35,549,000 General Fund Supported Borrowing, \$5,490,000 Gifts/Grants, \$777,400 Building Trust Fund - Contingency, and \$456,600 Program Revenue–Cash).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2006

1. Institution: The University of Wisconsin-Whitewater
2. Request: Requests approval of the Design Report and authority to: (a) construct the College of Business and Economics Building; (b) increase the project scope and budget by \$1,234,000 (\$777,400 Building Trust Funds - Contingency and \$456,600 Program Revenue-Cash); and (c) request release of \$777,400 Building Trust Funds – Contingency; for a estimated total project cost of \$42,273,000 (\$35,549,000 General Fund Supported Borrowing, \$5,490,000 Gifts/Grants, \$777,400 Building Trust Fund - Contingency, and \$456,600 Program Revenue–Cash).
3. Description and Scope of Project: This project will construct a new four story 118,451 ASF / 185,225 GSF building to house the instructional, academic support, community service, and economic development programs for the College of Business and Economics. In addition, the facility will provide 38 general assignment classrooms for use by all campus colleges. The exterior of the new building will be constructed of brick, stone, and metal in harmony with existing campus materials. The project design will incorporate sustainable design principles to the extent possible within the budget. The project will be located on the corner of Starin Road and the Wyman Mall. The site is currently the location for Baker, Sayles, and Salisbury Halls, which will be demolished as part of this project.
4. Justification of the Request: A full justification for this project was provided in the 2001-2003, 2003-2005, and 2005-2007 Capital Budget requests. In general, this project is the first step in addressing four major campus space use issues. The most significant space issue is the quality of space for the College of Business and Economics. The College of Business and Economics is nationally recognized and enrolls over 4,000 students. The current facility housing the college, Carlson Hall, was originally constructed in 1972 and has never been significantly remodeled or upgraded. The space does not adequately meet the needs of the business program. The changing methods for delivering instruction requires facilities supported by a variety of modern instructional technologies in spaces configured significantly different from those in Carlson Hall. The outreach programs of the college, which include economic development, executive training, and business services, are housed in scattered and difficult-to-find spaces that are undersized and poorly configured. Student study and collaborative space is lacking. The new building will provide state-of-the-art spaces to serve the needs of the college in the 21st century.

A second space issue is the quality of campus classrooms, which are not available in the size ranges needed and are poorly configured for current instructional needs. Existing space is not capable of being reconfigured to meet current classroom standards. The new building will provide general assignment classrooms that are configured to accommodate current

instructional methods and use of technology, and are in the size ranges needed to accommodate current and anticipated scheduling needs.

A third space issue is the quality of space for the College of Letters and Sciences. Presently, Letters and Science functions are fragmented, with offices scattered in seven different buildings, and instruction occurring in yet other buildings. Construction of the new College of Business and Economics building releases Carlson Hall to be remodeled and reassigned as the home for non-science departments and programs of the College of Letters and Sciences.

The final space issue is the quality and condition of three converted residence halls (Baker, Salisbury, and McCutchan Halls) that are used to house GPR-supported functions, which include Letters and Science departments. These buildings are in need of major infrastructure renewal and do not adequately meet the needs of the programs currently housed within them. An assessment of those buildings concluded that renovation is neither cost effective nor will it result in space that is functionally efficient. Therefore, these buildings will be demolished: two of them as part of this project, and McCutchan Hall in the future. Doing so will result in the removal of 107,500 GSF of building space and the elimination of over \$2.7 million in backlogged deferred maintenance. Letters and Science occupants in those buildings will be housed in temporary locations until the remodeling of Carlson Hall is complete. Other occupants will be relocated to other space on campus, including Roseman Hall, part of which is being remodeled for the new occupants.

The original scope for this project assumed a building location near the center of campus. During design it became apparent that the current location would offer better visibility, better access to students and to the business community, and would require less site construction than the original site. However, this proposed site is the current location of Baker, Salisbury, and Sayles halls. Since Baker and Salisbury had been slated for eventual removal, this only changes the timeline of when demolition will occur. Similarly, Sayles Hall, a current traditional dormitory, was identified by university housing for removal when a new residence hall is built. The removal of Sayles Hall will coordinate with the schedule for new construction. Because building trust funds - contingency have been used in the past to demolish GPR facilities, this source of funding is being requested here. Sayles Hall, a program revenue-supported facility, will be demolished with program revenue-cash. The cost of demolition, abatement, and associated expenses is estimated at \$1,234,000. The GPR portion of the total square footage to be demolished is 63 percent, which equates to \$777,400 of Building Trust Fund-Contingency. The campus Memorial Committee will be responsible for recommending the appropriate way(s) to commemorate the Baker, Salisbury, and Sayles names after these buildings are demolished. A determination will be made based on their recommendation(s).

Budget:

Budget	%	Cost
Construction		31,035,000
A/E Fees	9.8%	2,611,100
Other Fees		74,400
DSF Mgmt. Fee	4.0%	1,329,100
Contingency	7.0%	2,090,800
Movable Equipment		3,796,000
Percent for Art	0.25%	<u>102,600</u>
Sub Total Construction Project Cost		\$41,039,000
Demolition		830,000
Hazardous Materials Abatement		115,000
A/E & Abatement Consultant Fees		147,200
DSF Management Fee		41,800
Contingency		<u>100,000</u>
Sub Total Demolition Project Cost		\$1,234,000
Total Project Cost		\$42,273,000

6. Previous Action:

August 25, 2000
Resolution 8175

The College of Business and Economics Building project was recommended for planning in the 2001-2003 Capital Budget request at an estimated cost of \$30,552,000 (\$25,052,000 General Fund Supported Borrowing and \$5,500,000 Gifts), but the Department of Administration's final recommendations did not support advancing this project for planning in 2001-2003.

August 22, 2002
Resolution 8582

The College of Business and Economics Building project was again recommended for planning in the 2003-2005 Capital Budget request at an estimated cost of \$32,162,000 (\$28,662,000 General Fund Supported Borrowing and \$3,500,000 Gifts), but the Department of Administration's final recommendations did not support advancing this project for planning in 2003-2005. The state Building Commission subsequently authorized planning for this project using gift funds.

August 19, 2004
Resolution 8888

The College of Business and Economics Building project was recommended for construction in the 2005-2007 Capital Budget request at an estimated cost of \$39,049,000 (\$35,549,000 General Fund Supported Borrowing and \$3,500,000). The project was subsequently enumerated at a cost of \$41,039,000 (\$35,549,000 General Fund Supported Borrowing and \$5,490,000 Gifts/Grants).

Revised 5/26/06

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

June 9, 2006

9:00 a.m.

UW-Milwaukee Union
Union – Wisconsin Room
2200 E Kenwood Blvd.
Milwaukee, Wisconsin

II.

1. Calling of the roll
2. Approval of the minutes of the May 4 and 5, 2006 meetings
3. Report of the President of the Board
 - a. Resolution of appreciation to Doug Hastad for service as UW-La Crosse Chancellor
[Resolution II.3.]
 - b. Report on the May 16, 2006 meeting of the Wisconsin Technical College System Board
 - c. Report on the June 7, 2006 meeting of the Hospital Authority Board
 - d. Additional items that the President of the Board may report or present to the Board
4. Report of the President of the System
5. Report of the Business, Finance, and Audit Committee
6. Report of the Education Committee
7. Report of the Physical Planning and Funding Committee
8. Report and recommendation of the Committee Regarding Faculty/Academic Staff Disciplinary Process
[Resolution II.8.]
9. Election of officers of the Board of Regents
10. Additional resolutions
 - a. Resolution of appreciation to UW-Milwaukee for hosting the June 2006 meetings
[Resolution II.10.a.]

- b. Adjustments to Regent meeting schedule for July, August, and September 2006
[Resolution II.10.b.]
- c. 2007 Board of Regents Meeting Schedule
[Resolution II.10.c.]

11. Communications, petitions, or memorials

12. Unfinished or additional business

13. Recess into closed session to consider appointment of a Dean for UW-Manitowoc; to consider corrections to 2005-06 pay plan adjustments for UW Colleges and UW-Extension provosts; to consider annual personnel evaluations; and to consider salary adjustments above 75% of the President's salary and executive salary adjustments, as permitted by s.19.85(1)(c), *Wis. Stats*; and to confer with legal counsel regarding pending or pending or potential litigation, as permitted s.19.85(1)(g), *Wis. Stats*.

Resolution Regarding
Disciplinary Processes

BOARD OF REGENTS

Resolution:

That the Secretary of the Board of Regents and staff take appropriate steps to initiate, pursuant to ch. 227, Wisconsin Statutes, the administrative rule-making process leading to promulgation of the attached draft rules creating ch. UWS 7, and amending ch. UWS 11, Wisconsin Administrative Code; and

That the Secretary of the Board of Regents promptly transmit the attached draft rules to faculty and academic staff governance groups for their review and comment, and request that any such comments be returned not later than September 30, 2006.



Board of Regents of the University of Wisconsin System

1860 Van Hise Hall

Madison, Wisconsin 53706

(608)262-2324

Email: board@uwsa.edu

Website: <http://www/uwsa.edu>

June 5, 2006

To: Regents

From: Regent Mike Spector
Patricia Brady

Re: Faculty and Academic Disciplinary Process

Last fall, responding to concerns that the UW System's internal disciplinary processes for faculty and certain academic staff were not rigorous enough in cases involving serious criminal misconduct, Regent President David G. Walsh appointed the Committee on Faculty and Academic Staff Disciplinary Process (Committee) to review relevant system disciplinary policies and procedures. President Walsh asked the Committee to focus on various issues, including the length of time required to complete the internal process; the continuation of salary payments during the pendency of the disciplinary proceedings; and the undermining of public confidence in the UW System's ability to fulfill its teaching, service and research missions. He asked the Committee to recommend any necessary rule or policy changes to the Board of Regents, subject to shared governance review.

The Committee met five times between November, 2005 and February, 2006, and developed a proposal for a new, expedited disciplinary process to be used in cases involving serious criminal misconduct. The Committee's recommendation was to create a new chapter of the Board's administrative rules to deal specifically with circumstances where faculty members have engaged in serious criminal misconduct, and to expand academic staff rules in a parallel manner to address such misconduct involving indefinite academic staff members. The Committee's proposed rules defined the conduct that would trigger the expedited process, established timelines for action, and permitted suspension without pay in specified circumstances.

The Committee's proposal was forwarded for review by faculty and academic staff governance groups on February 20, 2006. The review was originally scheduled to be completed April 6, 2006, but the review period was extended until May 5, 2006 to allow adequate opportunities for comment. Following the conclusion of the governance reviews and receipt of comments from all UW System institutions, the Committee met twice in May to discuss possible changes to its proposal in response to the comments provided.

Concerns with the Committee's proposal expressed by governance groups centered around the following:

- Definition of "serious criminal misconduct." As proposed by the Committee, the expedited process, including the possibility of suspension without pay, would be triggered by felonious conduct that also poses a safety risk, or impairs public trust, or impairs either the employee's own ability to fulfill his or her duties or the efficiency of colleagues or students.

Governance groups noted a variety of concerns with this proposal. A frequently-raised suggestion was to limit the conduct of concern to situations where the individual had been charged with, pleaded guilty or no contest to, or was convicted of one or more of a limited group of felonies, such as those that involve serious physical injury to another, sexual assault, or theft.

Several institutions also suggested amending the Committee's language with regard to the *effects* of the criminal conduct. Some recommended dealing only with criminal conduct that poses a safety risk, while others suggested both a safety risk and impairment of public trust. Still others suggested different combinations of the Committee's proposed language.

- Self-reporting requirement. The Committee proposed requiring individuals to report "serious criminal misconduct" as defined. A number of responses indicated that such a requirement raises questions about the constitutional right to be protected from self-incrimination. Additional concerns were expressed as to whether, in this context, the Committee's definition of "serious criminal misconduct" was adequate to fairly apprise an employee of the conduct to be reported.

To address these issues, several institutions recommended eliminating the reporting requirement altogether. Others suggested aligning the requirement with a re-definition of the conduct of concern, which would, in effect, mean the individual would be reporting only a charge, plea of guilty or no contest, or conviction of some type of felony.

- Suspension without pay. The Committee's proposal would allow the provost, after consultation with governance groups, to suspend without pay in cases involving a charge of serious criminal misconduct, as defined above, where there is "substantial likelihood" that the misconduct has occurred; or where an individual cannot report to work because of incarceration or terms of probation or parole; or where there has been a conviction of serious criminal misconduct.

Several institutions commented that a suspension without pay is a penalty and expressed concern that the process provided was not sufficient to impose this penalty. Several felt that clarification was needed with respect to the meaning of being "charged" with serious criminal misconduct, since the language does not

indicate the source of such a "charge." Some believed that suspension without pay might be appropriate after conviction or incarceration, but not at the charging stage. Overall, there was a view that there should be some mechanism for mandatory return of any pay lost, if an individual were exonerated. Other suggestions were to impose a 60-day suspension, with pay, and reassign the individual. Many institutions suggested either approval by or a full hearing before a faculty hearing committee before imposing any suspension without pay.

- *Burden of proof.* The Committee proposed that the burden of proof in deciding whether just cause existed in a particular disciplinary proceeding should be a "preponderance of the evidence." This standard, used in most civil cases, is often described as meaning 51% of the evidence. The standard of proof for a criminal conviction is "beyond a reasonable doubt," a much higher standard, requiring virtual certainty of guilt. Many comments suggested that the appropriate standard is "clear and convincing evidence," a middle level of proof between "preponderance" and "beyond a reasonable doubt." Some UW institutions have applied this middle standard to faculty disciplinary matters.
- *Enlargements of time.* Recognizing that even an expedited disciplinary process might need to be extended to accommodate the needs of the parties, the Committee provided for enlargements of time by the hearing committee, with the approval of the provost. Some groups suggested that the hearing committee have the discretion to grant such extensions, without need to consult with the provost.
- *Role of the provost.* The Committee's proposal places the provost in the position of making many of the decisions with regard to initiating the disciplinary process, ensuring a timely investigation, and following through on the disciplinary action and proceedings. Under current administrative rules, it is the chancellor of an institution who institutes these processes. Having the provost initiate the process, however, preserves the chancellor's neutrality in making the final institutional decision. A number of institutions suggested allowing institutions the option of assigning these responsibilities to either the provost or chancellor.

In response to these concerns, and following discussion at its May meetings, the Committee made the following modifications to its proposal:

- *Definition of "serious criminal misconduct."* The definition of the conduct that would trigger the expedited process and possible suspension without pay has been amended to require that there be a charge, guilty or no contest plea, or conviction of specified types of felonies, in state or federal court, and, in addition, that any such charge, plea or conviction must seriously impair public trust, or the ability of the university, the charged faculty member, colleagues or students to fulfill their respective teaching, learning, research, or public service functions.

- Self-reporting responsibility. Consistent with the revised definition of "serious criminal misconduct," the Committee further recommended that the self-reporting requirement would extend only to reporting a charge, guilty or no contest plea or conviction of a felony, in state or federal court.
- Burden of proof. The Committee agreed that "clear and convincing evidence" should be the standard of proof for just cause for dismissal under the expedited process.
- Role of the provost. In response to institutional concerns about the role of the provost at various key stages in the expedited process, the Committee determined that the general rule would assign these responsibilities to the chancellors. There would, however, be an exception to allow institutions to propose policies for Board approval that designate the provost or another as the official with these responsibilities.

These changes recommended by the Committee are reflected in the attachments. They are now submitted for your consideration and action to initiate the rule promulgation process. As provided in the accompanying resolution, the Board Secretary and staff would take the rule-making steps required under ch. 227, Wisconsin Statutes, and would also transmit the documents to the appropriate governance groups for their final consideration. The Board would approve the rules in final draft form for submission to the legislature, under s. 227.19, Wisconsin Statutes, following the governance review and completion of the other steps required by ch. 227, Wisconsin Statutes. The resolution calls for the governance review to be completed by September 30, 2006, and action to finalize the rules for transmission to the legislature could then occur at the October, 2006 Board meeting.

Attachments

Proposed Chapter UWS 7, Wisconsin Administrative Code
Procedures for Dismissal of Faculty in Special Cases

UWS 7.01 Declaration of policy. University faculty members are responsible for advancing the university's missions of teaching, research and public service. The fulfillment of these missions requires public trust in the integrity of the institution and in all members of the university community. The university's effectiveness and credibility are undermined by criminal activity that poses a substantial risk to the safety of others, that seriously impairs the public trust in the university or the university's ability to fulfill its missions, or seriously impairs the faculty member's fitness or ability to fulfill his or her duties. Situations involving such serious criminal misconduct by faculty members must be addressed and resolved promptly to ensure that public trust is maintained and that the university is able to advance its missions. The board of regents therefore adopts the procedures in this chapter for identifying and responding to those instances in which a faculty member has engaged in serious criminal misconduct.

UWS 7.02 Serious criminal misconduct. (1) In this chapter, "Serious Criminal Misconduct" means:

(a) Being charged with, pleading guilty or no contest to, or being convicted of a felony, in state or federal court, that involves:

1. Causing serious physical injury to another person;
2. Creating a serious danger to the personal safety of another person;
3. Sexual assault;
4. Theft, fraud or embezzlement;
5. Criminal damage to property; or
6. Stalking or harassment; and that

(b) Clearly poses a substantial risk to the safety of members of the university community or others; or

(c) Seriously impairs:

1. The public trust in the university;
2. The university's ability, or the ability of the charged faculty member's colleagues, to fulfill teaching, research or public service missions;
3. The charged faculty member's fitness or ability to fulfill the duties of his or her position; or
4. The opportunity of students to learn, do research, or engage in public service.

(2) Conduct, expressions, or beliefs which are constitutionally protected, or protected by the principles of academic freedom, shall not constitute Serious Criminal Misconduct.

(3) Except as otherwise expressly provided, a faculty member who has engaged in behavior that constitutes Serious Criminal Misconduct shall be subject to the procedures set forth in ss. UWS 7.03-7.06.

(4) Any act required or permitted by ss. UWS 7.03-7.06 to be done by the chancellor may be delegated to the provost or another designee pursuant to institutional policies approved by the Board of Regents under s. UWS 2.02.

UWS 7.03 Dismissal for cause. (1) Any faculty member having tenure may be dismissed only by the board and only for just cause and only after due notice and hearing. Any faculty member having a probationary appointment may be dismissed prior to the end of his or her term of appointment only by the board and only for just cause and only after due notice and hearing.

(2) Just cause for dismissal includes, but is not limited to, Serious Criminal Misconduct, as defined in s. UWS 7.02.

UWS 7.04 Reporting responsibility. Any faculty member who is charged with, pleads guilty or no contest to, or is convicted of a felony, in state or federal court, shall immediately report that fact to the chancellor.

UWS 7.05 Expedited process. (1) Whenever the chancellor of an institution within the university of Wisconsin system receives a report under s. UWS 7.04 or other credible information that a faculty member has engaged in Serious Criminal Misconduct, or where the chancellor has determined to impose a suspension without pay pending the final decision as to dismissal under s. UWS 7.06, the chancellor shall:

(a) Within three working days of receipt of the report or information, inform the faculty member of its receipt and, after consultation with appropriate institutional governance representatives, appoint an investigator to investigate the report or information;

(b) Upon appointing an investigator, afford the faculty member three working days in which to request that the investigator be disqualified on grounds of lack of impartiality. In the event that the chancellor determines that a request for disqualification should be granted, the chancellor shall, within two working days of the determination, appoint a different investigator.

(2) The investigation shall be completed and a report filed with the chancellor not later than ten working days following the time allowed for the faculty member to request an investigator's disqualification, or the naming of a different investigator, whichever is later.

(3) Within three working days of receipt of the investigator's report, the chancellor shall consult with appropriate institutional governance representatives and decide whether to seek dismissal of the faculty member pursuant to this chapter, to seek dismissal of the

faculty member pursuant to ch. UWS 4, to seek an alternative disciplinary sanction, or to discontinue the proceedings.

(a) If the chancellor decides to seek dismissal of the faculty member pursuant to this chapter, the chancellor shall file charges within two working days of reaching the decision.

(b) If the chancellor decides to seek dismissal of the faculty member pursuant to ch. UWS 4, the chancellor shall file charges and proceed in accordance with the provisions of that chapter and implementing institutional policies.

(c) If the chancellor decides to seek an alternative disciplinary sanction, the procedures under ch. UWS 6, and implementing institutional policies, shall be followed.

(4) If charges seeking dismissal are filed under par. (3)(a), the faculty member shall be afforded a hearing before the institutional standing committee charged with hearing dismissal cases and making recommendations under s. UWS 4.03. The hearing shall provide the procedural guarantees enumerated under s. UWS 4.05-4.06, except that the hearing must be concluded, and written findings and a recommendation to the chancellor must be prepared, within 15 working days of the filing of charges.

(5) Upon receipt of the findings and recommendation of the committee under par. (4), the chancellor shall, within three working days, prepare a written recommendation on the matter.

(a) If the chancellor's recommendation is for dismissal, the recommendation shall be transmitted to the board of regents for review.

(b) Disciplinary action other than dismissal may be taken by the chancellor, whose decision shall be final, unless the board at its option grants a review on the record at the request of the faculty member.

(6) Upon receipt of the chancellor's recommendation, the full board shall review the record before the institutional hearing committee, and may offer an opportunity for filing exceptions to the recommendation, or for oral argument. The full board shall issue its decision on the matter within 15 working days of receipt of the chancellor's recommendation.

(7) If a faculty member whose dismissal is sought under par. (3)(a) does not request a hearing, the board shall take appropriate action within 10 working days of receipt of the statement of charges and the recommendation of the chancellor.

(8) The burden of proving just cause in this chapter shall be clear and convincing evidence.

(9) (a) The time limits set forth in this section may be enlarged if the parties are unable to obtain, in a timely manner, relevant and material testimony, physical evidence or records, or where due process otherwise requires.

(b) Enlargements of time under this section may be granted by the chair of the faculty hearing body, subject to the approval of the chancellor.

UWS 7.06 Temporary suspension from duties. (1) The chancellor, after consultation with appropriate faculty governance representatives, may suspend a faculty member from duties without pay pending the final decision as to his or her dismissal where:

(a) The faculty member has been charged with a felony of a type listed in UWS 7.02 (1)(a) and the chancellor finds, in addition, that one or more of the elements listed in s. UWS 7.02(1)(b) and (c) is present, and that there is a substantial likelihood that the faculty member has engaged in the conduct as alleged; or

(b) The faculty member is unable to report for work due to incarceration, conditions of bail or similar cause; or

(c) The faculty member has been convicted of serious criminal misconduct.

(2) Before imposing a suspension without pay, the chancellor shall evaluate the available information to determine whether the conditions specified in par. (1) are present. If the chancellor finds that the conditions in par. (1) are present, he or she shall immediately notify the faculty member, in writing, of the intent to impose a suspension without pay, and shall, within two working days, provide the faculty member with an opportunity to be heard with regard to the matter. The faculty member may be represented by counsel or another at this meeting.

(3) If, after affording the faculty member the opportunity to be heard, the chancellor determines to suspend without pay, the chancellor shall inform the faculty member of the suspension, in writing. The chancellor's decision to suspend without pay under this section shall be final, except that:

(a) If the chancellor later determines that the faculty member should not be terminated, the chancellor may discontinue the proceedings, or may recommend a lesser penalty to the board, or may order the payment of back pay, as appropriate;

(b) If the board later determines that the faculty member should not be terminated, the board may order a lesser penalty and/or the payment of back pay.

(4) If, after affording the faculty member the opportunity to be heard, the chancellor determines that the conditions in par. (1) are not present or that a suspension without pay is otherwise not warranted, the provisions of s. UWS 4.09 shall apply.

UWS 7.07 Initial Applicability. The provisions of this chapter shall first be applicable to conduct occurring on or after the effective date.

Proposed Amendments to Chapter UWS 11, Wisconsin Administrative Code
Procedures for Dismissal of Academic Staff in Special Cases

UWS 11.101 Dismissal for cause in special cases – indefinite academic staff appointments. (1) A member of the academic staff holding an indefinite appointment may be dismissed for Serious Criminal Misconduct, as defined in s. 11.102.

(2) Just cause for dismissal includes, but is not limited to, Serious Criminal Misconduct, as defined in s. UWS 11.102.

11.102 Serious criminal misconduct. (1) In this chapter, "Serious Criminal Misconduct" means:

(a) Being charged with, pleading guilty or no contest to, or being convicted of a felony, in state or federal court, that involves:

1. Causing serious physical injury to another person;
2. Creating a serious danger to the personal safety of another person;
3. Sexual assault;
4. Theft, fraud or embezzlement;
5. Criminal damage to property; or
6. Stalking or harassment; and that

(b) Clearly poses a substantial risk to the safety of members of the university community or others; or

(c) Seriously impairs:

1. The public trust in the university;
2. The university's ability, or the ability of the charged academic staff member's colleagues, to fulfill teaching, research or public service missions;
3. The charged academic staff member's fitness or ability to fulfill the duties of his or her position; or
4. The opportunity of students to learn, do research, or engage in public service.

(2) Conduct, expressions, or beliefs which are constitutionally protected, or protected by the principles of academic freedom, shall not constitute Serious Criminal Misconduct.

(3) Except as otherwise expressly provided, a academic staff member who has engaged in behavior that constitutes Serious Criminal Misconduct shall be subject to the procedures set forth in ss. UWS 11.103 – 11.106.

(4) Any act required or permitted by ss. UWS 11.103 - 11.106 to be done by the chancellor may be delegated to the provost or another designee pursuant to institutional policies forwarded to the Board of Regents under s. UWS 9.02.

UWS 11.103 Reporting responsibility. Any academic staff member who is charged with, pleads guilty or no contest to, or is convicted of a felony, in state or federal court, shall immediately report that fact to the chancellor.

UWS 11.104 Expedited process. (1) Whenever the chancellor of an institution within the University of Wisconsin System receives a report under s. UWS 11.103 or other credible information that an academic staff member has engaged in Serious Criminal Misconduct, or where the chancellor has determined to impose a suspension without pay pending the final decision as to dismissal under s. UWS 11.106, the chancellor shall:

(a) Within three working days of receipt of the report or information, inform the academic staff member of its receipt and, after consultation with appropriate institutional governance representatives, appoint an investigator to investigate the report or information;

(b) Upon appointing an investigator, afford the academic staff member three working days in which to request that the investigator be disqualified on grounds of lack of impartiality. In the event that the chancellor determines that a request for disqualification should be granted, the chancellor shall, within two working days of the determination, appoint a different investigator.

(2) The investigation shall be completed and a report filed with the chancellor not later than ten working days following the time allowed for the academic staff member to request an investigator's disqualification, or the naming of a different investigator, whichever is later.

(3) Within three working days of receipt of the investigator's report, the chancellor shall consult with appropriate institutional governance representatives and decide whether to seek dismissal of the academic staff member pursuant to ss. UWS 11.101- 11.106, to seek dismissal of the academic staff member pursuant to ss. UWS 11.02 - 11.10, to seek an alternative disciplinary sanction, or to discontinue the proceedings.

(a) If the chancellor decides to seek dismissal of the academic staff member pursuant to ss. UWS 11.101-11.106, the chancellor shall file charges within two working days of reaching the decision.

(b) If the chancellor decides to seek dismissal of the academic staff member pursuant to ss. UWS 11.02 -11.10, the chancellor shall file charges and proceed in accordance with the provisions of those sections of this chapter and implementing institutional policies.

(c) If the chancellor decides to seek an alternative disciplinary sanction, the procedures under ch. UWS 13, and implementing institutional policies, shall be followed.

(4) If charges seeking dismissal are filed under par. (3)(a), the academic staff member shall be afforded a hearing before the institutional standing committee charged with hearing dismissal cases and making recommendations under s. UWS 11.03. The hearing shall provide the procedural guarantees enumerated under s. UWS 11.05-11.06, except that the hearing must be concluded, and written findings and a recommendation to the chancellor must be prepared, within 15 working days of the filing of charges.

(5) Upon receipt of the findings and recommendation of the committee under par. (4), the chancellor shall, within three working days, prepare a written decision on the matter. In the decision, the chancellor may order dismissal of the staff member, may impose a lesser disciplinary action, or may find in favor of the staff member. This decision shall be deemed final unless the Board, upon request of the academic staff member, grants a review based on the record.

(6) The burden of proving just cause in this section shall be clear and convincing evidence.

(7) (a) The time limits set forth in this section may be enlarged if the parties are unable to obtain, in a timely manner, relevant and material testimony, physical evidence or records, or where due process otherwise requires.

(b) Enlargements of time under this section may be granted by the chair of the academic staff hearing body, subject to the approval of the chancellor.

UWS 11.105 Temporary suspension from duties. (1) The chancellor, after consultation with appropriate academic staff governance representatives, may suspend a academic staff member from duties without pay pending the final decision as to his or her dismissal where:

(a) The academic staff member has been charged with a felony of a type listed in UWS 11.102(1)(a) and the chancellor finds, in addition, that one or more of the elements in s. UWS 11.102(1)(b) or (c) is present, and that there is a substantial likelihood that the academic staff member has engaged in the conduct as alleged; or

(b) The academic staff member is unable to report for work due to incarceration, conditions of bail or similar cause; or

(c) The academic staff member has been convicted of serious criminal misconduct.

(2) Before imposing a suspension without pay, the chancellor shall evaluate the available information to determine whether the conditions specified in par. (1) are present. If the chancellor finds that the conditions in par. (1) are present, he or she shall immediately notify the academic staff member, in writing, of the intent to impose a suspension without

pay, and shall, within two working days, provide the academic staff member with an opportunity to be heard with regard to the matter. The academic staff member may be represented by counsel or another at this meeting.

(3) (a) If, after affording the academic staff member the opportunity to be heard, the chancellor determines to suspend without pay, the chancellor shall inform the academic staff member of the suspension, in writing. The chancellor's decision to suspend without pay under this section shall be final, except that:

(b) If the chancellor later determines that the academic staff member should not be terminated, the chancellor may discontinue the proceedings, or may impose a lesser penalty, or may order the payment of back pay, as appropriate;

(4) If, after affording the academic staff member the opportunity to be heard, the chancellor determines that the conditions in par. (1) are not present or that a suspension without pay is otherwise not warranted, the provisions of s. UWS 11.08 shall apply.

UWS 11.106 Board Review. A member of the academic staff on indefinite appointment who has been dismissed for Serious Criminal Misconduct may appeal this action to the board as provided in s. UWS 11.10.

UWS 11.107 Initial Applicability. The provisions of UWS 11.101-11.106 shall first be applicable to conduct occurring on or after the effective date.