MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the UW-Madison Memorial Union
Main Lounge, 2nd Floor
UW-Madison
Madison, Wisconsin

Thursday, December 10, 2009
11:00 a.m.

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in the UW-Madison Memorial Union
Main Lounge, 2nd Floor
UW-Madison
Madison, Wisconsin

Thursday, December 10, 2009
11:00 a.m.

- President Pruitt presiding -

PRESENT: Regents Jeffrey Bartell, Mark Bradley, Eileen Connolly-Keesler, Judith Crain, Danae Davis, Stan Davis, John Drew, Michael Falbo, Thomas Loftus, Kevin Opgenorth, Charles Pruitt, Brent Smith, Michael Spector, José Vásquez, David Walsh, Aaron Wingad, and Betty Womack

UNABLE TO ATTEND: Regent Anthony Evers

- - -

OPENING REMARKS

President's Greeting

President Pruitt expressed appreciation to all of those participating in the Board meeting, noting that the previous day was trying for all Wisconsinites, due to the extreme winter weather. President Pruitt acknowledged the University of Wisconsin System staff who had reported for duty the day before despite the weather, including police and safety officers, residence hall staff and food service workers, staff caring for animals at labs and agricultural research stations, and the facilities and grounds crews who ensured that the university's business could resume on Thursday.

- - -

PRESENTATION – UW-MADISON: A WORLD-CLASS RESEARCH UNIVERSITY – FOR WISCONSIN AND THE WORLD

President Pruitt noted that although the Board meets regularly in Madison, it does not always focus on the UW-Madison campus itself. The Board will do that with UW-Madison as host campus for this meeting. President Pruitt introduced Chancellor Carolyn "Biddy" Martin's presentation, "A World-Class Research University – for Wisconsin and the World."

President Pruitt noted that Chancellor Martin would discuss how the state's largest public research institution benefits all of Wisconsin, its economy, and the global community. The President observed that there are many advantages to having a research and teaching engine like this in our state; we will learn about how those advantages ripple throughout the broader statewide community.

Chancellor Martin thanked meeting attendees for being present and congratulated them for arriving safely. She noted that she would make her remarks and then show a first draft of a video that would be used for donors and other constituencies, which shows three ways that the university is committed to research and public service. She explained that she would then introduce two researchers who would describe their work, introduce some of their students, and explain why they work at UW-Madison.

Chancellor Martin noted that she would begin her remarks by answering the question, "What makes UW-Madison unique?" That can be answered any number of ways, she said, listing such characteristics as UW-Madison's breadth; size; quality; inter-disciplinary work; history of contributions to the state, nation, and world; and its sense of fun. She showed a slide of the snowball fight on Bascom Hill the previous day, when 3,000 UW-Madison attempted to beat the world record for the number of snowball-fight participants.

Chancellor Martin continued by saying that the students and faculty at UW-Madison are talented, forward-thinking, and ambitious; and they are at UW-Madison because they have pushed the envelope in some way. She said that UW-Madison depends on a mix of revenue sources, with state funding now making up approximately 20 percent of the university's total budget. UW-Madison relies increasingly on private funding; however, the university has a long commitment to public purpose, and that will not change.

This university remains "Steenbockian," according to Chancellor Martin. Harry Steenbock discovered the importance of Vitamin D and how to intensify its presence in food. It brought him an offer from Quaker Oats of $1 million in the 1920s. Harry Steenbock considered it problematic to make money on Vitamin D for himself alone; he is responsible for the Wisconsin Alumni Research Foundation, which ensures that faculty's and students' discoveries are available to serve the public good. Even where discoveries cannot be commercialized, UW-Madison's faculty, staff and students continue the Steenbockian tradition of invention, entrepreneurship, and commitment to the institution and the state.

The University of Wisconsin-Madison is consistently ranked among the finest research universities in the world, but the challenge is to maintain that status in the face of dwindling state

support, according to Chancellor Martin. She made special mention of the university's: (1) work in nuclear energy, biofuels, and alternate energies, which will be combined in a planned new facility, the Wisconsin Energy Institute; (2) involvement with approximately 50 universities in the United States in a global health consortium; (3) work in engineering and in regenerative life sciences on medical treatments for veterans of Iran and Iraq; (4) work through the Center for the Humanities on definitions of what it means to be human in the face of 21st century changes; (5) efforts to combine neuroscience with studies of meditation and contemplative practices; and (6) work in the Medical School to train doctors to practice in the rural parts of the state.

Chancellor Martin remarked that the connections between the university, the city of Madison, the region, the state of Wisconsin, and the world are part of what makes UW-Madison special. The Wisconsin Institutes for Discovery exemplifies a project that was conceived in a partnership among the university, private donors, and business people. The Chancellor described the project as one that will house cutting-edge research and biotechnology, serve as a gathering place for people from throughout the university and the state, and include a K-12 education outreach component.

Reflecting on the significance of having a major university in the state, Chancellor Martin drew on an article that appeared in *The Economist* in 2005, called "The Brains Business." The article suggested that higher education is experiencing a golden age worldwide, even in the midst of a recession. Chancellor Martin explained that according to *The Economist*, this golden age is driven by: (1) massification, by which the editors mean the significant increase in the number of people around the globe with a secondary education; (2) globalization, or the interpenetration of cultures, economies, and nations; and (3) the emergence of a knowledge economy. She said that other countries are making massive investments in higher education, and many of them are drawing on the American model of the research university. Many are investing far more than the United States is, in part because they are working to catch up, and in part because they are more forward-looking, she said.

The Chancellor went on to explain why American higher education is a model for the rest of the world. For example, higher education in the United States is not a system; it is government supported, but not controlled by the federal government, which results in a broader range of institutions, with different populations; and the United States has developed a more sophisticated infrastructure for science and technology than other higher education systems. Overall, according to *The Economist*, the United States continues to do the best job of combining equity (access) and quality.

According to *The Economist*, the most significant development in higher education in the world in the last decade is the emergence of a "super league" of global universities. Chancellor Martin quoted *The Economist* as saying that global universities "have the potential to attract the most talented faculty and students to their parts of the world, employ a growing number of qualified staff to support the academic mission, generate the ideas and technologies that will drive the world's economies, and transfer their inventions into commercial uses that create wealth. Every country wants and needs such global economic players."

Citing the quality of UW-Madison's faculty and students, the Chancellor noted that *The Economist*'s list of universities in the super league worldwide has only four or five public universities in its top 20 in the world, and UW-Madison is ranked 17th in the world. She said that UW-Madison is concerned about the quality of the students coming in, but also about the quality of their experience and the integration of research with undergraduate education and outreach. She emphasized the importance of students' living and building networks with people from all over the world.

The Economist also suggests that great global universities are magnets for jobs and employment, Chancellor Martin said, mentioning that UW-Madison's working community consists of 20,690 individuals.

When it comes to research excellence, UW-Madison is second or third in the amount of research funding and expenditures in the nation, including all research universities, public and private. The university is also a national leader in a number of major awards for research, is among the top ten institutions in science and engineering in millions of dollars for research, and is first in non-science and non-engineering fields for research dollars.

The Economist also identifies a number of challenges for world-class research institutions, Chancellor Martin said: affordability, challenges to free and open inquiry, and failure to be accountable for strong undergraduate education. They also identify threats to value, quality, and meritocracy in the United States. First on their list is public resistance to taxes that would allow government support for education to keep pace with costs, and second is the erosion of peer-reviewed competitive funding in favor of earmarks.

Chancellor Martin indicated that since UW-Madison forcefully promotes peer-reviewed work, she would emphasize in her remarks the importance of the way higher education is organized in the United States. She reiterated that *The Economist* cited autonomy from government control and flexibility to compete for the best as helping to account for the success of the best universities; and she noted that flexibility in pricing, salaries and wages, purchasing, facilities, and personnel policies helps to meet the challenges of reduced state funding.

To remain one of the world's great universities, the Chancellor continued, UW-Madison must pay the faculty market salaries; provide students with financial aid; and provide faculty, staff and students with the infrastructure to do the work that leads to great discoveries and has an economic multiplier effect. She said that more flexibility is needed in an era of declining state support.

Chancellor Martin stated that UW-Madison cannot afford to compete by keeping tuition low. Even with the differential tuition that the Board of Regents approved last year, UW-Madison remains with Iowa at the bottom of its Big Ten peer group. Compared to the peer group of global universities, it is amazing that UW-Madison is what it is, the Chancellor stated, adding that tuition needs to be increased at moderate and predictable rates, and the university needs to make sure that students have financial aid. The Madison Initiative and other initiatives in the Provost's office are aimed at addressing a number of these challenges and improving undergraduate education even more.

The Chancellor emphasized that UW-Madison's goal is to remain public spirited, to continue to compete on a worldwide scale, and to be able to match its peers with development and attraction of talent and ideas. This university is extraordinary and is a remarkable gem, she said; given the modest wealth and modest population of this state, public support over the years of higher education and of an institution of UW-Madison's quality is remarkable.

The Chancellor continued by saying that it is essential, for the university, the state, the nation, and the world, for UW-Madison to continue to compete on a world stage. It takes strong support, leadership, commitment and accountability. The Chancellor said that she could not imagine the state of Wisconsin operating at its current level without UW-Madison operating at the level at which it operates. She described such UW-Madison contributions as expertise in agriculture, health, engineering, teaching, health care, and law; graduates who have put Wisconsin on the map all over the world; and jobs, technologies, and start-up companies.

Chancellor Martin said that the state needs a strategy that puts higher education at the center. UW-Madison is one piece of an outstanding system, but a vital piece and a vital player in a world-wide marketplace of research institutions. In closing her remarks, Chancellor Martin expressed appreciation for support for the university and for the opportunity to argue that the citizens of Wisconsin want a world-class research university.

After showing the draft video highlighting strengths of and innovations at UW-Madison, Chancellor Martin introduced Yoshihiro Kawaoka, one of the world's foremost authorities on influenza and how it is transmitted. The professor's work has yielded new methods for speeding up the manufacture of flu vaccines. The Chancellor said that from his federal grants alone, the professor supports a monthly payroll of approximately $100,000 in pay and fringe benefits, not including a recent grant from the Gates Foundation or other funding sources.

Professor Kawaoka, of the School of Veterinary Medicine, explained that his laboratory works on influenza and Ebola viruses. His emphasis at this meeting would be on influenza pandemics, first the Spanish influenza pandemic of 1918 and then the current influenza pandemic.

Professor Kawaoka explained that the influenza virus is unique, with its eight-segment genome. His lab established the technology that is used to understand the influenza virus.

The 1918 Spanish influenza pandemic killed more than 40 million people worldwide; however, this virus had gone out of existence until recently, according to the professor. Scientists recovered the virus from the lung tissue of persons who died from this virus, and with the new technology, it was possible to create the 1918 virus. The purpose is to try to understand the virus in order to prevent epidemics such as occurred in 1918.

Animal studies conducted at UW-Madison showed that lungs of animals infected with seasonal influenza looked healthy, but those with the 1918 virus had hemorrhaging in their lungs, making it difficult to breathe.

Professor Kawaoka reported that with this knowledge, the lab studied the current pandemic. Looking at lung cells infected with the 2009 pandemic strain, his lab found that people were dying due to viral pneumonia, rather than secondary bacterial pneumonia. The lab discovered that the 2009 virus grows well in the lungs of non-human primates, which is why this virus caused viral pneumonia.

The Influenza Research Institute is located in Research Park, Professor Kawaoka continued. Several years ago, when he was recruited by UW-Madison, the university and the Wisconsin Alumni Research Foundation (WARF) kindly and completely renovated a building for his research, he said. The professor expressed his appreciation for this renovation because the renovated building allows him to do many different studies. He indicated that his long-term goal is to understand why humans die from viral infections and to do applied research to develop vaccines and to gain knowledge of better use of antiviral drugs.

Chancellor Martin then introduced Professor Jon Pevehouse, of the Department of Political Science, who she said works on foreign affairs and is one of the leading experts in the country on American foreign policy and international relations. His specialties include the promotion of democracy, the politics of free trade agreements, and conflict among nations. Chancellor Martin noted that Professor Pevehouse is an important resource on such decisions as President Obama's recent decision to send more troops to Afghanistan.

Professor Pevehouse began his remarks by mentioning that, unlike Professor Kawoaka, he was lured away from UW-Madison in 2007, a year when the Political Science Department saw seven departures due to outside offers and retirement. He left for the University of Chicago but returned this summer. One reason he came back is the high-quality Political Science Department that has now been rebuilt here, which includes other professors in international relations hired from Harvard and the University of Pennsylvania.

Professor Pevehouse emphasized that one in ten of all bachelor's degrees at UW-Madison are in political science. The reasons for this are that Madison is an active political town, and also that the university takes pride in its teaching and research and in integrating students into the research. Another reason Professor Pevehouse returned to UW-Madison is because the students here are phenomenal, he said.

During the past year, Professor Pevehouse has been involved in a research project related to lobbying on foreign policy issues and foreign affairs. Foreign lobbyists include foreign companies, foreign countries, or international organizations. Professor Pevehouse said that as an alternative to other approaches, which claim that American foreign policy is not in the interest of Americans and which are not based on replicable data, his research team is analyzing data and studying why foreign lobbying occurs, in what issue areas, and with what impact.

Professor Pevehouse began his investigative work with the Foreign Agent Registration Act, passed by Congress in 1938. This act requires anyone lobbying Congress to tell the Department of Justice who was hired, how much they were paid, and why they were lobbying. The professor said that the research systematically examines the data from the Department of Justice for the first time. One conclusion so far is that lobbying for trade rights has fallen after

an all-time high in the mid-1990s, because lobbying on free trade is perceived as less necessary with a Republican White House and Congress. The research is also examining why different countries choose different lobbying strategies.

In looking at how foreign lobbying occurs, the research shows that in addition to direct lobbying, advertisements are sometimes used to suggest that certain foreign interests are aligned with American interests. The professor described examples of this and indicated that interesting stories will be found in the data. He also introduced two of his students, Bryon Eagon and Jennifer Winter, who are conducting research, analyzing data, and initiating case studies. The professor and students are learning together through the research project.

In closing, Chancellor Martin thanked the two professors for their presentations and noted that they were two of 2,500 faculty members and that the students were two out of 42,000 students; it was difficult to choose what to present or who would present.

- - -

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

- - -

Submitted by:

/s/ Jane S. Radue
Jane S. Radue, Secretary of the Board
Office of the Board of Regents
University of Wisconsin System