

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

UW-Madison  
Held in 1820 Van Hise Hall  
Friday, December 7, 2007  
9:00 a.m.

- President Bradley presiding -

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9:00 a.m.

- President Bradley presiding -

PRESENT: Regents Bartell, Bradley, Burmaster, Cuene, Falbo, Loftus,  
Pruitt, Rosenzweig, Shields, Smith, Spector, Thomas, and Walsh

UNABLE TO ATTEND: Regents Connolly-Keesler, Crain, Davis, and McPike

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**Approval of Minutes of November 8 and 9, 2007 Meetings**

Upon motion by Regent Shields, seconded by Regent Smith, the minutes of the November 8 and 9, 2007 meetings of the Board of Regents were approved as distributed.

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**REPORT OF THE PRESIDENT OF THE SYSTEM**

**Pay Plan**

Senior Executive Vice President Don Mash reported that, on November 28<sup>th</sup>, the Legislature's Joint Committee on Employment Relations (JCOER) approved a recommendation by the Office of State Employment Relations that would increase the UW System pay plan for faculty and academic staff by 2% for the current fiscal year, retroactive to July 1, 2007. The committee also approved increases of 2% in July 2008

and 1% in April 2009. Guidelines for distributing those increases were soon to be sent to the campuses.

Because compensation levels for faculty and academic staff put Wisconsin at a serious competitive disadvantage, already lagging 8.5% behind peer colleges and universities, the Board of Regents last year called for fully GPR-funded pay increases of 5.23% in each of the next four years to close the compensation gap.

In recognition of the state's fiscal challenges and the desire to minimize tuition increases, the board allowed for a much more modest 4% pay plan as part of the 2007-08 operating budget. With increases at that level, the UW System could begin to narrow the gap and send a positive message to the high quality faculty and staff that the UW needs to attract and retain.

At the JCOER hearing, President Reilly urged legislators to provide more competitive salaries for faculty and staff; and Jennifer Donnelly, director of the Office of State Employment Relations, testified that she would return to the committee in the next month with plans to give faculty and academic staff more competitive compensation over the next two years.

Stating appreciation for this additional support, Dr. Mash noted that legislators from both parties, along with Governor Doyle, embraced the Growth Agenda for Wisconsin and made important new investments in the university. Without corresponding investment in human talent, he cautioned, Wisconsin risks continuing to lose valuable teachers, researchers, and campus leaders to other institutions that offer significantly higher compensation. Efforts will continue to remind decision makers that the UW must have the resources necessary to enable the state as a whole to compete successfully.

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### **UW-Madison Presentation: Challenges and Opportunities for UW-Madison as a Public Research University**

In opening remarks, Executive Senior Vice President Mash noted that, while compensation – a major ingredient in recruitment and retention – is a challenge facing all UW System campuses, the pressure is particularly intense at UW-Madison. He introduced UW-Madison Provost Pat Farrell to make the presentation.

Provost Farrell began his remarks by referring to an article in *Business Week* titled “The Dangerous Wealth of the Ivy League”, which pointed out that the Ivies are spending huge amounts of their great wealth to enhance their role in research. In that article, the President of Harvard commented that universities are competing for increasingly scarce research dollars and that Harvard and other wealthy institutions will be the survivors in that race. Others, she added, would be wise to emphasize less ambitious endeavors. In the same article, Provost Farrell was quoted as remarking that, while one must recognize the realities of the marketplace, UW-Madison intends “to remain at least as good, if not better, a research-intensive institution as we have been in the past”. Those are brave words, the article pointed out, given the diminishing rate of state support in Wisconsin.

Turning to a slide on UW-Madison's opportunities and assets, Dr. Farrell listed the following:

- “We are, at present, one of the most successful public research universities in the world.
- “We have faculty, staff, students and alumni who very much want to see that success continue.
- “So far, we’ve been able to recruit outstanding new faculty and excellent undergraduates; our ability to recruit the best grad students, however, seems to be slipping and retaining our best faculty is challenging.
- “For all that success, there are still many areas of the educational enterprise, such as distance education, we can or should be more active in.
- “There still seems to be a strong sense among our constituents that they want a world class research university (or two) in the State of Wisconsin – even if they do not appreciate what it takes to do that.”

With regard to UW-Madison’s record of success, he pointed out that, for 2005-06, the university was the top rated institution, excluding Johns Hopkins, in total research and development expenditures. In 2006 federal research and development expenditures, UW-Madison ranked third, indicating that the university does more privately funded research than many others.

Provost Farrell then referred to a slide showing UW-Madison consistently ranked among the top few universities in research and development dollars expended from 1988-2006. The reason, he explained, is that the university’s strength in the bio-sciences positioned it to take advantage of opportunities that existed in those fields. There is no guarantee, he cautioned, of similar success in the future.

Turning to a slide that showed increasing numbers of student participants in undergraduate research, he noted that the opportunity to work one-on-one with faculty in a mentorship relationship is a very valuable benefit to students.

With regard to graduation rates, Provost Farrell indicated that the six-year graduation rate has exceeded the target of 80% and that the target now will be raised to 85%. Average time-to-degree has declined to 4.12 years, the shortest time in at least 30 years.

Other evidence of success includes having over 40 National Academy of Science members on the faculty and 16 National Academy of Engineering members. The campus also has 8-9 National Institutes of Health traineeships grants, with the closest competitor having about three. Success in the social sciences and humanities is evidenced by such achievements as the Dictionary of American Regional English, an outstanding resource that only could have been developed at a broad-based research university.

With regard to research to improve teaching, the university received a National Science Foundation grant to develop the next generation of faculty and a second one to recruit and retain women faculty in science, technology, engineering and mathematics. Another project focuses on assessment of high school math and how to improve student preparation in that field.

UW-Madison recently was honored as a Truman campus, with three recipients in the last two years of congressional funding awarded to seniors interested in international public policy. With regard to PhD production, UW-Madison ranks in the top five universities nationally.

Noting that the Wisconsin Alumni Research Foundation (WARF) provides the means by which the university creates new businesses, Provost Farrell referred to a slide showing the great amount of activity in 2006-07, including the processing of over 410 invention disclosures made by UW-Madison faculty and staff; filing of 300 patent applications, obtaining of nearly 115 patents, contributing \$60 million to support research, and holding equity in 40 UW-Madison spin-off companies.

Provost Farrell then turned to challenges that the university will face going forward.

- 1) A very competitive environment, involving competition for faculty, students and funding with peers like Harvard, Stanford, Berkeley, and Michigan, as well as competition internally for scarce resources. As demonstrated by the recent stem cell discovery, success matters in positioning the university to receive more resources;
- 2) An array of constituents, including students, families, employers, taxpayers, elected officials, businesses and others, who have dynamic, varied and sometimes conflicting expectations;
- 3) Lack of resources to meet the first two challenges;
- 4) Too many constraints to deal effectively with challenges;
- 5) Rapid changes in the landscape for public research universities, some having large endowments. Doing more with less is not sustainable.

Given this complex environment, Provost Farrell remarked, it is necessary to be aware of what may happen and position the university accordingly to maintain a competitive edge.

External forces that may have a substantial impact on UW-Madison include:

- Federal
  - Department of Education accountability initiatives
  - Percentage limits on tuition increases
  - Cap on indirect cost recovery for research
  - Mandated cost-share for federal grants, which would advantage private institutions with large endowments.
- State
  - Possible acceptance of oversimplified outcomes assessment

- State control of GPR/tuition revenue, yet limits on flexibility for the institution to increase other revenue and decrease costs.

Showing a slide that displayed the growth of federal programs, grants, gifts and other restricted revenue as a share of the university's budget, Provost Farrell said that more unrestricted funding is needed in order for UW-Madison to be competitive. Noting that one such source is tuition, he pointed out that tuition for resident undergraduates currently is \$2,410 per year below the Big Ten midpoint. Because increasing tuition would adversely affect lower income students, the university is planning a fundraising campaign for need-based financial aid.

As to other steps to meet the challenges ahead, he listed the following:

- Understand keys to past and future success; they are likely to be different;
- Identify major external constraints and get help to remove them, if possible;
- Identify internal constraints and re-examine them;
- Identify strategic choices and make appropriate decisions;
- Figure out how to extract more value from existing investments;
- Build partnerships;
- Plan carefully, and execute.

In that regard, Provost Farrell remarked that Advantage Wisconsin has the potential to be very helpful to UW-Madison and the other UW institutions in achieving those objectives.

In conclusion, he listed the following take-away messages:

- UW-Madison is an extraordinarily successful public research university in its education, research, and outreach missions.
- There is no guarantee that the success of UW-Madison will continue.
- To attain and maintain that level of excellence requires internal effort, discipline, and focus, as well as external help.
- Regents and the UW System can play a major role in enabling UW-Madison to remain successful.

In discussion following the presentation, Regent Smith asked Provost Farrell to expand on how the board could be helpful in the area of flexibility.

In reply, Dr. Farrell indicated that a different process is needed for approving and constructing building projects. In the area of personnel, the state system makes it difficult to move, terminate, or reward people as needed if the university is to be as agile as it must be for future success.

In response to a question by Regent Pruitt, Provost Farrell said that recruitment of the best graduate students is highly competitive. The main challenges for UW-Madison are financial, including non-competitive stipends and difficulties in paying their tuition. While UW-Madison offers very good health care benefits, these often are not as persuasive to young people as other considerations.

Regent Spector commented that external constraints are unlikely to be removed and that increasing tuition would bring even greater demands for accountability.

Provost Farrell said that the university agrees with the need for accountability and objects only to measures that are not meaningful.

Referring to the article cited by Provost Farrell at the beginning of his presentation, Regent Walsh noted that UW-Madison could not compete with such schools as Harvard in the area of donations and that the state is unlikely to provide much more money. He asked what other creative options might exist for finding additional resources.

In reply, Dr. Farrell indicated that there are a number of opportunities, including increased fundraising for basic needs as well as for extras, increased levels of tuition, and creative partnerships with the private sector for research and development. The latter, he noted, might involve rethinking how the university publishes research findings, in order to meet industry expectations.

In response to a question by Regent President Bradley, Provost Farrell indicated that most of the research expenditures in the College of Letters and Science come from about five departments. Further, he explained, much research is interdisciplinary; and determining the department to which the grant is credited often is a bookkeeping decision. He thought it more instructive to look at individual faculty research activity.

In that regard, Regent Walsh added that one reason why UW-Madison is far ahead in stem cell research is because of the interdisciplinary nature of research on this campus, with doors open to different perspectives.

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### **Advantage Wisconsin Strategic Framework Update**

Senior Executive Vice President Mash reported on a statewide public listening session on November 27<sup>th</sup>. Using UW-Extension's videoconferencing networks, President Reilly and Dr. Mash opened the forum with a brief presentation on the process to develop an enriched strategic framework. Participants at 54 county sites then broke into small groups for discussion, facilitated by local Cooperative Extension educators. They then engaged with President Reilly and Dr. Mash in an interesting question and comment session.

One theme that emerged from that discussion was the need for more emphasis on the pre-college age population. Responding to this input, President Reilly reiterated the UW System's strong interest in the importance of pre-college activity to increase student access as part of the Growth Agenda for Wisconsin, particularly the university's involvement in both the Wisconsin Covenant and the KnowHow2Go campaign.

Notes from the county listening sessions were being compiled and that input would be incorporated with ideas generated by the seven think tanks, along with input from other sources.

The next step would be for the President's cabinet and think tank resource staff to have a discussion in preparation for the leadership meeting involving the chancellors and cabinet on December 17<sup>th</sup> and 18<sup>th</sup>.

All three Board of Regents committee meetings the preceding day discussed some aspect of Advantage Wisconsin, and good ideas also were offered in those venues.

Themes that have emerged so far include the following:

- It would be beneficial for the UW System, the PK-12 System and the Wisconsin Technical College System to become even more integrated in the continuing movement toward more seamless education.
- The focus on job creation, economic development, and quality of life in communities around the state should be sharpened.
- Technology is critical to all of the core strategies.

A survey of business leaders, including the Wisconsin Technology Council, Wisconsin Manufacturers and Commerce, and Competitive Wisconsin, which asked what the university could do to increase high-paying jobs, elicited the following responses:

- Efforts to attract large companies to the state are not as fruitful as creating new companies.
- Transfer of research to Wisconsin-based businesses should be enhanced.
- Collaborations with businesses should be increased.
- More students well trained in technology should be graduated.
- The emphasis on educational quality should be continued.
- More partnerships should be created.

UW campuses were providing input through a variety of means. At UW-Platteville, the university community as a whole was invited to comment on the core strategies. At UW-Stout, the Chancellor's Advisory Council provided ideas. At UW-Madison, the chancellor, provost and deans reviewed the strategies. UW-Extension selected for comment questions in each core strategy relevant to the extension function. UW System student affairs officers and other groups formed their own think tanks to provide input, and additional feedback was received from the website.

Regent President Bradley and President Reilly were discussing the Strategic Framework with legislative leaders, and President Reilly and the chancellors were speaking about it with groups around the state.

Finally, there would be the leadership team retreat on December 18<sup>th</sup>, involving President Reilly, the chancellors and the president's cabinet, and another on January 18<sup>th</sup> which would include the provosts as well.

Results would be brought to the board for further input.

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### **KnowHow2Go**

Executive Senior Vice President Mash showed the KnowHow2GoWisconsin website ([knowhow2gowisconsin.org](http://knowhow2gowisconsin.org)), which was launched on November 16<sup>th</sup> as the initial step in promoting this initiative, sponsored by the American Council on Education, the Ad Council and the Lumina Foundation. The UW System was joining with the Association of Independent Colleges and Universities, the Wisconsin Technical College System, and the Department of Public Instruction to make available to Wisconsin residents this valuable resource that provides students and families with the information they need to enroll in postsecondary education.

Stating appreciation for her support, he recalled that First Lady Jessica Doyle spoke eloquently at the launch, emphasizing that the website will help answer specific questions for students, including what they need to do today to get to college in the future.

As part of a long-term effort, strategies would be developed to promote the website in schools, through public service announcements, at professional conferences and in other ways. The usefulness of the website also would continue to be improved.

Noting that 90% of young students have aspirations of going to college, he indicated, however, that 40% do not know how to get there. It is that group that the campaign intends to help, with recognition that 87% of students 12-17 years old use the internet. The challenge will be to find ways to bring people to the website and to localize and regionalize information.

In conclusion, Dr. Mash indicated that the launch was a great success and that efforts will continue to move the campaign forward.

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## **REPORT OF THE PRESIDENT OF THE BOARD**

### **Report on the November 13, 2007 Meeting of the Wisconsin Technical College System Board**

Supplementing the written report that was provided, Regent Cuene, President of the Wisconsin Technical College System Board, indicated that the WTCS Board was pleased with the increasing number of transfers between the two systems and hoped that trend would continue in the future.

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## Advantage Wisconsin

Regent President Bradley recalled that he and President Reilly last month asked Speaker of the Assembly Mike Huebsch and Senate Majority Leader Russ Decker to commit to three meetings on progress of the Advantage Wisconsin Strategic Framework. He held the first of those meetings earlier in the week with Speaker Huebsch and Representative Steve Nass, chair of the Assembly Colleges and Universities Committee. They expressed interest in the seven core strategies, as well as the composition of the think tanks, and asked whether there were external contributions to the ideas being brought forth. Regent President Bradley explained that the process called on the expertise of people in the UW System, the Wisconsin Technical College System, the business community, statewide listening sessions and other sources.

They agreed to a second meeting in late December or early January to give them a sense of the themes and ideas coming from the think tanks and other sources. The legislative leaders were appreciative that the university is reaching out to consult with them and ask for their comments and input.

Referring to two recent editorials, Regent President Bradley drew attention to one from the *Milwaukee Journal Sentinel* titled "The UW Wants Your Ideas." He appreciated the focus this put on the Advantage Wisconsin Strategic Framework, noting that the plan will be successful only if it is formed through collaborative efforts of the university with other groups in the state.

The other editorial was from the *Wisconsin State Journal*, titled "Seize the Big Bang Moment for the Economy." That editorial made points that that the UW also had been emphasizing, such as the fact that in 1980 Wisconsin and Minnesota were about equal in per capita income, while today Wisconsin's per capita income is about 11% behind Minnesota, or \$4,000 per person. Wisconsin also lags Illinois by about \$4,000 and lags both of those border states in the number of adults in the population who have college degrees.

Minnesota has been successful, Regent President Bradley explained, because of the state's concerted effort to move to a knowledge economy. In 1983, then-Governor Rudy Perpich launched a plan to revitalize the economy by encouraging entrepreneurship, retaining major employers in the state, and improving the education system. There is no doubt, he said, that Minnesota's college-educated work force and university brain-power have been vital to the state's success.

The editorial also called attention to Advantage Wisconsin and noted that other groups, including Competitive Wisconsin, the Wisconsin Way, and Governor Doyle's Grow Wisconsin Program, are working toward the same goals.

Remarking that momentum is building, with the UW leading that movement, Regent President Bradley indicated that there would be the question of how these various efforts are brought together in a larger statewide discussion. He had asked legislative leaders to give some thought to that matter, and they said that they would.

### **UW-La Crosse Growth and Access Plan**

Regent President Bradley called attention to the fact that there has been strong, bipartisan legislative support for the UW-La Crosse Growth and Access Plan, demonstrated by the presence and testimony of Speaker Mike Huebsch, Representative Jennifer Schilling, and a staff member of Senator Dan Kapanke at the Business, Finance, and Audit Committee meeting the preceding day. This bipartisan effort, he said, is evidence of a changing discussion between the university and the Legislature.

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### **Segregated Fee Policies**

Regent President Bradley referred to President Reilly's decision to accept the recommendations of the committee that Regent President Bradley had appointed, which also were strongly endorsed by all 14 UW chancellors. However, Regents Bartell, Burmaster and Thomas had expressed concerns about how the policies would effect two UW-Madison organizations, and Provost Farrell had acknowledged that two out of almost 700 organizations on campus could be adversely affected. At the suggestion of Regent Bartell, Regent President Bradley asked Provost Farrell to work with those organizations to see if there is a way to accommodate their needs for space and employees within the framework of the new policy; and the provost said that he would begin that effort immediately.

Regent Bartell stated that, given Provost Farrell's willingness work with the affected organizations, he would not make a motion to refer the matter back to the committee. Noting that provisions of the policy would create problems for only two organizations on one campus, he remarked that the success or failure of the policy would be determined on how it is administered. In that regard, he thought that UW-Madison should have the opportunity to try to make it work for campus organizations. If that effort failed, he would urge the board to reconsider the policy.

Regent Spector commended Regent President Bradley and Regent Bartell for working out a good solution. He also commended Chancellor Bunnell and her committee for devising a well-balanced policy and Provost Farrell and others for all their efforts to find a middle ground. It now is the responsibility of President Reilly and the Board to ensure that it is administered in an even-handed manner.

Regent Thomas commented that the policy has significant implications for shared governance and, therefore, it is appropriate for strong student input to be heard. She considered the solution reached to be reasonable and thanked Regent President Bradley and others for their efforts. Noting that she had spoken with Provost Farrell about broader segregated fee concerns, she said that he expressed willingness to address those issues; and she suggested that other campuses might also take the opportunity to engage in conversations with students about how to make the new policy effective in the interest of all campus partners.

Expressing his belief that committee's recommendation fulfilled its charge, Regent Shields urged that students continue to be involved as the policy is being

implemented and to discuss any changes that may need to be made as well as other long-term issues.

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## **REPORT OF THE EDUCATION COMMITTEE**

Regent Spector, vice chair, presented the committee's report.

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### **UW System Strategic Framework: Discussion with Representatives of the Collaborations Think Tank**

Regent Spector reported that the committee members engaged in an interesting discussion with members of the Think Tank on Collaborations, noting that such partnerships are at the heart of the university's success in science and other fields.

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### **Presentation: UW System Alcohol and Other Drug Abuse Committee**

It was noted that the report stemmed from a board action in 2001 regarding ongoing assessment in this area. UW-Stevens Point Chancellor Linda Bunnell, chair of the committee, reported strong efforts to remedy heavy drinking on campuses. Over 15,000 students responded to a system-wide survey, a response rate of 42%. The results indicated that the volume of reported drinking decreased slightly from 2005-07, as did direct and indirect consequences.

Because Wisconsin and North Dakota have the highest binge-drinking rates among adults, it was pointed out that efforts are needed to change the state's culture as to drinking, as well as the culture on campus. The report described adverse effects of drinking, including vandalism and other criminal acts. It was indicated that drinking patterns vary according to living arrangements -- whether at home, on campus or off campus -- and that detox admissions have risen significantly in recent years, which may reflect greater awareness of the dangers of heavy drinking.

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### **Presentation by UW-Madison: "A Great Public University in a Changing World: Campus Self-Study in Preparation for Reaccreditation by the Higher Learning Commission"**

The committee heard a presentation by Provost Pat Farrell on UW-Madison's approach to its forthcoming accreditation by the Higher Learning Commission.

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**Discussion of Potential New Degree Offering – Doctor of Nursing Practice**

The committee heard a presentation on this matter from the deans of four UW System schools of nursing: UW-Eau Claire, UW-Madison, UW-Milwaukee, and UW-Oshkosh. Their remarks explained that competition around the country is driving the need to offer this degree which reflects the increasing complexity of the nursing profession.

The proposed degree is one strategy to meet the growing demand for nurses and nursing educators.

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**Report of the Senior Vice President**

***Summary of 2008-09 Sabbatical Assignments***

Associate Vice President Ron Singer presented a summary of 2008-09 sabbatical assignments.

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**Consent Agenda**

Adoption of the following resolutions as consent agenda items was moved by Regent Spector, seconded by Regent Shields and adopted on a unanimous voice vote.

**Authorization to Establish the Board of Regents Diversity Awards**

Resolution 9412:           That, upon the recommendation of the President of the UW System, the Board of Regents will establish up to three \$5,000 Diversity Awards to be given annually in recognition of institutional change agents who foster access and success for historically under-represented populations.

**The Wisconsin Partnership Fund for a Healthy Future (Blue Cross & Blue Shield Program) UW School of Medicine and Public Health Oversight and Advisory Committee Appointment**

Resolution 9413:           That, upon recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Madison, the Board of Regents approves the appointment of Dr. David A. Kindig to the UW School of Medicine and Public Health Oversight and Advisory Committee to fill an unexpired term ending October, 2008, as one of the

UW School of Medicine and Public Health's four representatives on the committee.

**Authorization to Recruit: Provost and Vice Chancellor University of Wisconsin-Extension**

Resolution 9414: That, the President of the University of Wisconsin System be authorized to recruit for a Provost and Vice Chancellor of the University of Wisconsin-Extension, at a salary within the Board of Regents salary range for university senior executive salary group one.

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**REPORT OF THE BUSINESS, FINANCE, AND AUDIT COMMITTEE**

Regent Smith, chair, presented the committee's report.

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**Report of the Committee to Review Allocable Segregated Fee Policies**

The Business, Finance, and Audit Committee, with all regents invited to attend, heard a report on the committee's recommendations, which had been accepted by President Reilly.

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**UW System Administration Office of Policy Analysis and Research: Report on Fall 2007 Enrollments**

The committee, with all regents invited to attend, heard a presentation by Associate Vice President Sharon Wilhelm on 2007 fall enrollments, which are at an all-time high of over 173,000.

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**Approval of UW-La Crosse Growth, Quality, and Access Differential Tuition Initiative**

The committee heard from UW-La Crosse Chancellor Joe Gow, who requested approval of a differential tuition initiative, including a \$1,000 increase for all new undergraduate students, to be implemented as an additional \$250 charge each semester through 2010 and indexed to general tuition increases thereafter.

These funds would be used to add an additional 500 students, 75 faculty and 20 staff over the next five years. The increased faculty and staff would allow the university

to add class sections and improve the student/faculty ratio. The university also was working with legislators to allow use of more than \$600,000 in Growth Agenda funding for need-based financial aid and was optimistic about approval of this request.

The tuition initiative has been supported by faculty, academic staff, and students, many of whom attended the meeting.

Strong support also was received from local legislative leaders; and the committee was honored to hear from Assembly Speaker Huebsch and Representative Shilling, along with a representative of Senator Kapanke.

The committee passed a resolution approving the tuition initiative for inclusion in the consent agenda.

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### **UW-Madison: Update on Research Expenditures**

The committee heard from Graduate School Dean Martin Cadwallader about significant research developments at UW-Madison, which ranked as the number one public university with \$832 million in academic research expenditures in fiscal year 2006. The dean emphasized that future success in attracting federal funding will depend on remaining competitive in inter-disciplinary research and attracting the best graduate students.

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### **Committee Report and Resolution to the Board of Regents in Response to the Legislative Audit Bureau Report 06-12, An Evaluation: Personnel Policies and Practices in the University of Wisconsin System**

Regent Loftus, chair of a special committee charged with advising on the university's response to the Audit Bureau report, discussed the committee's recommendations and emphasized the importance of the sick leave benefit and the need to be accountable.

The recommended resolutions would: 1) clarify that leave must be taken when teaching responsibilities are not met because of an absence, regardless of whether another qualified instructor handles the instructional duties; 2) restrict accrual of sick leave time for faculty and staff who fail to report leave as required by UW System policy; and 3) reaffirm the current practice of reporting leave time in half-day increments for faculty and academic staff.

The committee approved the resolutions for inclusion in the consent agenda.

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**Audit Issues**

***Campus Responses to UW System Review of the Cost of Textbooks***

Julie Gordon, director of the UW System Office of Operations Review and Audit, summarized campus efforts to control textbook costs in response to the committee's request following an April 2007 UW System review.

Adam Porton, of the Wisconsin Public Interest Research Group spoke of actions that could be taken to increase control over these costs, including possible legislation.

The committee expressed strong interest in ensuring that institutions were taking proactive steps to control these costs to students and requested that Director Gordon provide another update in six months.

***UW System Institutions' Completed Audit projects***

Director Gordon discussed audit projects completed by internal auditors at UW System institutions.

***Operations Review and Audit Plan for Calendar Year 2008***

The UW System Office of Operations Review and Audit plan for calendar year 2008 was provided to the committee by Director Gordon.

***Quarterly Status Update on UW System Office of Operations Review and Audit***

Director Gordon discussed the status of on-going and recently completed projects.

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**UW System Strategic Framework: Discussion on Operational Excellence and Other Core Strategies**

The committee received an update about think tank ideas in these areas from Vice President Debbie Durcan and Assistant Vice President Larry Rubin.

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**Trust Funds**

***Approval of Investment Policy Statement***

Trust Funds Director Doug Hoerr presented a proposed investment policy statement, which was approved by the committee for inclusion in the consent agenda.

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**Committee Business**

***Approval of Educational Broadband Service (EBS) Excess Capacity Use and Royalty Agreement with Clearwire Spectrum Holdings II LLC***

General Counsel Pat Brady provided information on a 30-year use and royalty agreement whereby Clearwire would lease 95% of the spectrum assigned to the UW System Board of Regents. The agreement was expected to generate substantial royalties in addition to annual receipts.

UW-Milwaukee Chancellor Carlos Santiago addressed planned uses of the revenues to advance the university's priorities, and the committee requested further analysis of possible use of excess broadband to help Milwaukee public libraries meet their needs.

The committee passed a resolution approving the agreement for inclusion in the consent agenda.

***Approval of UW-Parkside Food Service Contract Extension***

UW-Parkside Chancellor Jack Keating spoke to the committee of the request for a one-year extension of the university's food service contract with Aramark to allow completion of a \$25 million renovation project of student union facilities.

The committee passed a resolution approving the requested contract extension for inclusion in the consent agenda.

***Approval of Revised Pay Plan Guidelines***

Associate Vice President Al Crist asked the committee for approval to allow institutions the option to distribute the two percent pay plan across the board or in the traditional one-third splits.

The committee approved a resolution granting the requested option for inclusion in the consent agenda.

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**Report of the Vice President**

***Update on Tuition and Financial Aid Working Group***

Vice President Debbie Durcan provided an update on the work of the Tuition and Financial Aid Working Group, which had held its final meeting.

***Update on Fall Big 10 Business Officers' Meeting***

Vice President Durcan reported that discussion at a recent meeting of the Big 10 Business Officers indicated that the UW is at a competitive disadvantage by not being able to invest operating funds, that the UW's auxiliary reserve policies are similar to

those at other universities, and that the UW is the only Big 10 institution without a fraud hotline.

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### **Consent Agenda**

Regent Smith moved adoption of the following resolutions as consent agenda items. The motion was seconded by Regent Rosenzweig and carried on a unanimous voice vote.

With regard to Resolution 9415, Regent Shields remarked on how rapidly students at UW-La Crosse came together to back the proposed tuition initiative, and he expressed his strong support for it as well.

### **UW-La Crosse Growth, Quality, and Access Differential Tuition Initiative**

Resolution 9415: That, upon the recommendation of the President of the University of Wisconsin System and the students and Chancellor of the University of Wisconsin-La Crosse, the Board of Regents approves differential tuition for all new UW-La Crosse undergraduate students beginning in the Fall Semester of 2008-09. Tuition will increase \$250 per semester (\$500 per year) for the 2008-09 academic year and an additional \$250 per semester (\$500 per year) for 2009-10 academic year, for a total differential tuition of \$1,000. Beginning with the 2010-11 academic year, the differential tuition rate will increase annually by an amount sufficient to cover the general salary and fringe benefit percent increases utilized by the Board of Regents in setting general resident undergraduate tuition. The differential will be applied to full-time students and prorated for part-time students.

Based upon community and student support, impacts on regional and statewide economic growth, and bipartisan Legislative support for the UW-La Crosse Growth, Quality and Access Agenda, the Board encourages the Legislature to work with the University to allow the application of the GPR funding of \$664,800 from the 2007-09 UW-La Crosse Growth Agenda to need based financial aid for students affected by this initiative.

**Sick Leave, Vacation, and Personal Holiday Leave Reporting for Unclassified Staff**

Resolution 9416: That, upon the recommendation of the President of the UW System, the Board of Regents approves the following policy:

Effective January 1, 2008 it shall be the policy at each institution in the UW System that sick leave, vacation, and personal holiday leave for full-time unclassified employees shall be charged in units of one-half days. Absence of one-quarter day up to three fourths day shall be charged as one half day. Absence of three fourths day up to one and one quarter day shall be charged as one day. Employees with less than full-time appointments shall report actual hours absent when using sick leave, vacation, and personal holiday leave.

**Reduction of Sick Leave Accrual for Unclassified Staff Failing to Report Leave Usage**

Resolution 9417: That, upon the recommendation of the President of the UW System, the Board of Regents approves the following policy:

Effective with sick leave accrued in fiscal year 2007-08, any employee who fails to file a report on leave usage as required by UW System policy in one or more months of any year shall not be permitted to accrue sick leave for that year in an amount exceeding the cap established by s. 40.05(4)(bp)1., Wis. Stats. (i.e., 8.5 days for an annual appointee or 6.4 days for an academic year appointee).

**Sick Leave Reporting and Teaching Responsibilities**

Resolution 9418: That, upon the recommendation of the President of the UW System, the Board of Regents approves the following policy:

Effective with the beginning of the Spring 2008 semester, teaching responsibilities not met because of an absence specified in UWS 19.01, Wis. Adm. Code, must be reported as leave, regardless of whether a qualified instructor covers the aforementioned

responsibilities. Teaching responsibilities include class time preparation, actual classroom instruction, and scheduled office hours available to students for educational guidance.

**University of Wisconsin System Trust Funds Investment Policy Statement**

Resolution 9419: That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the adoption of the “Investment Policy Statement” presented to the Board at their meeting of December 7, 2007 and rescind Regent Policy 31-9, “Investment Objectives and Guidelines.”

**University of Wisconsin-Parkside Food Services Contract Extension**

Resolution 9420: That, upon the recommendation of the Chancellor of the University of Wisconsin-Parkside and the President of the University of Wisconsin System, the Board of Regents approves a one-year contract extension with Aramark to provide dining services at the University of Wisconsin-Parkside effective May 31, 2008.

**Approval of Educational Broadband Service Excess Capacity Use and Royalty Agreement between the Board of Regents and Clearwire Spectrum Holdings II LLC**

Resolution 9421: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves entering into an Educational Broadband Service Excess Capacity Use and Royalty Agreement with Clearwire Spectrum Holdings II LLC, which leases for a term of 30 years four channels in the Educational Broadband Service spectrum operated by the Board under a license issued by the Federal Communications Commission.

**Revised 2007-09 Pay Plan Guidelines**

Resolution 9422: Upon the recommendation of the President of the University of Wisconsin System, the Board of Regents, in order to permit greater flexibility in addressing specific institutional salary needs, revises Regent Resolution 9275 adopted on December 8, 2006 such that, if the 2007-09 pay plan is 2% in any year, the

institutions have the option of distributing the pay plan across-the board for solid performance or distributing the pay plan according to the 2003-05 pay plan distribution guidelines (see attached) whereby not less than one-third of total compensation shall be distributed on the basis of merit/market and not less than one-third of the total compensation plan shall be distributed on the basis of solid performance and the remaining one-third pay plan allocation may be used to address these and other compensation needs.

(The guidelines are on file with the papers of this meeting.)

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

The Committee's report was presented by Regent Bartell, chair.

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

#### ***Building Commission Actions***

Assistant Vice President David Miller reported that the Building Commission approved about \$135 million for projects at its November meeting, composed of \$63 million in general fund supported borrowing, \$10 million in program revenue, and \$62 million in gift and grant funds.

#### ***Facilities and Food Contracts***

Information was provided to the committee about how food service contracts impact facilities and how the contracts are negotiated. It was noted that nine of the 13 comprehensive campuses have agreements with food service providers, while the others provide their own food service. For those with contracts, it was indicated that some vendor needs for particular types of equipment are included in the agreements. The committee had an extensive discussion and will review the matter further.

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### **UW System Strategic Framework: Discussion of Operational Excellence**

The committee discussed this topic with a focus on recommendations for streamlining and efficiency in the building program.

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**UW-Parkside: Approval of Design Report and Authority to Construct Suite Style Residence Hall Project**

The committee was informed that this is the first part of a two-phase project that eventually could provide 376 beds to increase the percentage of on-campus residents. The design of the suites situates a living room between bedrooms so as to encourage interaction among students. The project is being funded by \$17.7 million in program revenue-supported borrowing.

The committee passed a resolution approving the design report and granting the requested authority for inclusion in the consent agenda.

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**UW-Stout: Approval of Design Report and Authority to Adjust the Project Budget and Construct the Jarvis Hall Science Wing Renovation and Addition Project**

Regent Bartell advised the committee that, when visiting UW-Stout, he viewed the project, which replaces obsolete science laboratories constructed in the late 1960s, constructs 13 new classrooms, and corrects deficiencies in existing classrooms. The project, originally proposed for the 2001-03 biennium, would be funded with \$43 million in general fund-supported borrowing.

The committee passed a resolution approving the design report and granting the requested authority for inclusion in the consent agenda.

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**UW System: Criteria for Ranking 2009-11 General Fund Major Projects**

The committee was advised that the criteria would be used to create a priority list that addresses the greatest needs, highest academic priorities, and most cost-effective solutions to facility deficiencies. It was noted that all projects over \$500,000 require legislative approval, regardless of funding source, and that there are many more needed projects than can be funded.

The committee approved a resolution to adopt the criteria for inclusion in the consent agenda.

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**UW System: Authority to Seek Enumeration of Program Revenue Funds for a Residence Hall at UW-La Crosse and Gift Funds for a Facility to House a TomoTherapy Treatment System at the UW-Madison Veterinary School**

The committee considered two capital projects that require regent and legislative approval and had developed since Board approval of the 2007-09 capital budget in August 2006.

The first was a new residence hall at UW-La Crosse to be funded with \$28 million in program revenue-supported borrowing. It would replace two old residence halls that are being demolished as part of the new academic building project. The project would be financed by room rental rates charged to students and spread across all university housing, resulting in an increase of approximately \$450 on suites and double-occupancy rooms.

The second project was a \$2.5 million gift-funded TomoTherapy treatment facility for the UW-Madison Veterinary School, which would house the first TomoTherapy unit in the world for veterinary medicine use.

The committee approved a resolution granting authority to seek enumeration of both projects for inclusion in the consent agenda.

In response to a question by Regent Rosenzweig, Regent Bartell explained that TomoTherapy, Inc. is a Madison-based company that designs equipment which integrates diagnostic imaging and radiation treatment.

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### **Consent Agenda**

Adoption of the following resolutions as consent agenda items was moved by Regent Bartell, seconded by Regent Walsh and carried on a unanimous voice vote.

#### **UW-Parkside: Approval of the Design Report and Authority to Construct the Suite Style Residence Hall Project**

Resolution 9423: That, upon the recommendation of the UW-Parkside Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the Suite Style Residence Hall project for a total estimated cost of \$17,740,000 Program Revenue Supported Borrowing.

#### **UW-Stout: Approval of the Design Report and Authority to Adjust the Budget and Construct the Jarvis Hall Science Wing Renovation and Addition Project**

Resolution 9424: That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to: (a) increase the project budget by \$8,075,000 existing General Fund Supported Borrowing and (b) construct the Jarvis Hall Science Wing Renovation and Addition project at an estimated project cost of \$43,171,000 (\$35,096,000 General Fund

Supported Borrowing and \$8,075,000 existing General Fund Supported Borrowing).

**UW System: 2009-11 Major Capital Projects Evaluation**

Resolution 9425: That, upon the recommendation of the of the President of the University of Wisconsin System, the 2009-11 Major Capital Projects Evaluation Criteria be adopted as the basis for prioritizing major capital projects funded by General Fund Supported Borrowing (GFSB) for inclusion in UW System capital budget requests.

**UW System: Authority to Seek Enumeration of a UW-La Crosse New Residence Hall Project, and a UW-Madison School of Veterinary Medicine TomoTherapy Addition Project**

Resolution 9426: That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to seek enumeration of two additional major capital projects which are:

- (1) UW-La Crosse: New Residence Hall Project at an estimated cost of \$28,000,000 Program Revenue Supported Borrowing, and
- (2) UW-Madison: School of Veterinary Medicine TomoTherapy Addition Project at an estimated total cost of \$2,546,000 Gift Funds.

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**Procedures for Capital Project Review**

Regent Bartell reported that the committee briefly discussed the procedures for reviewing and recommending capital projects. Noting that these procedures are cumbersome and time-consuming, he said that efforts will be made to streamline them.

Regent President Bradley commended Regent Bartell for his leadership in these streamlining efforts.

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**ADDITIONAL RESOLUTIONS**

Regent Pruitt presented the following resolution, which was adopted by acclamation, with an ovation of appreciation.

**Board of Regents Resolution of Appreciation University of Wisconsin-Madison December 2007**

Resolution 9427:       **WHEREAS**, the University of Wisconsin-Madison is a national and international leader in providing access to higher education and exploring new frontiers in scientific research, while also making direct contributions to a high quality of life for all Wisconsin citizens; and

**WHEREAS**, the UW System Board of Regents is honored to learn more about breakthrough research in genetic reprogramming of human skin cells, representing a critical scientific accomplishment that may bring stem cells within easy reach of many more scientists as they seek to translate this research into practical treatments for a variety of human illnesses; and

**WHEREAS**, this recent breakthrough is consistent with other world-leading research that has helped propel UW-Madison to become first in the nation in academic research expenditures for a public research university in 2007; and

**WHEREAS**, UW-Madison is committed to continually gathering ideas on how it can be a great public research university, now and in the future, and that commitment is evident in the campus' efforts to prepare for reaccreditation by gathering broad input from students, faculty, staff, and alumni; and

**WHEREAS**, the UW-Madison campus has managed difficult financial challenges in a manner that protects and preserves core academic programs, and is working to address those funding challenges in ways that will allow continued high-quality service to both undergraduate and graduate students; and

**WHEREAS**, the newly-dedicated Microbial Sciences Building is an exciting, state-of-the-art facility that is uniting researchers from two colleges and encouraging synergies that will keep UW-Madison a world leader in the biological sciences;

**THEREFORE, BE IT RESOLVED** that the UW System Board of Regents is pleased to recognize UW-Madison as the official host campus for the Board's December 2007 meeting, congratulating UW-Madison on its remarkable research breakthroughs; and

**BE IT FURTHER RESOLVED** that the Board of Regents offers best wishes to UW-Madison and all the UW System institutions' faculty, staff, students, and alumni for a happy holiday season, and for a safe and prosperous New Year.

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## **CLOSED SESSION**

The meeting was recessed at 11:20 a.m. and reconvened at 11:35 a.m., at which time the following resolution, moved by Regent Pruitt, was adopted on a unanimous roll-call vote, with Regents Walsh, Thomas, Spector, Smith, Shields, Rosenzweig, Pruitt, Loftus, Falbo, Burmaster, Bradley, and Bartell (12) voting in the affirmative. There were no negative votes and no abstentions.

Resolution 9428: Move into closed session to consider UW-Milwaukee honorary degree nominations, as permitted by s.19.85(1)(f), *Wis. Stats.*; to confer with legal counsel regarding pending or potential litigation, as permitted by s.19.85(1)(g), *Wis. Stats.*; to consider a UW-Madison personnel matter, as permitted by s.19.85(1)(c), *Wis. Stats.*; and to consider merit-based salary adjustments for senior executives and salaries above 75% of the President's salary to reflect the 2007-08 pay plan approved by the Legislature's Joint Committee on Employment Relations, as permitted by s.19.85(1)(c), *Wis. Stats.*

During closed session, the following resolution was adopted:

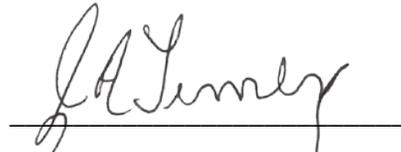
### **Approval of 2007-09 Salaries: Merit Based Salary Adjustments for Senior Executives and Salaries Above 75% of the President's Salary**

Resolution 9429: That, upon the recommendation of the Regent President, 2006-07 base salaries for university senior executives and faculty and staff whose salaries will be

above 75% of the UW System President's 2006-07 salary, excluding those employees whose employment contract holds to the contrary, be increased as per the attached Schedule A for Senior Executives and Schedule B for staff whose salaries will be above 75% of the UW System President's salary, effective July 1, 2007 or the appropriate contract effective date, to reflect the 2007-08 pay plan for university senior executives, faculty, and academic staff approved by the legislature's Joint Committee on Employment Relations.

The meeting was adjourned at 12:20 p.m.

Submitted by:

A handwritten signature in cursive script, appearing to read "J. A. Temby", is written over a horizontal line.

Judith A. Temby, Secretary

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