



**Board of Regents of the University of Wisconsin System  
Office of the Secretary**

1860 Van Hise Hall  
1220 Linden Drive  
Madison, Wisconsin 53706  
(608)262-2324

DATE: September 24, 2010

TO: Each Regent

FROM: Jane S. Radue *JSR*

**PUBLIC MEETING NOTICE**

Agenda for meetings of the Board of Regents and Committees, to be held at UW-Oshkosh Reeve Union, 748 Algoma Blvd., Oshkosh, Wisconsin on October 7 & 8, 2010

**Thursday, October 7, 2010**

10:00 a.m. All Regents – Reeve Union 227 (Ballroom)

1. UW-Oshkosh Presentation: “UW-Oshkosh's ‘Principles for Progress and Prosperity:’ A Compact to Better Educate More People”
2. UW System’s Participation in the National *Access to Success* Initiative

12:00 p.m. Regent/student lunch – Room 201

12:00 p.m. Lunch – general participants – Reeve Union Underground

1:00 p.m. Education Committee – Reeve Union 227

1:00 p.m. Joint Meeting of Business, Finance, and Audit Committee and Capital Planning and Budget Committee – Reeve Union 202

1:30 p.m. Business, Finance, and Audit Committee – Reeve Union 202

1:30 p.m. Capital Planning and Budget Committee – Reeve Union 306

**Friday, October 8, 2010**

9:00 a.m. Board of Regents meeting – Reeve Union 227 (Ballroom)

*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 and should be made in advance of the meeting, to the Secretary of the Board at the above address.*

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

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

*The meeting will be webcast at <http://www.uwex.edu/ics/stream/regents/meetings/> on Thursday, October 7, 2010 at 10:00 a.m. until approximately 12:00 p.m., and Friday, October 8, 2010 at 9:00 a.m. until approximately 12:00 p.m.*

## THE UW SYSTEM'S PARTICIPATION IN THE NATIONAL ACCESS TO SUCCESS INITIATIVE

### EXECUTIVE SUMMARY

#### BACKGROUND

Launched in 2008, the UW System's *Growth Agenda for Wisconsin* represents the university's strategic efforts to produce more college graduates, stimulate job creation, and strengthen Wisconsin communities. In April 2010, UW System President Kevin Reilly sharpened the focus for the second phase of the *Growth Agenda* to advance two core goals: increasing the number of Wisconsin residents who have a college degree, and leveraging the UW's research capacity to grow more well-paying jobs. Under the title of *More Graduates for Wisconsin*, this work includes specific, measurable targets for moving Wisconsin forward in educating more students with a 21<sup>st</sup>-century quality education.

As *More Graduates for Wisconsin* was being developed, including numerical goals for increased educational attainment by Wisconsin residents, the UW System joined a national initiative called *Access to Success*. Launched in late 2007 by almost two dozen public higher education systems that were members of the National Association of System Heads (NASH), *Access to Success* has adopted two, interrelated goals: 1) to increase the number of college graduates in their states; and 2) to ensure that those graduates are more broadly representative of their states' high school graduates, in particular in terms of race and income. NASH is partnering with the Education Trust, an independent organization promoting academic achievement for pre-kindergarten through college students, to support the participating systems and report regularly to the public on the progress being made. The UW System joined *Access to Success* in Summer 2009, and the number of systems in the initiative is currently 24.

At the October 2010 meeting, the Board will hear a presentation on the UW System's participation in *Access to Success*.

#### REQUESTED ACTION

No action requested; for information only.

#### DISCUSSION

Through ambitious goals, new metrics, and deliberate action, *Access to Success* makes good on the commitment of public higher education systems to promote access, equity and excellence. And while the initiative aligns with President Obama's goal to restore the nation's preeminence in educational attainment, it operates outside of any government mandates and in the midst of the country's worst recession since the Great Depression. Specifically, the 24 systems have pledged to cut in half by 2015 the gaps in retention and graduation rates for low-income and students of color compared to their more affluent, white peers. The potential impact of this work is enormous: the 24 systems in the initiative represent 378 two-year and four-year campuses and over three million students. As NASH and the Education Trust have

documented, collectively, these systems educate almost 40 percent of undergraduates attending four-year public colleges and universities, and almost 20 percent of all undergraduates nationwide. Digging deeper into these figures, the *Access to Success* systems enroll 27 percent of low-income students in public higher education and 44 percent of the African-American, Latino, and American-Indian students enrolled in public four-year institutions. (More information can be found at:

[http://www.edtrust.org/sites/edtrust.org/files/access2success/A2S\\_BaselineReport.pdf](http://www.edtrust.org/sites/edtrust.org/files/access2success/A2S_BaselineReport.pdf) .)

The work of the initiative hinges on the more rigorous analysis of data and setting of measureable goals than previously practiced at most institutions across the nation. Moreover, each participating system will measure performance and progress in the context of its own state's population, starting from its own baseline data and not in comparison to other state systems. The broad metrics to be observed comprise three areas: 1) Access: Does a higher education system's entering class reflect the socioeconomic and racial/ethnic profile of its state's high school graduates? 2) Success: How do the success rates of low-income and underrepresented minority students compare with those of other students within the system? And 3) Access+Success: Do the system's graduates reflect the diversity of the state's high school graduates?

The UW System has developed a dynamic process by which to deliver on its commitment to *Access to Success* and its *More Graduates* goals, one that involves dialogue between the System and UW institutions, the collection of baseline data, specific goals developed in concert with each UW institution, and detailed plans by which to achieve those goals according to the metrics established by the initiative.

Like its work on LEAP and Inclusive Excellence, the UW System's involvement in *Access to Success* bespeaks its commitment to comprehensive and systemic transformation in the way the System educates students, and positions the System to act as the catalyst for that transformation. The UW System is one of the premier public higher education systems in the world, providing quality education to thousands of students every year, at each of its institutions. And yet, Plan 2008, the Equity Scorecard Project, the Climate Study—all of these initiatives have provided hard—and disturbing—evidence detailing Wisconsin's failure to educate all of its students equitably. The Board of Regents has strongly advocated more intentional efforts to eradicate the achievement gap between students of color and their white peers. The multiple initiatives in which the UW System is involved are interrelated and interdependent. They support and strengthen one another, and they bring under one framework, that of the *Growth Agenda's More Graduates for Wisconsin*, the work that is critical to Wisconsin's future. *More Graduates*, including the *Access to Success* initiative, comprises ambitious, evidence-driven work to ensure that the UW System fulfills its promise to develop the state's human potential, create new jobs, and strengthen local communities. And it represents the System's willingness to confront head-on the biggest challenges to public higher education, the country's economic viability in the global economy, and the threat to American democracy posed by the continued stratification by race and income of the nation's educational systems.

## **RELATED REGENT POLICIES**

Regent Resolution 8970: "Resolution to Endorse the UW System's Commitment to Diversity in Phase II of Plan 2008," adopted 2/11/05.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.1. Education Committee -

Thursday, October 7, 2010  
Reeve Union  
UW-Oshkosh  
Oshkosh, Wisconsin

10:00 a.m. All Regents – Reeve Union 227 (Ballroom)

1. UW-Oshkosh Presentation: “UW-Oshkosh's ‘Principles for Progress and Prosperity:’ A Compact to Better Educate More People”
2. UW System’s Participation in the National *Access to Success* Initiative

12:00 p.m. Regent/student lunch – Room 201

12:00 p.m. Lunch – general participants – Reeve Union Underground

1:00 p.m. Education Committee – Reeve Union 227

a. Consent Agenda:

1. Approval of the Minutes of the August 19, 2010, Meeting of the Education Committee;
2. Approval of School of Medicine and Public Health Appointments to the Oversight and Advisory Committee of the Wisconsin Partnership Fund for a Healthy Future;  
[Resolution I.1.a.(2)]
3. UW-Oshkosh: Second Reading of Revised Mission;  
[Resolution I.1.a.(3)]

b. Education Committee Priorities for 2010-11.

c. UW-Milwaukee: Replication of Successful Charter Schools.  
[Resolution I.1.c.]

d. Presentation of Campus Academic Plans:

1. UW-Green Bay;
2. UW-Oshkosh.

e. Presentation on the Role of Equity-Mindedness in Inclusive Excellence.

f. Report of the Senior Vice President:

1. Inclusive Excellence at the Institutions: UW-Oshkosh.

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

Wisconsin Partnership Program  
UW School of Medicine and Public Health  
Oversight and Advisory Committee  
Appointment and Reappointments

EDUCATION COMMITTEE

Resolution I.1.a.(2):

That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the appointment of Dr. Cynthia Haq to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, effective October 8, 2010 through October 31, 2014.

Further, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents also approves the reappointments of Dr. Susan Goelzer, Ms. Katherine Marks, and Mr. Douglas Mormann to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, effective October 8, 2010 through October 31, 2014.

**APPOINTMENT AND REAPPOINTMENTS TO THE  
UW SCHOOL OF MEDICINE AND PUBLIC HEALTH  
OVERSIGHT AND ADVISORY COMMITTEE  
OF THE  
WISCONSIN PARTNERSHIP PROGRAM**

**EXECUTIVE SUMMARY**

**BACKGROUND**

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

The UW SMPH, in collaboration with the OAC, developed the inaugural Five-Year Plan (2004-2009) describing the uses of the funds which was subsequently reviewed and approved by both the Board of Regents in April 2003 and the Wisconsin United for Health Foundation, Inc. (WUHF) in March 2004. Immediately thereafter, WUHF transferred the funds to the UW Foundation for management and investment based on the Agreement between the UW Foundation, the Board of Regents, and WUHF (Agreement). Since March 2004, the OAC and the UW SMPH Medical Education and Research Committee (MERC), appointed by the Dean of the UW SMPH, have been collectively known as the Wisconsin Partnership Program (WPP). The WPP seeks proposals from community organizations and faculty, respectively, and makes awards in accordance with the Order, the Five-Year Plan, and the Agreement.

During 2008, the UW SMPH, in collaboration with the OAC and the MERC, developed the second Five-Year Plan (2009-2014), which was presented to and approved by the Board of Regents in December 2008. Information on the awards and related programmatic processes are presented to the Board of Regents annually.

**REQUESTED ACTION**

Approval of Resolution I.1.a.(2), appointing Dr. Cynthia Haq to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program beginning October 8, 2010, through October 31, 2014; and reappointing Dr. Susan Goelzer, Ms. Katherine Marks, and Mr. Douglas Mormann to the UW School of Medicine and

Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program to four-year terms through October 31, 2014.

## DISCUSSION

In accordance with the Insurance Commissioner's Order and the Bylaws of the Oversight and Advisory Committee (OAC) approved by the Board of Regents in February 2001, the Regents are being asked to appoint Dr. Cynthia Haq as a UW SMPH representative beginning October 8, 2010 through October 31, 2014.

Cynthia Haq, MD, is Professor of Family Medicine and Population Health Sciences, and Director of the University of Wisconsin-Madison Center for Global Health. She is a knowledgeable and experienced community health practitioner through her work as a family medicine clinician in Madison and Belleville, Wisconsin, for over 19 years. In 2001, she served as a consultant to the World Health Organization and World Organization of Family Doctors, and co-authored the book, *Improving Health Systems: the Contribution of Family Medicine*. Recently Dr. Haq was asked to lead the development of the UW SMPH's Training in Urban Medicine and Public Health (TRIUMPH) program to recruit and prepare medical students for urban health careers and to improve health care for disadvantaged populations in Milwaukee. Dr. Haq has experience with the Wisconsin Partnership Program through her appointment to the UW SMPH Medical Education and Research Committee in 2007. During her two-year term, she served on MERC's Executive Subcommittee and played an important role in the development of the 2009-2014 Five-Year Plan as Chair of MERC's Community Engagement Subcommittee. The Subcommittee provided direction to MERC on fostering and strengthening partnerships between the UW SMPH and Wisconsin communities. Dr. Haq will bring valuable skills, experience, and expertise to OAC, which will fit well with the future directions of the committee.

In accordance with the nomination process followed by the UW SMPH, Dean Robert Golden identified Dr. Haq as an ideal nominee for a faculty position on the OAC. Dr. Susan Goelzer, Chair of the OAC, and Eileen Smith, Director of the WPP, each conducted interviews of Dr. Haq. Dean Golden strongly endorses the nomination of Dr. Haq and recommends her to the Board of Regents for membership on the OAC.

The Regents are also being asked to reappoint Dr. Susan Goelzer as one of the four UW School of Medicine and Public Health (UW SMPH) representatives, and Ms. Katherine Marks and Mr. Douglas Mormann as two of the four public members (health advocates) for four-year terms through October 31, 2014.

Susan L. Goelzer, MD, MS, CPE, is Professor of Anesthesiology, Internal Medicine, and Population Health Sciences, and is the former Ralph M. Waters Distinguished Chair of Anesthesiology at the UW SMPH. She is also Senior Medical Director for Graduate and Medical Education at the University of Wisconsin Hospital and Clinics. After obtaining a Master's Degree in administrative medicine, with an emphasis in health policy, Dr. Goelzer received a Robert Wood Johnson fellowship. She spent her fellowship year in the U.S. Senate Majority Leader's Office working on issues related to the integration of public health into academic medicine and drafting legislation dealing with health disparities. Dr. Goelzer has been



a member of the OAC since September 2003, and has provided direction and leadership as the committee's Chair since 2007. She also serves as one of two OAC representatives on the Medical Education and Research Committee (MERC), which is responsible for the allocation of funds for education and research initiatives. As Chair, Dr. Goelzer helped shape the 2009-2014 Five-Year Plan. Her continued participation and leadership is essential as OAC continues a strategic planning effort to implement the initiatives set-forth in the 2009-2014 Five-Year Plan.

Katherine Marks is Chief Executive Officer of United Way of Kenosha County. She is an advocate for urban health with 30 years of experience building strong collaborations focused on the well-being of women, children, and families. These collaborations have provided safer neighborhoods, developed affordable housing programs, created economic development opportunities, built a new school and health center, increased access to health care and reduced ethnic health disparities. Ms. Marks has served as the alderwoman for the 8th District in Kenosha, Wisconsin since 1992. She was the first alderperson to develop a neighborhood plan to guide redevelopment and revitalization efforts. As part of these efforts, Ms. Marks planned and implemented an affordable housing program that added over forty new single-family homes in the 8th District. She also worked with the school district and city administration to build a new elementary school, replacing the former school with a charter school. Ms. Marks has shared her valuable perspective and expertise as a member and health advocate for urban health on the OAC since February 2010, filling an unexpired term. She is also an inaugural member of OAC's Lifecourse Initiative for Healthy Families (LIHF) Steering Committee, convened by OAC in January, 2009, to address the challenging infant mortality rates in the African American community in southeastern Wisconsin. She was appointed by OAC as Chair of the Steering Committee in November 2009. Her extensive urban health advocacy experience provides an important perspective on OAC, which is complemented by her leadership position on the LIHF Steering Committee.

Douglas Mormann is Director and County Health Officer of the La Crosse County Health Department. He has served in leadership capacities in the Wisconsin Public Health Association and the Wisconsin Association of Local Health Departments and Boards. He has a longstanding history in governmental public health and is highly regarded by public health leaders in the state. Since OAC's inception, Mr. Mormann has been a vital member as the health advocate representing state-wide health care. He also serves as Vice Chair of OAC. In 2005, he was appointed Chair of OAC's Public Health Education and Training Subcommittee (PHET). He led PHET in development of its goals and objectives, inclusion of public health leaders into the subcommittee, and review of and support for the public health education and training initiatives of the Wisconsin Partnership Program. His extensive public health background and experience provide an important perspective to the OAC and his recognition as a public health leader in the state adds considerable breadth to the work of the committee.

The resumes of each of the recommended nominees follow.

## **RECOMMENDED ACTION**

UW System recommends approval of Resolution I.1.a.(2), appointing Dr. Cynthia Haq to the UW School of Medicine and Public Health Oversight and Advisory Committee of the

Wisconsin Partnership Program beginning October 8, 2010, through October 31, 2014; and reappointing Dr. Susan Goelzer, Ms. Katherine Marks, and Mr. Douglas Mormann to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program to four-year terms through October 31, 2014.

**Cynthia Haq**  
**Curriculum Vitae**

**Formal Education:**

**Undergraduate:**

1975-1979 Bachelor of Arts, Indiana University, Bloomington, IN

**Medical School:**

1979-1983 Doctor of Medicine, Indiana University, Indianapolis, IN

**Post Graduate:**

1983-1987 Family Medicine Residency, University of Wisconsin, Department of Family Medicine

**Positions Held:**

**Faculty Appointments:**

1986 Medical Director, Kasangati Health Center, Institute of Public Health, Makerere University, Kampala, Uganda

1987-1989 Assistant Professor, Department of Community and Family Medicine, Dartmouth Medical School, Hanover, New Hampshire

1990-1991 Visiting Assistant Professor and Fulbright Scholar, Department of Community Health Sciences, Aga Khan University Medical Center, Karachi, Pakistan

2005 Honorary Lecturer and Fulbright Scholar, College of Health Sciences, Makerere University, Kampala, Uganda

1989-present University of Wisconsin School of Medicine and Public Health, Department of Family Medicine, Madison, WI  
Assistant Professor of Family Medicine (Clinical Health Sciences), 1989-1994  
Associate Professor of Family Medicine (Clinical Health Sciences), 1994-2001  
Professor of Family Medicine (Clinical Health Sciences), 2001-present  
Professor of Population Health Sciences (Clinical Health Sciences), 2003-present  
  
Director of Medical Student Education (Department of Family Medicine), 1995-2003  
Director of International Health (UW School of Medicine and Public Health), 2003-present  
Director of the Center for Global Health (UW-Madison), 2005-present  
Director of Training in Urban Medicine and Public Health (TRIUMPH) Milwaukee 2008-present

**Hospital Appointments (Current in 2008):**

Active Staff: St. Mary's Hospital Medical Center, Madison, Wisconsin  
Active Staff: University of Wisconsin Hospital & Clinics, Madison, Wisconsin  
Courtesy Staff: Meriter Hospital, Madison, Wisconsin

**Professional Appointments:**

2001	World Health Organization, Geneva, Switzerland Visiting Professor and Consultant, Organization of Health Services Delivery, Human Resources for Health
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**Teaching Responsibilities:** (all at University of Wisconsin unless otherwise indicated)

1986-1987	Small Group Leader, Introduction to Clinical Medicine
1986	Village Health Worker Trainer, Kasangati Health Center, Uganda, Coordinated medical and public health activities and initiated community based primary health care with training of village health workers. Sponsored by Minnesota International Health Volunteers and funded by the U.S. Agency for International Development
1986-1987	Senior Resident Instructor, Introduction to Family Medicine for Interns, Department of Family Medicine, University of Wisconsin
1987-1989	Primary Care Clerkship Director, Dartmouth Medical School
1988-1989	International Health Elective Coordinator, Dartmouth Medical School
1989-1990	Small Group Instructor, Community Oriented Integrated Learning (COIL)
1989-present	Clinical Faculty, Attending Physician, Department of Family Medicine, Madison Residency Program
1989-1990	Faculty Coordinator, Birth and Infancy Continuity Experience (BICE), Led BICE seminars, developed course books for self instruction
1989-1996	Faculty Coordinator, Family Medicine Senior Electives, Supervised student electives in family practice residency centers, community sites, geriatrics, substance abuse, sports medicine and international health
1989-present	Clinical Preceptor, Group Mentor, Doctor Patient Communication Instructor, Primary Care Clerkship
1990-1991	Community Health and Field Site Instructor, Aga Khan University, Karachi, Pakistan, taught community oriented primary care for first through fifth year medical students
1990-1991	Family Medicine Residency, Aga Khan University Medical Center, Karachi, Pakistan; Developed the first family medicine residency in Pakistan and established guidelines for certification of Family Physicians by the College of Physicians and Surgeons of Pakistan
1991-2000	Faculty Coordinator, Madison Doctors Ought to Care (MAD-DOC), organized volunteer medical student programs in community outreach and health education to school children in southern Wisconsin
1991-1996	Lecturer and Small Group Discussion Leader, Clinical Medicine and Practice, lectured on domestic violence, poverty, culture and health care
1992-1998	Faculty Coordinator, The Poverty Experience, Led yearly extracurricular experience for medical students to increase understanding of the impact of poverty on patients' health
1992-2008	Founder, Medical Director (till 2001) & Volunteer Physician, South Side MEDIC Clinic, free clinic for uninsured patients in south Madison

**Curriculum Vitae**  
**Cynthia Haq**

1993-1997	Underserved Health Care Elective Coordinator, Coordinated family medicine residents participation in homeless and underserved clinics in Madison, Wisconsin
1994-2003	Director, Family Medicine Career Advising Program, matched faculty with students interested in careers in family medicine
1994-present	Practice Partner, Generalist Physician Program, Clinical instructor and small group leader (till 2003) for 1 <sup>st</sup> & 2 <sup>nd</sup> year students
1994-2007	Community Medicine Advisor, Developed and monitored rotation for teaching family medicine residents core concepts of community medicine in Madison, Wisconsin, continued supervision of residents in Belleville, Wisconsin.
1995-1997	Course Co-Director, Primary Care in Developing Countries, introduced senior medical students to international health
1996-2001	Director, Primary Care Clerkship, director of eight week required clerkship for third year medical students
1998-present	Founder and Faculty Advisor, Leadership Opportunities with Communities, the medically Underserved, and Special populations (LOCUS)
2000-2004	International Health Subcommittee Chair, Developed guidelines for Family Medicine resident involvement and content of international health curriculum
2004-present	Course Director, Health and Disease in Uganda, Graduate level course with intensive field component in Uganda, included distance learners from Universities of British Columbia and Minnesota in 2007
2005-present	Director, UW-Madison Certificate in Global Health, first offered in fall 2006

**Clinical Positions:**

1984-1987	Emergency Medicine Physician, Methodist Hospital, Madison, WI
1987-1988	Emergency Medicine Physician, Valley Regional Hospital, Claremont, NH
1987-1989	Faculty Physician, Dartmouth Family Practice Center, Alice Peck Day Memorial Hospital, Mary Hitchcock Memorial Hospital in Hanover, NH
1989-2008	Faculty Physician, Belleville Family Medical Center, family medicine, including obstetrics and geriatrics in Belleville, a rural farming community, and participation in a community oriented primary care demonstration project and residency training clinic. Served as clinic director 1991-1992.
1989-present	Staff Physician, New Glarus Nursing Home, New Glarus, WI
2005	Volunteer physician, Reach Out Mbuya, trained staff, provided clinical services and antiretroviral therapy for people with AIDS in Uganda.
2008-present	Attending and volunteer physician, City on a Hill and Bread of Healing clinics for the poor and uninsured in Milwaukee, Wisconsin

**Licensing:**

1983-present	State of Wisconsin Medical and Surgical License
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**Curriculum Vitae**  
**Cynthia Haq**

1984-present	US Federal Drug Enforcement Registration
1987	Advanced Trauma Life Support
1987	Board Certified, Family Medicine
1987	State of New Hampshire Medical and Surgical License (inactive)
1988	State of Vermont Medical and Surgical License (inactive)
1989	Advanced Cardiac Life Support
1990	Pakistan Medical and Dental Council Medical and Surgical License (inactive)
1992	Advanced Life Support in Obstetrics
2005	Uganda Medical and Surgical License (inactive)
2006	American Board of Family Medicine (recertified)
2006	Neonatal Resuscitation (recertified)

**Committees:**

**Departmental:**

1984-1987	Patient Care Committee
1992	AIDS Task Force Leader
1992-1994	Education Committee
1993	Community Health Curriculum, Director
1994-2003	Executive Committee
1995-2003	Madison Leadership Team
1998-2004	Diabetes Care Task Force
1998-1999	Funding Task Force
1999	Faculty Search Committee
2004-2007	Gender Task Force Leader

**Medical School/Hospital Committees:**

1992	Medical Scholars Admissions Committee
1992-1993	Multicultural Curriculum Committee, Chair, 1993-1996, Member
1992-1993	Bioethics Committee, St. Mary's Hospital Medical Center
1992-1995	University of Wisconsin Medical School Admissions Committee

**Curriculum Vitae**  
**Cynthia Haq**

1995	Licensing Commission for Medical Education, Self Study Task Force, Medical Student Subcommittee Chair
1995-1998	Educational Policy Council
1996-1997	Associate Dean of Students Search Committee
1996-2000	Medical School Curriculum Revision, Patient, Doctor and Society Steering Committee
1998-1999	Associate Dean for Curriculum Search Committee, Co-Chair with Dr. John Harting
1998-1999	Mission Aligned Management and Allocation Steering Committee
1999-2003	Medical Education for 21 <sup>st</sup> Century Advisory Committee
2000	Assistant Dean for Community and Rural Health Search
2001-2003	International Health Advisory Committee, Chair
2005-2006	University of Wisconsin School of Medicine Dean's Search
2006-2007	Public Health Curriculum Transformation Task Force Member
2007-2009	Wisconsin Partnership Fund, Medical Education and Research Committee and Executive Committee Member (elected)

**State/Regional Committees:**

1991-1992	Liaison Faculty for Community Education Center Development, Health Education Center (AHEC), Wisconsin Area
1996-2000	Faculty Work Group, Wisconsin Area Health Education Center (AHEC)
1998-2001	Charitable Works and Community Outreach Committee, Wisconsin Academy of Family Physicians

**National/International Committees:**

1989-present	Women's Commission for Refugee Women and Children, International Rescue Committee
1994-1996	Society of Teachers of Family Medicine, International Committee, Chair
1995-2003	Society of Teachers of Family Medicine, Predoctoral Directors Steering Committee
2000-2001	Society of Teachers of Family Medicine, Group on Predoctoral Training, Chair

**Peer Review Panels:**

1989-present	American Family Physician
1995-present	Family Medicine
1997-2000	Department of Health and Human Services, Bureau of Health Professions, Predoctoral Training in Family Medicine and Primary Care Peer Review
1998-2001	Journal of General Internal Medicine

**Curriculum Vitae**  
**Cynthia Haq**

1998-present	Journal of Family Practice
2000-present	Education for Health
2002-present	BioMed Central Public Health: International electronic journal of public health
2005-present	African Health Sciences: Peer reviewed journal based at Makerere University in Uganda
2006	Health Research Board of the Irish Government
2006	National Institutes of Health (USA), Fogarty International Center, Framework Programs for Global Health
2007	Wisconsin Medical Journal

**Honors and Awards:**

1975-1979	Hoosier Scholastic Scholarship, Indiana University, Bloomington, IN
1982	Women Faculty Members' Award, Indiana University School of Medicine, Indianapolis, IN
1983	A.B. Richter Scholarship in Child Psychiatry, Indiana Univ. School of Medicine
1987	Residency Research Award, Wisconsin Academy of Family Physicians
1990-1991	Fulbright Scholar, Lecture and Research, Pakistan
1994	Marc Hansen Lectureship Award, Department of Family Medicine, Madison, WI
1997	University of Wisconsin Teaching Academy Fellow, Madison, WI
1998	Community Service Award, Wisconsin Academy of Family Physicians
1998-1999	Medical Education Development and Leadership Fellow, UWMS
1998	Distinguished Mentor, UWMS
1999-2000	Dean's Teaching Award, UWMS
2001	Wisconsin Academy of Family Physicians, Family Physician Educator of the Year
2001	American Academy of Family Physicians, President's Award
2001	American Medical Association, Association of American Medical Colleges, and Pfizer Medical Humanities Initiative, Humanism in Medicine Award
2002	Society of Teachers of Family Medicine, National Excellence in Education Award
2002-2008	Top Family Doctor in Connolly's America's Top Doctor National Poll
2003	Society of Teachers of Family Medicine, International Committee, Gabriel Smilkstein award
2005	World Association of Family Doctors (Wonca), Global Family Doctor Award
2005	Fulbright Scholar, Lecture and Research, Uganda



## Society Memberships:

American Academy of Family Physicians

International Physicians for the Prevention of Nuclear War

International Rescue Committee, Women's Commission for Refugee Women and Children

Global Health Medical Education Consortium (formerly International Health Medical Education Consortium)

Physicians for a National Health Plan

Society of Teachers of Family Medicine

Wisconsin Academy of Family Physicians

## Grants and Monetary Awards

(a) investigator; (b) monetary amount; (c) time period; (d) brief description

### Extramural Grants

1. U.S. National Endowment for Democracy. (a) Cynthia Haq, PI, (b) \$12,000; (c) 01/01/88-12/30/88; (d) Conducted needs assessment for Afghan refugee women and children living in Northwest Frontier Province, Pakistan. This assessment led to testimony in the US Congress and a \$450,000 award from the US Agency for International Development to establish a network of schools in northern Pakistan for Afghan women and children.
2. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Susan Skochelak and Cynthia Haq co-PIs, (b) \$621,940; (c) 07/01/92-06/30/95; (d) Developed longitudinal medical school curriculum to train faculty and students to address the needs of medically underserved populations.
3. United States Department of Defense, National Security Educational Program. (a) Cynthia Haq, Project Director; (b) \$346,000; (c) 09/01/95-09/30/97; (d) Infrastructure development for international health curricula; Developed international health core curriculum and fellowship program for US medical students in eight developing countries in collaboration with the Universities of California, Colorado and Rochester and the American Medical Student Association.
4. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Cynthia Haq, PI, (b) \$60,449; (c) 07/01/96-06/30/98; (d) Enhanced medical school curriculum to train faculty and students to address the needs of culturally diverse populations.
5. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Cynthia Haq, PI, (b) \$263,697; (c) 07/01/96-06/30/98; (d) Expanded and strengthened the statewide Primary Care Clerkship with faculty development and web based instruction.
6. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Cynthia Haq, PI; (b) \$360,000; (c) 07/01/98-06/30/01; (d) Developed curriculum to teach communication skills and community health leadership skills.
7. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Cynthia Haq, PI; (b) \$780,000; (c) 07/01/01-06/30/04; (d) Communication, Information and Community Service; Developed longitudinal curricula to teach communication skills, evidence based medicine and community health leadership to faculty and students.

**Curriculum Vitae**  
**Cynthia Haq**

8. World Health Organization; Human Resources for Health. (a) Cynthia Haq, consultant and project director; (b) \$24,000; (c) 01/02/01-12/30/01; (d) Led global network of family doctors and WHO experts to write and publish the book, *Improving Health Systems, the Contribution of Family Medicine*.
9. U.S. Department of Health & Human Services; Predoctoral Training Grant. (a) Cynthia Haq, PI, (b) \$383,000; (c) 07/01/01-06/30/04; (d) Education to Address the Health Needs of Communities; developed longitudinal curricula in community and population health.
10. World Health Organization. (a) Cynthia Haq, Short Term Educational Consultant; (b) \$6,000; (c) 07/01/02-08/01/02; (d) Assessed medical education and provided recommendations to the Ministry of Health and Medical Education and the WHO Regional Officer in Iran.
11. Rennebohm Foundation Board Members. (a) Cynthia Haq, PI, (b) \$130, 000; (c) 07/30/03-06/30/04; Developed UW Global Health Program.
12. United States Government, Fulbright Scholar Award. (a) Cynthia Haq, PI; (b) \$47,000; (c) 01/01/05-07/30/05; (d) Developed curriculum to train Ugandan family physicians and worked with academic centers, communities and government to strengthen primary care with family medicine in Uganda.
13. Emeritus Professor William Young and Leona Sonderegger. (a) Cynthia Haq, PI; (b) \$175,000; (c) 07/01/05-10/30/07; (d) Establish and develop UW Center for Global Health.

**University of Wisconsin Internal Grants:**

1. University of Wisconsin Department of Family Medicine-Dr. Mike Fleming. (a) Cynthia Haq, PI, (b) \$1,000; (c) 1991; (d) Resource development grant for Doctors Ought to Care to provide educational materials for medical students engaged in community health education to Wisconsin school children.
2. University of Wisconsin, Division of International Studies. (a) Richard Anstett and Cynthia Haq co-PIs; (b) \$9,500; (c) 07/01/94-6/30/95; (d) Developed new course on Primary Care in Developing Countries.
3. Southwest Area Health Education Center-Wisconsin. (a) Cynthia Haq, PI, (b) \$41,000; (c) 07/01/97-06/30/99; (d) Developed community health outreach programs for students with rural and medically underserved populations.
4. Southwest Area Health Education Center-Wisconsin. (a) Cynthia Haq, PI, (b) \$20,000; (c) 07/01/99-06/30/00; (d) Support for community health education projects of Leadership Opportunities with Communities, the medically Underserved and Special populations (LOCUS) medical student fellows.
5. Southwest Area Health Education Center-Wisconsin. (a) Cynthia Haq, PI, (b) \$20,000; (c) 07/01/00-06/30/02; (d) Support for electronic curricula for community based primary care physician preceptors.
6. University of Wisconsin, Division of International Studies, Innovations in International Education. (a) Cynthia Haq, PI, (b) \$19,500; (c) 07/01/03-06/30/04; (d) Health and Development in Africa: Developed course on primary health care in Uganda.
7. University of Wisconsin Division of Continuing Studies. (a) Cynthia Haq, PI; (b) \$177,000; (c) 07/01/06-06/30/07; (d) Established courses for certificate in global health.
8. University of Wisconsin Division of Continuing Studies. (a) Cynthia Haq, PI; (b) \$181,000; (c) 07/01/07-06/30/08; (d) To expand global health courses for distance and adult learners.

**Publications:**

**Peer Reviewed Journals-First Author:**

Haq estimated contributions: Idea (%); Writing (%); Research (%); Analysis (%)

**Curriculum Vitae**  
**Cynthia Haq**

1. Haq C. Vaginal Birth after Cesarean Delivery. *American Family Physician*, June 1988; 167-71. (sole author, review article)
2. Haq C. Vaginal Birth after Cesarean Delivery; Letter to the Editor. *American Family Physician*, December 1988; 45. (sole author, response letter)
3. Haq C, Quereshi AF, Zuberi RW, Inam SNB, Bryant JH. Family Medicine Postgraduate Training in Pakistan. *Journal of the Pakistan Medical Association*, March 1992; 42(3): 69-73. Idea 80%; Writing 80%; Research 80%; Analysis 70%.
4. Haq C, Ventres W, Hunt, Mull D, Thompson R, Rivo M, Johnson P. Where There is No Family Doctor: The Development of Family Medicine Around the World. *Academic Medicine*, May 1995; 70(5): 370-80. Idea 80%; Writing 60%; Research 40%; Analysis 50%.
5. Haq C, Ventres W, Hunt, Mull D, Thompson R, Rivo M, Johnson P. Donde no hay medico de familia: El Desarrollo de la medicina familiar en el mundo. *Journal of the Pan American Health Organization, Bol Oficina Sanit Panam*, 1996; 120(1): 44-58. (same article as #4 translated into Spanish) Idea 80%; Writing 60%; Research 40%; Analysis 50%.
6. Haq C, Tribute to Gabriel Smilkstein, M.D. Special Article. *Journal of Family Practice*, June 1996; 42(6): 559-60. (sole author, biography)
7. Haq C, Cleeland L, Gjerde C, Goedken J, Poi E. Student Faculty Collaboration in Developing Clinics for the Medically Underserved. *Family Medicine*, 1996; 28(8): 570-4. Idea 80%; Writing 70%; Research 40%; Analysis 60%.
8. Haq C, Ventres W, Hunt V, Mull D, Thompson R, Rivo M, Johnson P. Family Practice Development around the World. *Family Practice (British Journal)*, 1996; (4): 351-6. Same as article #4 for European distribution. Idea 80%; Writing 60%; Research 40%; Analysis 50%.
9. Haq C, Cricket and Commotio Cordis, Letter to Editor. *New England Journal of Medicine*, 1998; 339(19): 1399. (sole author, letter)
10. Haq C, Rothenberg D, Gjerde C, Bobula J, Wilson C, Joseph A. New World Views: Preparing Physicians in Training for Global Health Work. *Family Medicine*, 2000; 32: 566-72. Idea 60%; Writing 60%; Research 30%; Analysis 40%.
11. Haq C, Carufel-Wert D, Grosch M. Leadership Opportunities with Communities, the Underserved and Special Populations. *Academic Medicine*, 2002; 77:740. Work-in progress report. Idea 90%; Writing 90%; Research 80%; Analysis 80%.
12. Haq C, Albanese M, Dottl S, Linzer M, Skochelak S, Katcher M, Prucha C. Factors distinguishing medical students' career interests during a period of declining interest in generalist careers. *Family Medicine*, 2002; 34:640-641. Letter to Editor. Idea 80%; Writing 60%; Research 30%; Analysis 50%.
13. Haq C. Family Medicine Soup. *Family Medicine*, 2003: 342-344. (sole author, editorial)
14. Haq C, Mohammadi A and Smith S, Medical Education Reform in Iran, *Family Medicine*, 2003: 616-617. Letter to Editor. Idea 80%; Writing 80%; Research 60%; Analysis 80%.
15. Haq C, Steele D, Marchand L, Seibert C, and Brody D, Integrating the art and science of medical practice: innovations in teaching medical communication skills, invited paper for the Undergraduate Medical Education for the 21<sup>st</sup> Century Project, *Family Medicine*, 2004; 36:S43-50. Idea 60%; Writing 50%; Research 30%; Analysis 50%.
16. Haq CL, Nine Words, *Family Medicine*, 2006; 38:9:667-668. (sole author, special communication)
17. Haq CL, Gusso G, Anderson MIP, Fortalecendo a Atenção Primária à Saúde no Brasil com a Medicina de

- Família e Comunidade (Strengthening Primary Health Care with Family and Community Medicine in Brazil). Rev Bras Med Fam e Com: Rio de Janeiro, 2(7): December 2006; pp 196-202
18. Haq CL, Bauman L, Olsen C, DiPrete Brown L, Kraus C, Bousquet G, Creating the University of Wisconsin Center for Global Health; Case Study of Global Health Curriculum Development in a Major Academic Health Center. Academic Medicine: 83(2): February 2008; pp 148-153

**Peer Reviewed Journals-Contributing Author:**

1. Linzer M, McMurray J, Thaler S, **Haq C**, Albanese M, Gjerde C, Skochelak S. Perspectives on a Pre-Clinical Primary Care Experience by Female and Male Medical Students: Results from the Interdisciplinary Generalist Curriculum Project. Journal of General Internal Medicine, April 1997; 12(1): 94. Idea 10%; Writing 10%; Research 10%; Analysis 10%.
2. Seibert C, **Haq C**. Precepting Preclinical Students. Family Medicine, May 1999; 31(5): 313-4. Article for Office Based Teachers of Family Medicine. Idea 80%; Writing 50%; Research 50%; Analysis 50%.
3. Stine C, Kohrs F, Little DN, Kaprielian V, Gatipon B, Haq C. Integrating Prevention Education into the Medical School Curriculum: the Role of Departments of Family Medicine. Academic Medicine, 2000; 75(supplement-July): S55-S59. Idea 20%; Writing 20%; Research 20%; Analysis 20%.
4. Marchand L, Cloutier VM, Gjerde C, **Haq C**, "Factors Influencing Rural Wisconsin Elders in Completing Advance Directives", Wisconsin Medical Journal, Vol. 100, No 9, 2001:26-31. Idea 30%; Writing 30%; Research 40%; Analysis 30%.
5. Ramsey A, **Haq C**, Gjerde C and Rothenberg D, Career Influence of an International Health Experience During Medical School, Family Medicine, 2004; 36:412-416. Idea 80%; Writing 40%; Research 50%; Analysis 30%.
6. Brown RL, Pfeifer JM, Gjerde CL, Seibert CS, **Haq CL**, Teaching Patient-Centered Tobacco Intervention to First Year Medical Students, Journal of General Internal Medicine, 2004: 19:534-539. Idea 20%; Writing 20%; Research 20%; Analysis 20%.
7. Beasley JW, Dovey SM, Geffen LN, Gómez-Clavelina FJ, **Haq CL**, Inem V, Lam CKL, Nugmanova A, Waris Qidwai W, Pavlic DR MD, van Weel C, The Contribution of Family Doctors to Primary Care Research: A Global Perspective from the International Federation of Primary Care Research Networks (IFPCRN), Primary Health Care Research and Development, October, 2004: 5:4:307-316. Idea 10%; Writing 10%; Research 10%; Analysis 10%.
8. Omoruto AA, Luboga S, Kolbe R, Bawtala V, **Haq C**, and Sewankambo N, Strengthening Health Care: the Future of Family Medicine in Uganda, Uganda Health Information Digest (national peer reviewed medical journal published at Makerere University and distributed to all health centers and registered health professionals in Uganda), 8:2-3, December 2005, 91-101. Idea 80%; Writing 80%; Research 80%; Analysis 80%.
9. Carufel-Wert DA, Younkin S, Foertsch J, Eisenberg T, **Haq CL**, Crouse B, Frey JJ, LOCUS: Immunizing Medical Students Against the Loss of Professional Values, Family Medicine, 2007; 39:5:320-325. Idea 80%; Writing 30%; Research 40%; Analysis 30%.
10. Beasley JW, Starfield B, van Weel C, Rosser WW, **Haq CL**, Global Health and Primary Care Research, Journal of the American Board of Family Medicine, 2007; 20:6:518-527. Idea 10%; Writing 25%; Research 10%; Analysis 25%.
11. Janaudis MA, Blasco PG, **Haq C**, Freeman J; Formando Medicos Para a Medicina de Familia e Comunidade (The Development of Family and Community Medicine in Brazil); Revista Bioética 2007 15 (1): 27-36

**Publications-Books and Book Chapters:**

1. **Haq C.** Data on AIDS in Africa: An Assessment. In: Miller N, Rockwell R, eds. AIDS in Africa: the Social and Policy Impact. Studies in African Health and Medicine, Vol. 10, Lewiston, NY: Edwin Mill Press, 1988: 9-30. (sole author)
2. **Haq C.** Management of AIDS Patients: Case Report from Uganda. In: Miller N, Rockwell R, eds. AIDS in Africa: the Social and Policy Impact. Studies in African Health and Medicine, Vol. 10, Lewiston, NY: Edwin Mill Press, 1988: 87-96. (sole author)
3. **Haq C, Power D.** Immunizations. In: Stamford CT. Ambulatory Medicine: The Primary Care of Families, 3<sup>rd</sup> Ed.: Appleton & Lange, 2000. Idea 60%; Writing 60%; Research 70%; Analysis 50%.
4. Boelen C, **Haq C**, Hunt V, Rivo M, Shahady E. Improving Health Systems: the Contribution of Family Medicine; a Guidebook. Singapore: Wonca (World Academy of Family Doctors), Bestprint publications, 2002. Subsequently translated into French, Spanish, Turkish, Chinese and other languages for widespread distribution. Idea 40%; Writing 50%; Research 60%; Analysis 50%.
5. Cayley W, **Haq C.** Immunization, in Family Medicine: Ambulatory Care and Prevention: 4<sup>th</sup> ed.: Lange Medical Books/McGraw Hill, 2005: 712-724. Idea 80%; Writing 30%; Research 40%; Analysis 50%.
6. Montegut AJ, **Haq C**, Rothenberg D, Piterman L; Primary Care in Global Health (chapter); in Markle WH, Fisher MA, and Smego RA, eds.: Global Health and Medicine. McGraw-Hill, 2007.

**Non-Peer Reviewed Publications and Scholarly Work:**

Cynthia Haq was sole author unless otherwise specified.

1. The Status of Afghan Women and Children Refugees; Reports to the International Rescue Committee, Women's Commission for Refugee Women and Children, the Agency for International Development, Sadruddin Aga Khan, and the United States House of Representatives, 1989.
2. New Patient Information Brochure, Belleville Family Medical Clinic, Department of Family Medicine, University of Wisconsin, Madison, 1990.
3. Core Curriculum and Logbook: Birth and Infancy Continuity Experience, Department of Family Medicine, University of Wisconsin, Madison, 1990.
4. Family Practice Residency Training Manual, Aga Khan University Medical Center, Karachi, Pakistan, 1991.
5. Guidelines for Community Health Experiences and Continuity Patient Projects, Primary Care Clerkship, Department of Family Medicine, University of Wisconsin, Madison, 1992.
6. Student Resource Materials and Guidelines for Giving a DOC Talk, Doctor's Ought to Care, University of Wisconsin Medical School, 1992-1998.
7. Manual for Faculty Teaching Cross Cultural Communication, Primary Care Clerkship Doctor Patient Communication Course, Department of Family Medicine, University of Wisconsin, Madison, 1993.
8. Multicultural Objective Structured Clinical Exam, 1994, Primary Care Clerkship, Department of Family Medicine, University of Wisconsin, Madison, 1993.
9. Orientation Manual for Medical Students, MEDIC Clinics, Department of Family Medicine, University of Wisconsin, Madison, 1994-1996.
10. Student Journal for International Rotation, Costa Rica Community Health Elective, 1994.

11. Primary Care in Developing Countries Course Syllabus, 1995, 1996.
12. Student and Teacher Manuals, Primary Care Clerkship, University of Wisconsin Medical School, 1996, 1997, 1998.
13. Primary Care News: Newsletter for Statewide Faculty, Primary Care Clerkship, 1997-1998.
14. Primary Care Clerkship Website <http://www.fammed.wisc.edu/pcc/>: in collaboration with Marijka Hambrecht and UW faculty, established in 1998 with revisions through 2002.
15. Department of Family Medicine, Medical Student Education Website <http://www.fammed.wisc.edu/medstudent/> in collaboration with Marijka Hambrecht and the Office of Medical Student Education team, established in 1999 with revisions through 2002.
16. **Haq C**, Hunt V. Improving health systems with the contribution of family doctors. Towards Unity for Health, April 2001; 3: 10-11.
17. **Haq C** and Boelen C. Family Medicine; a Key to Improved Health Care in East Africa. Wonca News, October, 2002.
18. Mohammadi A, Smith S, and **Haq C**. Review and Analysis of Medical Education in the Islamic Republic of Iran; report to the Ministry of Health and Medical Education and the World Health Organization. January 24, 2003.
19. Global Health: Wisconsin and the World in Communique: Newsletter of the University of Wisconsin International Studies and Programs, Spring, 2003.
20. Makerere University and the University of Wisconsin: an Evolving Partnership for Health, in Communique, Spring, 2004.
21. Family Doctors Contribute Towards Unity for Health: The Network-Towards Unity for Health Newsletter: 2004; 23:01:18-19.
22. Blasco P, Levites M, Freeman J and **Haq C**, Educating Physicians for the Health of Brazil: the Role of Family Medicine, Wonca News, June, 2004.
23. The Past, Present and Future of Family Medicine in Uganda, Wonca News, October 2005, 8-10, and on the web: <http://www.globalfamilydoctor.com/education/GlobalResourceDirectory/Uganda23498576/UgandaFamilyMed.asp>
24. Building a Home for Global Health at the University of Wisconsin, Global Health Education Consortium Newsletter, Vol1, Issue 1. April 2006. <http://www.globalhealth-ec.org/GHEC/Resources/Newsletter/Vol1Issue1/New%20Ground.htm>
25. Kampala Journal; Past, Present and Future of Family Medicine in Uganda-Reflections from a Visiting Professor to Makerere University, Global Health Education Consortium Newsletter, Vol2, Issue 1. August 2006. [http://www.globalhealth-ec.org/GHEC/Resources/Newsletter/Vol2Issue1/Fea\\_Uganda.htm](http://www.globalhealth-ec.org/GHEC/Resources/Newsletter/Vol2Issue1/Fea_Uganda.htm)

### Videotapes Produced:

1. Interviewing a Victim of Domestic Violence, Clinical Medicine and Practice Year 1, University of Wisconsin Medical School, 1992.
2. Doctor Patient Communication in Cross Cultural Medical Encounters, Tapes with physicians and patients demonstrating techniques of listening to the patient's perspective, explaining diagnoses and negotiating therapeutic plans sensitive to patient's socio-cultural conditions, 1993.

**Curriculum Vitae**  
**Cynthia Haq**

3. The Complete History and Physical, Introduction to Clinical Medicine, University of Wisconsin Medical School, 1993.
4. Child Health in Developing Countries, University of Wisconsin, 1994, 1996, 1999.
5. The Focused Visit in Generalist Practice, University of Wisconsin, 1994, 1996, 1997.
6. Medical Interviewing Techniques for Patient, Doctor & Society course, University of Wisconsin, 1997.
7. The Brief Office Visit, Patient, Doctor & Society, 1997.
8. Patient Centered Communication in Ambulatory Medicine, Patient, Doctor & Society, 1998.
9. Beating the Drum Loudly: Uganda's Response to HIV/AIDS, with John D. Liu, Environmental Educational Media Project for China, 2005.

**Faculty Development Programs Produced:**

1988	Teaching Primary Care in Community Practice Settings. Faculty Development Workshop Leader, Workshop for Dartmouth Faculty Preceptors, Hanover, NH.
1991	Training Health Professionals to Work with the Medically Underserved. University of Wisconsin.
1992	Culture and Health Care: Expanding the Biopsychosocial Perspective. Faculty Development Workshop Leader, University of Wisconsin.
1993	Teaching Cross-Cultural Communication Skills to Medical Students. Retreat for Faculty in the Doctor - Patient Communication Course of the Primary Care Clerkship, Department of Family Medicine, Madison, WI.
1995	Culture and Health Care. Workshop for Faculty of the University of Wisconsin Medical School with Dr. Arthur Kleinman, visiting professor, Madison, WI.
1996	Identifying Priorities in Family Medicine Undergraduate Education. Retreat for Predoctoral Division Faculty and Staff. Department of Family Medicine, Madison, WI.
1996-2000	Primary Care Clerkship: Statewide Site Visits for Faculty Development. Milwaukee, Minocqua, La Crosse, Appleton.
1997-2000	Annual Predoctoral Family Medicine Retreat Leader, Madison, WI.
1997-2000	Primary Care Clerkship: Statewide Faculty Retreat.
1999	Teaching Patient Centered Communication: Finding Common Ground, faculty leader for national workshop, skills group leader and small group leader on cross cultural communication and dealing with challenging teaching situations, Madison, WI.
2001-2004	Communication, Information and Community Service, director of faculty development series, University of Wisconsin Medical School.

**Presentations with Published Abstracts:**

1988	Parental Expectations and Satisfaction with Well Child Care: Research Findings. North American Primary Care Research Group Meeting, Ottawa, Canada, May 1988.
1989	Humanitarian Aid Priorities for Afghan Refugee Assistance. Report to Select Committee on Hunger, U.S. House of Representatives, Washington, D.C.

- 1992      Family Medicine Residency Development in Pakistan. International Special Session, STFM Annual Meeting, St. Louis, MO.
- 1994      Engaging Students with the Medically Underserved, Development of Medical Student Led Clinics. STFM Annual Predoctoral Conference, Tucson, AZ.
- 1994      Primary Health Care: The Case for Training Family Physicians for Pakistan. Keynote Address, Annual Meeting of the Association of Pakistani Physicians of North America and the Faculty of Jamshoro Medical College in Hyderabad, Pakistan.
- 1995      Creating a Multicultural Curriculum for a Primary Care Clerkship. Workshop at the STFM Predoctoral Conference, Charleston, SC.
- 1995      Strategies to Enhance the Development of Family Medicine Around the World. International Special Session, STFM Annual Meeting, New Orleans, LA.
- 1995      Creating a Longitudinal Multicultural Medical School Curriculum. Peer presentation, STFM Annual Meeting, New Orleans, LA.
- 1996      The Challenge of Building Partnerships with Communities for Health. Plenary address, Hinsdale Forum for Behavioral Sciences in Family Medicine, Oak Brook, IL.
- 1997      Balancing Teaching and Clinical Priorities. Seminar at STFM Conference, Orlando, FL.
- 1997      Student Beliefs about Generalist and Subspecialist Medical Practice During the First Two Years of Medical School. Peer presentation at STFM Annual Predoctoral Education Conference, Orlando, FL.
- 1997      Doctors Ought to Care: Engaging Medical Students in Community Health Education. STFM Annual Predoctoral Education Conference, Orlando, FL.
- 1998      Dream or Reality? Self Directed Learning in a Family Medicine Clerkship. Workshop at STFM Annual Predoctoral Conference, New Orleans, LA.
- 1998      Assessing Community Health Needs in South Madison. Workshop at STFM Annual Meeting, Chicago, IL.
- 1999      Mentoring Junior Faculty and Medical Students. Preconference Workshop at STFM Predoctoral Conference, Savannah, GA.
- 1999      Tapestries; Longitudinal Perspectives from Women in Family Medicine. Workshop at STFM Annual Meeting, Seattle, WA.
- 2000      Family Medicine Web Curriculum Development. STFM Predoc Conference, San Antonio, TX.
- 2000      Who are the Teachers of Family Medicine? Seminar at STFM Predoc Conference, San Antonio, TX.
- 2000      Preparing Future Leaders in Family Medicine. Seminar at STFM Spring Conference, Orlando, FL.
- 2001      Twenty Years of Family Medicine Predoctoral Education at the University of Wisconsin, USA. Seminar presented with John Beasley, Wonca World Congress, Durban, South Africa.
- 2002      How to Develop Web-based Curricula: Practical Lessons Learned from Three Institutions. Workshop at STFM Annual Predoctoral Conference, Tampa, Fla.



**Curriculum Vitae**  
**Cynthia Haq**

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| 2002 | Preserving Core Values in Family Medicine Education, Invited discussant. Plenary Town Hall Meeting, Society of Teachers of Family Medicine (STFM) Annual Predoctoral Conference, Tampa, Fla.   |
| 2002 | Improving Health Systems: the Contribution of Family Medicine; Seminar at the STFM Annual Conference, San Francisco, CA.   |
| 2002 | Improving Health Systems: the Possible Contribution of Family Medicine; Workshop at the Network: Towards Unity for Health Annual Conference, Eldoret, Kenya.   |
| 2002 | LOCUS: Preparing Health Professionals for Community Health Leadership; Workshop at the Network: Towards Unity for Health Annual Conference, Eldoret, Kenya.  |
| 2003 | Preparing Physicians in Training for Community Health Leadership: LOCUS Workshop at the Society of Teachers of Family Medicine Annual Meeting, Atlanta, Georgia.   |
| 2003 | Cultural Lessons from Global Family Medicine Developments: Moderator of panel presentation including Drs. Pablo Blasco, Leon Fay, Deb Rothenberg and Bruce Dahlman, Society of Teachers of Family Medicine Annual Meeting, Atlanta, Georgia. |
| 2003 | Lessons from Family Medicine Development Around the World: with Drs. Goh Lee Gan, Marc Rivo and Dada Leopando; Wonca Asia Pacific Regional Meeting, Beijing, China, November, 2003.  |
| 2003 | Leadership for Excellence in Medical Education, 5 <sup>th</sup> National Congress on Medical Education in Shiraz, Iran.  |
| 2004 | Family Medicine: A Global Vision, Implementing Ideas from the WHO-Wonca Guidebook, Wonca World Meeting, Haq C, Hunt V, Boelen C, Rivo M, Shahady E, Leopando Z, Orlando, Florida, October, 2004.   |
| 2005 | National Meeting on the Future of Family Medicine in Uganda, with academic leaders from Makerere and Mbarara University and the Ugandan Ministry of Health, Kampala Uganda, June, 2005.  |
| 2006 | Family Medicine Education for Primary Health Care, 8 <sup>th</sup> Congresso Brasileiro de Medicina de Familia e Comunidade (8 <sup>th</sup> National Brazilian Conference on Family and Community Medicine)                                 |
| 2006 | Global Health Needs, Progress, Challenges in Family Medicine, 2006 Symposium on Family Medicine and Community Health Sciences in Beijing, China  |
| 2008 | The Role of Academic Health Centers in Preparing Health Professionals for Global Health Careers; Plenary Address, Global Health Education Consortium Annual Meeting, Sacramento, California  |
| 2008 | Finding a Path in Global Health for Family Physicians; American Academy of Family Physicians International Committee Annual Meeting, Denver, Colorado  |
| 2008 | World Health Report 2008: Primary Health Care and Messages for Family Medicine; with Drs. Vincent Hunt and Jan De Maeseneer; Primary Care Family Medicine Meeting; Kampala, Uganda   |
| 2009 | What is Global Health? and Development and Evaluation of a Graduate Certificate in Global Health; Global Health Education Consortium Annual Meeting, Seattle, Washington   |

**Educational Presentations:**

**Departmental Presentations:**

**Curriculum Vitae**  
**Cynthia Haq**

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| 1985               | Prenatal and Intrapartum Care: A Family Systems Approach.  |
| 1986               | Health Costs of the Arms Race. Department of Family Medicine Grand Rounds.   |
| 1986               | Health Crisis in Uganda.   |
| 1987               | Well Child Care: A Quality Assurance Review.   |
| 1993               | Using Community Health Resources in Family Medicine. Grand Rounds.   |
| 1994               | The Development of Family Medicine Around the World. Annual Marc Hansen lecture, Department of Family Medicine, University of Wisconsin Statewide Faculty Meeting, Devil's Head, WI. |
| 1994               | Compassionate Care of the Dying Patient.   |
| 1995, 1997<br>1999 | Family Physicians as Health Activists and Community Leaders.   |
| 1995               | The Moral and Social Mission of the Department of Family Medicine. Statewide Meeting, Madison, WI.   |
| 2001-2005          | Residents as Teachers, Seminar to cultivate family medicine residents' teaching skills.  |

**Medical School/Hospital Presentations:**

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| 1988                      | AIDS in Africa, Epidemiology and Case Reports. Dartmouth Medical School, Hanover, NH.  |
| 1988                      | International Health Opportunities for Medical Students. Dartmouth Medical School Workshop, Hanover, NH.   |
| 1993, 1994,<br>1995, 1998 | The Poverty Experience: Workshop for Faculty and Students. University of Wisconsin.  |
| 1992, 1993                | The Physician's Role in Identification and Management of Family Violence. Clinical Medicine and Practice Case Conference, University of Wisconsin. |
| 1994                      | AIDS in Africa: Epidemiology, Social and Economic Implications. Special Topic Series, University of Wisconsin-Madison.                             |
| 1995, 1996                | Culture and Health Care: Clinical Medicine and Practice. University of Wisconsin Medical School.   |
| 1997                      | The Primary Care Clerkship Developments. Medical Education Day, University of Wisconsin Medical School.  |
| 1997                      | The Doctor, Student, Patient Triad. Statewide Faculty Development Program, University of Wisconsin Medical School.                                 |
| 2002                      | Communication, Information and Community Service. Medical Education Day, University of Wisconsin Medical School.                                   |

**State/Regional Presentations:**

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|---------------------------|--|
| 1992, 1993,<br>1997, 2000 | Health Advice for International Travel: Hospital Grand Rounds.<br>Janesville WI, Grand Rounds at Columbus Hospital, Columbus, WI, Wausau Family Medicine Residency Program, Wausau, WI, Grand Rounds at Freeport Hospital, Freeport, IL. |
|---------------------------|--|

2001                      Improving Health Systems with Family Doctors. Southwest Wisconsin Academy of Family Physicians.

**National Presentations:**

1989                      Challenges of Outpatient Medical Education. Mary Imogene Bassett Hospital, Cooperstown, NY.

1993                      Teaching Programs in Family Medicine at the University of Wisconsin. Workshop for Faculty and Fellows, Meharry Medical School, Nashville, TN.

1996                      Academic Infrastructure Development for International Education in Medicine. National Security Educational Program Annual Conference, Monterey, CA.

1996                      Bringing International Health Home. Visiting Professor at University of Colorado Center for Health Sciences, Denver, CO.

2007                      Values and Preparation for International Medical Education; and Family Medicine Developments in East Africa. American Academy of Family Physicians International Training Workshop, Tucson, AZ.

2008                      Women Family Physicians and Global Health; Getting Started in Global Health: Strategies to Build an Integrated and Rewarding Life; Global Health and Academic Medicine: Family Doctors as Leaders of Global Health; Putting All This Together and Producing Sustainable Solutions American Academy of Family Physicians Global Health Workshop, Denver, CO.

**International Presentations:**

1989                      Definition and Evolution of Family Medicine. Aga Khan University Medical Center, Karachi, Pakistan.

1989                      Status of Afghan Women and Children Refugees. Report for the International Rescue Committee Women's Commission and Sadruddin Aga Khan, New York, NY.

1990                      Evolution of Family Medicine in the United States and Pakistan. International Conference of Family Physicians, Lahore, Pakistan.

2001                      Improving Health Systems; The Contribution of Family Medicine. World Health Organization, Geneva, Switzerland.

2001                      Family Medicine: Principles and Challenges. University of Geneva, Geneva, Switzerland.

2002                      Family Medicine as a Strategy to Improve Primary Health Care in Uganda. Makerere University, Kampala, Uganda.

2003                      The Evolution of Family Medicine Education; and Caring for Others, Caring for Ourselves, from Values to Action in Family Medicine, 7<sup>th</sup> National Congress of the Society of Family Medicine, Sao Paulo, Brazil.

2003                      The Evolution and Status of Family Medicine in the United States; Implications for Family Medicine in China, Capital University of Medical Sciences, Beijing, China.

2004                      Progress and Challenges in Family Medicine in Uganda; Department of Community Practice, Makerere University, Kampala, Uganda.

2004                      Improving Health Systems with Family Medicine in Thailand: Department of Family Medicine, Ramithobidi Hospital, Mahidol University, Bangkok, Thailand.

**Curriculum Vitae**  
**Cynthia Haq**

- |      |   |
|------|---|
| 2004 | University of Wisconsin-Mahidol University Collaboration in Health Sciences, International Forum on Science and Technology, Bangkok, Thailand.  |
| 2004 | Family Medicine and Medical Student Education, annual meeting of the Academia Mexicana de Profesores de Medicina Familiar, Mexico City, Mexico. |
| 2005 | Family Medicine in Uganda, Progress, Promise and Challenges, Makerere University, Kampala, Uganda.  |

**Invited Consultations or Professorships:**

- |           |  |
|-----------|--|
| 1999      | University of Nebraska Medical School. Assisted development of web-based curricula for statewide clerkship.  |
| 1999      | Symposium on "Globalization and National Security: Building Intellectual Capacity for the 21 <sup>st</sup> Century" hosted by Library of Congress, Wash. D.C. Contributed to dialogue with national and international scholars to explore challenges of global society, sustainable development, environmental degradation, global disease and hunger, population growth, health and economic cooperation. |
| 2000-2002 | Undergraduate Medical Education for 21 <sup>st</sup> Century Medical School Consortium. Leader of working group to identify best teaching practices to promote effective health professional-patient relationships and communication skills.   |
| 2001-2002 | University of Texas-Houston. Developed multicultural curriculum for family medicine residents.   |
| 2002-2003 | World Health Organization and Government of Iran: Ministry of Health and Medical Education. Reviewed national standards and recommended changes in Iranian medical education and primary health care services.   |
| 2003-2006 | Brazilian Society of Family Medicine (SOBRAMFA): Assisted development of family medicine education programs in Brazil.   |
| 2003      | US Department of Health and Human Services: Worked with Dr. Doug Laube, chair of OB/GYN at the Univ of Wisconsin to assess needs and assist in development of curricula for obstetricians and gynecologists in Afghanistan to reduce maternal mortality.   |
| 2003-2006 | Capital University of Medical Sciences, Beijing, China: Provided recommendations to develop curricula to train family doctors in China.  |
| 2005      | Makerere University, Kampala Uganda: Developed recommendations and curricula to train family doctors in Uganda and East Africa.  |

**International Projects:**

- |           |  |
|-----------|--|
| 1989-1991 | Afghan Women's Social Service and Resource Center, Consultant and Co-founder: Established a school for Afghan refugee women in Peshawar, Pakistan. |
| 1990-1996 | Culture and Impact on Medical Ethical Decision-Making, Research.   |
| 1993-1997 | Family Medicine Community Health Elective Coordinator, University of Costa Rica - University of Wisconsin.   |
| 1993-1995 | Research Regarding the Global Development of Family Medicine, Colleagues from the Society of Teachers of Family Medicine.                          |

**Curriculum Vitae**  
**Cynthia Haq**

1995-1997	Consortium for International Education in Medicine, Universities of California, Colorado, Rochester and American Medical Student Association, Academic Coordinator.
2000-2003	World Health Organization (WHO) and World Organization and National Colleges and Associations of Family Physicians (Wonca). Project Director: Improving Health Systems; The Contribution of Family Medicine, led team to complete guidebook outlining principles and strategies for training family doctors.
2005-present	East African Association of Family Doctors, consultant to strengthen the training of family doctors in Uganda, Kenya and Tanzania.
2006	Ministry of Health of Brazil, consultant for training of Brazilian family doctors
2007-present	American Academy of Family Physicians, International Advisory Board Member

**Social and Family History:**

Born in Germany to American mother, Sharon Rose Erwin, and Asian Indian father, Raza ul Haq. Traveled and lived in Europe, Africa, Asia, Central and South America.

Husband James Robert Lawrence (died in 2005); children: Raza (1978); Aaron (1982); Heather (1984); and Isaac (1989).

References available on request

Revised April 2009

**CURRICULUM VITAE**  
**Susan L. Goelzer MD, MS, CPE**

**PERSONAL INFORMATION**

Birthdate: June 26, 1955  
Birthplace: Milwaukee, Wisconsin

**ADDRESSES AND CONTACT INFORMATION**

Home Address: 3201 Conservancy Lane  
Middleton, Wisconsin 53562  
Phone: (608) 831-3031

Office Address: Department of Anesthesiology  
University of Wisconsin Hospital and Clinics  
600 Highland Avenue  
Madison, Wisconsin 53792-3272  
Phone: (608) 263-0208  
Fax: (608) 263-8111  
E-mail: [goelzer@anesthesia.wisc.edu](mailto:goelzer@anesthesia.wisc.edu)

**PRESENT POSITIONS**

Senior Medical Director for Graduate Medical Education  
University of Wisconsin Hospital and Clinics

Professor of Anesthesiology, Internal Medicine, and Population Health Sciences  
University of Wisconsin Medical School

Attending Anesthesiologist  
University of Wisconsin Hospital and Clinics  
1985- present

**PROFESSIONAL EDUCATION**

Undergraduate: Northwestern University  
Evanston, Illinois 60621  
B.S. Engineering, September 1973 to June 1977

Medical School: University of Wisconsin Medical School  
Madison, Wisconsin 53706  
M.D., August 1977 to May 1981

Graduate: University of Wisconsin Medical School  
Madison, Wisconsin 53706  
M.S. Administrative Medicine, July 1996 to May 1999

## POSTGRADUATE EDUCATION

Internship: University of Wisconsin Hospital and Clinics  
Department of Anesthesiology  
July 1981 to June 1982

Residency: University of Wisconsin Hospital and Clinics  
Department of Anesthesiology  
July 1982 to June 1984

Fellowships: Association of American Medical Colleges  
Council of Deans Fellowship  
June 2005 to June 2006

Robert Wood Johnson Health Policy  
Institute of Medicine/National Academies  
United States Senate/Office of Senate Majority Leader William H. Frist, MD  
Washington DC  
September 2002 to October 2003

Critical Care Medicine/Pharmacology Research  
University of Wisconsin Hospital and Clinics  
Departments of Anesthesiology and Internal Medicine  
University of Wisconsin School of Pharmacy  
July 1985 to June 1986

Critical Care Medicine and Anesthesiology for Trauma  
Maryland Institute of Emergency Medical Services Systems  
Shock Trauma Unit, Baltimore, Maryland  
January 1985 to July 1985

Critical Care Medicine  
University of Wisconsin Hospital and Clinics  
July 1984 to January 1985

## ACADEMIC APPOINTMENTS

Professor of Anesthesiology, Internal Medicine and Population Health Sciences Madison, Wisconsin	1996 - present
Council of Deans Leadership Fellow Association of American Medical Colleges	2005 - 2006
Chair, Department of Anesthesiology Ralph M. Waters Distinguished Chair of Anesthesiology Madison, Wisconsin	1998 - 2006
Interim Chair, Department of Anesthesiology Professor of Anesthesiology and Internal Medicine Madison, Wisconsin	1997 - 1998

Vice Chair of Clinical Operations Medical Director of Clinical Anesthetists Associate Professor of Anesthesiology and Internal Medicine Madison, Wisconsin	1996 - 1997
Director of Residency Education Associate Professor of Anesthesiology and Internal Medicine Madison, Wisconsin	1990 - 1996
Associate Professor of Anesthesiology and Internal Medicine Madison, Wisconsin	1992 - 1998
Assistant Professor of Anesthesiology and Internal Medicine Madison, Wisconsin	1985 - 1992

## OTHER PROFESSIONAL APPOINTMENTS

Senior Medical Director for Graduate Medical Education University of Wisconsin Hospital and Clinics	2007 - Present
Vice President of Perioperative Services University of Wisconsin Hospital and Clinics	2005 - 2007
Wisconsin Society of Anesthesiologists Board of Directors	2005 - Present
University of Wisconsin Medical Foundation Board of Directors	2005 - 2006; 2000 - 2002
Governing Board of Directors, Madison Surgery Center	2004 - 2009
Wisconsin Partnership Program (WPP) for a Healthy Future Oversight and Advisory Committee (OAC)	2003 - Present
OAC Chair	2007 -
Executive Committee	2008 - Present
Medical Education and Research Committee (MERC)	2003 - Present
Executive Committee	2007 -
WPP Evaluation Team, Chair	2005 - Present
Wisconsin Public Health and Health Policy Institute Executive Committee	2003 - Present
University of Wisconsin Medical School Executive Committee	2000 - 2003

## BOARD CERTIFICATION

Certifying Commission in Medical Management: (American College of Physician Executives)  
Certified Physician Executive (CPE) Certification (#248) August 1999

Special Certificate of Competence in Critical Care Medicine (#72)  
American Board of Anesthesiology, October 1986



Board Certification (#12419)  
American Board of Anesthesiology, November 1985

Diplomate  
National Board of Medical Examiners, 1982

## **MEDICAL LICENSURE**

Wisconsin #24684 1981  
Illinois Inactive 1983  
Maryland Inactive 1985

## **SOCIETY MEMBERSHIPS**

AcademyHealth  
American Medical Association  
Wisconsin State Medical Society  
Dane County Medical Society  
International Anesthesia Research Society (IARS)  
American College of Physician Executives (ACPE)  
Association of Anesthesia Clinical Directors (AACD)  
American Society of Anesthesiologists (ASA)  
American Society of Critical Care Anesthesiologists (Founding Member)  
Wisconsin Society of Anesthesiologists  
Madison Society of Anesthesiologists  
President 1989 - 1992  
American Political Science Association (APSA)  
Medical Group Management Association (MGMA)  
Society of Critical Care Medicine  
Society of Academic Anesthesiology Chairs (SAAC)  
Association of Anesthesiology Program Directors (AAPD)  
Middleton Research Society, University of Wisconsin Foundation  
Society of Education in Anesthesia (SEA)  
Bascom Hill Society  
Physician Advisory Board  
Foundation for Anesthesia Education and Research (FAER)  
American Association of Medical Colleges (AAMC) - Group on Resident Affairs (GRA)

## **HONORARY MEMBERSHIPS**

Tau Beta Pi Honorary Engineering Society  
Alpha Omega Alpha (AOA)  
NRCC Physician Advisory Board Physician of the Year Award 2002, 2004

## **NATIONAL COMMITTEES**

American Society of Anesthesiologists (ASA)	
House of Delegates	2003 - Present
Delegate	2005
Alternate Delegate	2004
Reference Committee Member	2004
Committee on Payment Reform	2004 - Present
Executive Committee on Economics	2003 - 2006
Committee on Physician Resources	2002 - 2009

Committee on Governmental Affairs	2002 - 2009
Committee on Practice Management	2007 - 2009
Respiratory Therapy Committee	1994 - 1997
Critical Care Subcommittee	1993 - 1995
Association of Anesthesiology Program Directors (AAPD)	
Member	1997 - 2006
Society of Academic Anesthesiology Chairs (SAAC)	
Executive Council Member	2003 - 2006
Member	1997 - 2006
Society of Education in Anesthesia (SEA)	
Committee on Medical Student Curriculum	2005
Association of Anesthesia Clinical Directors (AACD)	
Committee on Education	2000 - 2001
National Republican Congressional Committee (NRCC)	
Business Advisory Council	2001 - Present

## EDITORIAL REVIEW

Annals of Surgery	2002 - Present
Anesthesia and Analgesia	1998 - Present
CHEST	1994 - Present

## UNIVERSITY OF WISCONSIN MEDICAL FOUNDATION

Investment Committee, Chair	2007 - Present
Funds Flow Oversight Committee	2006 - Present
Finance Committee	
Budget Advisory Group	2005 - Present
Chair	2005 - Present
Member	1997 - Present
Funds Flow Redesign Committee, Chair	2005 - 2007
UWMF Board of Directors	2005 - 2006; 2000 - 2002
Strategic Design Committee	2003 - Present
Audit Committee, Chair	2002 - 2005
Revenue Enhancement Team, Chair	2001 - 2002
Full Implementation Team	2001 - 2002
Steering Committee	2001 - 2002
Contracting Subcommittee, Chair	2001 - 2002
Fund Flow Design Team	1999 - 2002
Council of Chairs	1997 - 2007

## MEDICAL SCHOOL COMMITTEES

LCME Institutional Setting Subcommittee	2009
Wisconsin Partnership Program (WPP)	
Oversight and Advisory Committee (OAC)	2003 - Present
Chair	2007 - Present
OAC Executive Committee, Chair	2007 - Present
Medical Education and Research Committee (MERC)	2003 - Present
Executive Committee	2007 - Present
MERC Application Review Subcommittee	2005
WPP Evaluation Team, Chair	2005 - Present
Wisconsin Public Health and Health Policy Institute	2003 - Present
Executive Committee	

Search Committee: Associate Dean of Public Health	2008 - 2009
Academic Planning Council Ad Hoc Subcommittee	2005
Search Committee: Assistant Dean for Human Resources	2005
Faculty Development Summit Committee	2004 - Present
LCME Finances/Resources Subcommittee, Chair	2002 - 2003
Departmental Guidelines Committee, Chair	2001 - 2006
Department of Human Oncology Leadership Review, Chair	2001
Academic Planning Council (Executive Committee)	2000 - 2003
MAMA Oversight Committee	2000 - 2003
MAMA Academic Compensation Committee	1999 - 2003
Faculty Mentoring Steering Committee	1999 - 2002
Search Committee: Associate Dean for Faculty Affairs	1999 - 2001
Dean's VA Hospital Liaison Committee	1997 - 2006
Clinical Anesthetists Work Group	1997 - 2006
Combined Chairman Council	1997 - 2006
Strategic Planning Task Force	1997 - 1998
Dean's Task Force on CHS Track	1996 - 1997
Anesthesia Chair Search Committee	1995 - 1996

## HOSPITAL COMMITTEES

Graduate Medical Education Oversight Committee, Chair	2007 - Present
Graduate Medical Education Executive Committee, Chair	2008 - Present
Performance Improvement Coordinating Committee (PICC)	2005 - Present
UWHC Operations Council	2005 - 2007
Graduate Medical Education Funding Formula Task Force	2004 - Present
UWHC Strategic Plan Finance Subcommittee	2004 - Present
Rapid Design Team	2003 - 2007
Ambulatory Surgery Task Force, Chair	2002 - 2003
Search Committee, Senior VP of Medical Affairs	2001 - 2002
Chair: Market Position Planning Group	2000 - 2002
Pain Management Task Force	2000
Professional Conduct Committee	2000 - 2005
UWHC Medical Board	1997 - Present
Operating Room Executive Committee	1997 - Present
Critical Care Committee	1997 - 2008; 1987 - 1990
Operating Room Efficiency Initiatives Task Force	1997
Trauma Committee	1996 - 1998
Operating Room Committee	1996 - Present
Medical Board Nominating Committee	1994
AIDS Policy Committee	1991 - 1997
Resuscitation Committee	1990 - 1998
Respiratory Care Committee	1990 - 1996
Laser Safety Committee	1989 - 1997
Chair: Sedation and Analgesia in the ICU	1989 - 1993

## DEPARTMENTAL COMMITTEES

Chair: Program Evaluation Committee	2001 - 2006
Chair: Residency Oversight Committee	2000 - 2006
Chair: Administrative Oversight Committee	2000 - 2006
Chair: Leadership Council	1999 - 2006
Chair: Finance Committee	1997 - 2006
Chair: Clinical Anesthetists Task Force	1997 - 1999

Clinical Faculty Search Committee	1997
Departmental Administrator Search Committee	1997
Chair: Clinical Anesthetists Performance Review Committee	1996 - 1999
UWMF - Department of Anesthesiology Compensation Committee	1996 - 2006
Chair	1996 - 1997
Chair: Manpower Planning Group	1996 - 2006
Pain Faculty Search Committee	1996 - 2001
Co-Chair: Clinical Practices Committee	1996 - 1997
Chair: Residency Task Force	1996
Chairman's Advisory Council	1995 - 1997
Compensation Committee: Subcommittee on Academic Merit	1995
Chair: Resident Clinical Competence Committee	1993 - 1997; 2000 - 2006
Resident Clinical Competence Committee	1990 - 1997; 2000 - 2006
Chair: Resident Education Committee	1990 - 1996
Chair: Visiting Professor Program	1989 - 1992
Chair: Residency Selection Committee	1989 - 1991
Resident Selection Committee	1983 - 1984; 1988 - 1990; 1997 - 2006
Post Anesthesia Care Unit Task Force	1986 - 1988

## INVITED LECTURES

Practice Management Panel on Value and Safety Annual WSA Meeting Sheybogan, Wisconsin	2009
Round Table Discussion on Employment Contracts ASA Practice Management Meeting Phoenix Arizona	2009
Round Table Discussion on Academic Compensation Plans ASA Practice Management Meeting Orlando Florida	2008
Training Physicians for the Future: An Integrated School of Medicine and Public Health Association of University Anesthesiologists (AUA) 55th Annual Meeting Durham, North Carolina	2008
Transforming Health Care: A Vision for the Future Conversations in Science Series for K-12 Educators Madison, Wisconsin	2007
A Health Policy Curriculum 2006 AAMC Council of Deans Meeting Washington, DC	2006
Medical Reimbursement Policy: Our Future Depends On It 2005 Anesthesia Billing and Management Seminar Las Vegas, Nevada	2005
Productivity Based Compensation Systems in Academic Departments 2005 Anesthesia Billing and Management Seminar Las Vegas, Nevada	2005

High Reliability Organizations Society of Academic Anesthesiology Chairs Panel Boston, Massachusetts	2004
Transforming Healthcare: A Vision for Your Future White Coat Investiture Ceremony Keynote Speaker University of Wisconsin Medical School Madison, Wisconsin	2004
Transforming Anesthesiology for the 21st Century Medical Group Management Association (MGMA) Keynote Speaker Anesthesiology Administrators Association San Francisco, California	2004
Knowledge Transfer in Public Policymaking Robert Wood Johnson Health Scholars Program Department of Population Health Sciences University of Wisconsin Medical School	2004
Health Policy Experience: Perspectives from "The Hill" Robert Wood Johnson Health Scholars Program University of Wisconsin Medical School Department of Population Health Sciences	2003
Health Policy 2003: Medicare Legislation A Fellow's Perspective Institute of Medicine Robert Wood Johnson Health Policy Program	2003
Anesthesia Outcomes and Provider Models Negotiations in Academic Medical Centers: Lessons Learned Medical Group Management Association (MGMA) Anesthesiology Administrators Association Memphis, Tennessee	2002
Academic Chairmen: Trial by Fire Society of Education in Anesthesiology New Orleans, Louisiana	2001
Negotiations in Academic Medical Centers Society of Academic Anesthesiology Chairs Washington, DC	2001
Core Competence/ACGME Outcome Project Midwest American Association of Medical Colleges Minneapolis, Minnesota	2001
Assessing Resident Performance Midwest Anesthesiology Residents Conference Chairs Meeting Milwaukee, Wisconsin	2001

Control of Perioperative Nausea and Vomiting Medical Grand Rounds La Crosse, Wisconsin	1996
Wisconsin Society of PACU Nurses Madison, Wisconsin Green Lake, Wisconsin	1993, 1995 1994
Gastrointestinal Complications in the ICU International Trauma Anesthesia and Critical Care Society Annual Meeting Baltimore, Maryland	1993, 1995
Sedation and Neuromuscular Blockade in the ICU Society of Hospital Pharmacists Annual Meeting Chicago, Illinois	1994
Stress Ulcer Prophylaxis in the ICU University of Wisconsin CME Program Columbus, Wisconsin	1993
Medical Grand Rounds Fort Wayne, Indiana	1993
UW CME Program Columbus, Wisconsin	1990
Visiting Professor Program Gloucester, England	1990
Medical Grand Rounds South Bend, Indiana	1990
UW CME Program Fennimore, Wisconsin	1989
UW CME Program Columbus, Wisconsin	1988
Critical Care Update Berlin, Wisconsin	1989
Aspiration Pneumonia: Prevention and Treatment UW CME Program Green Bay, Wisconsin	1989
Placing and Maintaining an Airway UW CME Course on Basics of Ventilation Madison, Wisconsin	1989
Eighth Annual Critical Care Symposium Department of Medicine and Critical Care Madison, Wisconsin	1988

Anesthesia for Trauma: Multiple Systems Organ Failure American Society of Anesthesiologists Annual Meeting Atlanta, Georgia	1987
Hyperthermia: Diagnosis and Management Seventh Annual Critical Care Symposium Department of Medicine Madison, Wisconsin	1987
Complications of Endotracheal Intubation Sixth Annual Critical Care Program Department of Medicine Madison, Wisconsin	1986

## LECTURES AND PRESENTATIONS

Faculty Development Seminar University of Wisconsin Medical School	2004
Health Policy 2003: Why It Matters to You University of Wisconsin Medical School Department of Anesthesiology Graduation Grand Rounds Program	2003
Management in Academic Medical Centers University of Wisconsin Administrative Medicine Reunion Program Madison, Wisconsin	2002
Contracting Basics Practice Management Series Madison, Wisconsin	2000, 2001, 2002, 2004
Physician Compensation Plans Practice Management Series Madison, Wisconsin	2000, 2001, 2002
Anesthesia Outcomes/Practice Models University of Wisconsin Department of Anesthesiology Grand Rounds Madison, Wisconsin	2000, 2001, 2002, 2004
Professional Development/Promotions Seminars University of Wisconsin Medical School Madison, Wisconsin	2000, 2001, 2002, 2004
Strategic Planning Integration Retreat University of Wisconsin Department of Anesthesiology Physician's Plus Medical Group Madison, Wisconsin	2000

Academic/Education Retreat University of Wisconsin Department of Anesthesiology Madison, Wisconsin	2000
Professional Development Seminar University of Wisconsin Department of Anesthesiology Madison, Wisconsin	2000
Annual Compensation Retreat University of Wisconsin Department of Anesthesiology Madison, Wisconsin	1999, 2000, 2001, 2002, 2004
Strategic Planning Retreat University of Wisconsin Department of Anesthesiology Madison, Wisconsin	1997
Physician Compensation Plan: UWMF Anesthesiology Department Administrative Medicine Program Madison, Wisconsin	1997, 1998, 1999
University of Kentucky Louisville, Kentucky	1996
Integrated Delivery Systems in Academic Medical Centers Administrative Medicine Program Madison, Wisconsin	1997, 1999
Operating Room Efficiency Initiatives Administrative Medicine Program Madison, Wisconsin	1997, 1998
Stanford University Preceptorship Palo Alto, California	1997
UW Hospital O.R. Committee Madison, Wisconsin	1997
Anesthesia for Laser Surgery UW Anesthesiology Grand Rounds Madison, Wisconsin	2000
Regional ENT Review Course Madison, Wisconsin	1996
Anesthesiology Conference Rockford, Illinois	1995
Visiting Professor Program Evanston, Illinois	1993
Anesthesia for Laser Surgery Wisconsin Society of Anesthesiologists	1990
Illinois Society of Anesthesiologists	1992
Madison Society of Anesthesiologists	1987
Premedication for Outpatient Anesthesia Annual CRNA Meeting Madison, Wisconsin	1989



## **CONTRIBUTIONS TO FEDERAL LEGISLATION**

Medicare Prescription Drug, Improvement and Modernization Act of 2003. Public Law 108-173.

Closing the Health Care Gap Act. S2217.

Patient Safety and Quality Improvement Act of 2004. S720.

Project Bioshield Act of 2004. Public Law 108-276.

Organ Donation and Recovery Improvement Act. S573.

United States Leadership Against AIDS/HIV, Tuberculosis and Malaria Act of 2003. Public Law 108-25.

## **PUBLICATIONS**

### **Journal Articles**

Goelzer SL, Farin-Rusk C, Coursin DB. Ranitidine produces minimal hemodynamic depression in stable intensive care unit patients: a double blind, prospective study. *Critical Care Medicine* 1988; 16(1):8-10.

Coursin DB, Farin-Rusk C, Springman SR, Goelzer SL. The hemodynamic effects of IV cimetidine vs. ranitidine in ICU patients: a double-blind crossover prospective study. *Anesthesiology* 1988; 69:975-979.

Coursin DB, Klasek G, Goelzer SL. Increased requirements for continuously infused vecuronium in critically ill patients. *Anesthesia and Analgesia* 1989; 69:518-521.

Goeke J, Hagan D, Goelzer SL, Coursin DB. Lethal catatonia complicated by the development of the neuroleptic malignant syndrome in a middle-aged female. *Critical Care Medicine* 1991; 19(11):1445-1448.

Prielipp RC, Goelzer SL, Coursin DB. Trauma and gastrointestinal complications. *Seminars in Anesthesia* 1994; 13(3):213-225.

Goelzer SL, McConley R. Operating room efficiency initiatives: First case start time. In preparation for submission to *The American Journal of Anesthesiology*.

Goelzer SL. Improving anesthesia care through computer technology in the operating room. In preparation for *Progress in Anesthesiology*, Dannemiller Memorial Educational Foundation.

### **Abstracts**

Kranner, PW, Goelzer SL. Outcomes of Categorical Versus Advanced Residents – The University of Wisconsin Experience. (Abstract) submitted to Society for Education in Anesthesia, 2005.

Kranner PW, Goelzer SL. Knowledge acquisition and measurement: expectations, outcomes, and program modification using available evaluation tools. (Abstract) presented at Society for Education in Anesthesia, 2002. Submitted to *Journal of Education in Perioperative Medicine and Journal of Clinical Anesthesia*.

Goelzer SL, Kranner PW (2001). A model for anesthesiology resident performance assessment incorporating the ACGME outcome project. (Abstract) presented at Society for Education in Anesthesia, 2001. *Journal of Education in Perioperative Medicine and Journal of Clinical Anesthesia*, 3(1). Retrieved March 26, 2002, from <http://www.jepm.org/VolumeIII/Issue1/ResidentAsses.htm>.

Kranner PW, Ockert DB, Goelzer SL (2001). A level-specific core curriculum for anesthesiology resident education. (Abstract) presented at Society for Education in Anesthesia, 2001. *Journal of Education in Perioperative Medicine and Journal of Clinical Anesthesia*, 3(1). Retrieved March 26, 2002, from <http://www.jepm.org/VolumeIII/Issue1/LevelCurric.htm>.

Kranner PW, Ruscher AE, Goelzer SL. A case based approach to medical student education in anesthesiology. (Abstract) presented at Association of American Medical Colleges Central Group on Educational Affairs, 2001.

Kranner PW, Ruscher AE, Goelzer SL (2001). A case-based approach to third-year medical student education in anesthesiology and perioperative medicine. (Abstract) presented at Society for Education in Anesthesia, 2001. *Journal of Education in Perioperative Medicine and Journal of Clinical Anesthesia*, 3(1). Retrieved March 26, 2002, from <http://www.jepm.org/VolumeIII/Issue1/CaseBasedTeach.htm>.

Goelzer SL, Farin-Rusk C, Coursin, DB. Ranitidine produces minimal hemodynamic depression in critically ill patients: a double blinded prospective study. (Abstract) *Anesthesiology* 1986; 65(3A):72.

Goelzer SL, Farin-Rusk C, Coursin, DB. Ranitidine produces minimal hemodynamic depression in critically ill patients: a double blinded prospective study. (Abstract) presented at the International Trauma Anesthesiology and Critical Care Symposium, 1987.

Goelzer SL, Bruckner CK, Will JA. Studies on leukotriene (LT) receptors in guinea pig pulmonary arteries. (Abstract) *Federation Proceedings*, 1987.

Goelzer SL, Bruckner CK, Will JA. Studies on leukotriene (LT) receptors in guinea pig pulmonary arteries. (Abstract) *Federation Proceedings*, 1988.

Coursin DB, Farin-Rusk C, Springman SR, Goelzer SL. The hemodynamic sequelae of intravenous cimetidine vs. ranitidine in ICU patients: a double blind crossover study. (Abstract) *Anesthesiology*, 1988; 69(3A):A188.

Prielipp RC, Coursin DB, Goelzer SL, Grossman JG. Dose response study of oxygen transport and hemodynamic effects of milrinone in critically ill patients. (Abstract) presented at the International Trauma Anesthesiology and Critical Care Symposium, 1993.

Goelzer, SL. O.R. initiatives: First case start times. Presented at the Annual Workshop of the Association of Anesthesia Clinical Directors, San Diego, California, March 1997.

## Book Chapters

Coursin DB, Croy S, Goelzer SL. Pulmonary disorders. In: *Manual of Anesthesia and the Medically Compromised Patient*. Kay J, Cheung E (eds) J.B. Lippincott Co., Philadelphia, 1990.

Goelzer SL, Cotter TP. Gastrointestinal complications. In: *Textbook of Trauma Anesthesia and Critical Care*. Grande C (ed) Yearbook Medical, Mosby Year Book Inc., St. Louis, 1993.

Goelzer SL, Cotter TP. Anesthesia in cervical spine surgery. In: Spine Care: Diagnosis and Conservative Treatment. White AH (ed). Mosby Year Book, Inc., St. Louis, Vol. II, 1995.

Habibi S, Goelzer SL, Coursin DC. Gastrointestinal hemorrhage in the critically ill. In: Critical Care Medicine – Perioperative Management. Murray MJ, Coursin DB, Pearl RG, Prough DS (eds) Lippincott-Raven, Philadelphia, 1997.

## GRANTS

Robert Wood Johnson Health Policy Fellow 2002-2005  
University of Wisconsin Medical School  
Grant # 133-FC69 - \$148,000

“Educational Grants in Support of Human Patient Simulator Acquisition and Upgrade”  
Datex-Ohmeda, 2000                      \$100,000  
Marquette Medical, 2000                \$60,000

“Educational Grants in Support of Ralph M. Waters, MD Visiting Professor Program”  
1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006 > \$100,000.00

NIH K07 “Partnerships in Health: BASIC Training in Medicine”  
(Behavioral and Social Sciences Integrated Curriculum)  
Principal Investigator: Susan E. Skochelak, MD, MPH  
Total Support: \$933,365  
Participation as Steering Committee Partner

## **Katherine Marks' Bio (September 2010)**

Katherine Marks, 8<sup>th</sup> District Alderwoman (1992 - present), is a native of Kenosha and a long time resident of the beautiful, culturally diverse Lincoln Park neighborhood. In April 1992, she became a part of Kenosha's history when she became the first woman of color to be elected to any public office in Kenosha County. Although this was her first attempt at running for an elected position, she won it by a landslide, capturing the largest percentage of votes of all the nine aldermanic contests with 75 percent.

In addition to being an Alderwoman, Katherine is the Chief Executive Officer for United Way of Kenosha County (UWKC). Other interesting facts are: she's a Carthage College graduate with a B.A. in Business Administration; before joining UWKC she was employed by Snap-on Incorporated in Kenosha (1979 – 2005) as Continuous Improvement Master Facilitator in the Finance Division. Katherine is a proud mother and grandmother.

Community service has been a part of Katherine's life for a long time. She served as Kenosha City Council President (2000-2001). Current Alderwoman responsibilities include serving as: Member - City of Kenosha Finance Committee, and Trustee - Kenosha Public Museums. Other current community involvement includes serving as: Board Member - UW School of Medicine and Public Health Oversight and Advisory Committee, Co-Chair - Wisconsin Partnership Program Reducing Health Disparities in Birth Outcomes Steering Committee, Member - United Way Worldwide National Professional Council (NPC), Board Member - Mary Lou and Arthur F. Mahone Fund and Member - Kenosha Unified School District Long-Range Strategic Planning Committee.

Katherine ensured there was a strong collaboration and working relationship between her district, Lincoln Park and Columbus Park neighborhood residents, City of Kenosha, Common Council and community based organizations in order to create a partnership to: 1) develop and implement plans to revitalize older neighborhoods; 2) provide safe neighborhoods; 3) develop affordable housing programs; and 4) provide meaningful youth programs. She continues to actively advocate and support programs that focus on women, children, families, affordable housing and neighborhood revitalization.

Currently, Katherine is heavily involved in several major projects in the district she serves. The first is the \$30+ million dollar redevelopment project of the former 30 acre American Brass Manufacturing brown field site to a commercial/retail center which includes a residential area, a bank and a new elementary school. The commercial/retail area also includes a 55,000+ square foot grocery store that is a part of a major retail chain. Other major projects include: 1) the completion of a plan to build 40+ new single family owner occupied homes in her district; 2) an owner occupied rehab home loan program (\$2 million); and 3) the building of the new Kenosha Community Health Center.

For her commitments and efforts, she's been awarded the Susan B. Anthony Award, the Mary Lou Foundation Living Legend Award, the Urban League's Dr. Martin Luther King, Jr. Freedom Bell Award, the Boys and Girls Club's Mary Lou Mahone Humanitarian Award, Gateway Technical College's Dr. Martin Luther King, Jr. Humanitarian Award, Kenosha Realtors Association Quality of Life Award, Kenosha Unified School District's Community Partner of the Year Award and Neighborhood Housing Services of Kenosha's Viola Gray Leadership Award.

## **Doug Mormann, MS**

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Doug is the director of the La Crosse County Health Dept that provides services to a population of about 110,000. The Dept. has about 70 employees and a budget of \$5,000,000. He has served in this capacity for about 2 decades. He held the County Health Officer position in the Portage County (Steven Point, WI) Health and Human Service Dept. and has work at the University of Wisconsin – Madison Dept. of Preventive Medicine and the State of Wisconsin Dept of Health Policy and Planning. He has received an undergraduate degree in Biology and the University of Minnesota granted him an MS Degree in Environmental Health in 1972.

On a national level Doug has served of various advisory committees of the National Association of City and County Health Officials, the American Public Health Association and the Public Health Leadership Institute. He has had the opportunity to serve in various state level leadership positions including President on the Boards of the Wisconsin Public Health Association and the Wisconsin Association of Local Health Departments and Boards. He currently serves on the University of Wisconsin School of Medicine and Public Health-Wisconsin Partnership grant program Oversight and Advisory Committee. Locally he has been or is a member of the advisory committee or boards of the United Way, the Scenic Bluffs Community Health Center, St Clare Health Care Mission, Red Cross, the University of Wisconsin-La Crosse Community Health Education program, among others.

Doug is very fortunate to be able to get great satisfaction in the effort involved in helping people live a healthy and productive life. He and Sue have three married daughters along with two grandchildren that live in Canada, Mexico and California.

# Douglas N. Mormann

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## Education

Saint Mary's College, Winona, MN  
**Degree:** BA Biology, 1971

University of Minnesota School of Public Health, Minneapolis, MN  
**Degree:** MS Environmental Health, 1972

## Experience

2/2/84 - Present      La Crosse County Health Department  
La Crosse, WI  
Director / County Health Officer

- Direct a staff of about 70 full and part-time public health professionals including nurses, nutritionists, sanitarians, medical technologists, health educators, and the related administrative and aide support staff.
- Develop and administer a \$5,000,000 annual budget.
- Oversee the ongoing provision of approximately 30 different public health programs at the county level, including home and public health nursing, communicable disease control, health education, WIC, hotel, restaurant and private sewage disposal licensing.

1/4/82 – 2/25/84      Portage County Community Human  
Services Department  
Steven's Point WI

Coordinator - Div. of Community Health – County Health Officer

- Direct a staff of approximately 30 full and part-time public health professionals including nurses, nutritionists, sanitarians, dental hygienist and aides.
- Develop and administer the Division budget.
- Work with County Board, school districts, media, health care providers and others to implement and promote community health programs including home health, public health and school health nursing, EPSDT, WIC, on-site waste disposal, and communicable disease control programs.

11/75 – 12/81      North Central Area Planning Association, Inc.,  
Wausau, WI

Associate Planner

- Analyze current and future needs for health manpower, facilities, and public and environmental health services in North Central Wisconsin.
- Manage the collection, storage and analysis of data necessary to do market analysis of health need and demand.
- Review proposed uses of \$20,000,000 federal funds for health services in the area and advise the federal government on the appropriateness of these expenditures.
- Coordinate citizens, health care providers and public health officials to develop needed health services in a planned fashion.
- Communicate with the public through the media via oral and written reports.

6/74 – 11/75                      State of Wisconsin, Division of Health  
Madison, WI

Planning Analyst – Health Manpower Maldistribution Project

- Collect and analyze data to determine what incentives could be developed for physicians to locate in rural doctor-shortage areas of Wisconsin.
- Sell legislators, educators and professional physician societies on actions they might take to end this program.

6/73 – 6/74                      University of Wisconsin  
Department of Preventive Medicine  
Madison, WI

Environmental Health Specialist

- Assisted in the development of a field research project to test health impacts of positive environmental health interventions in a community compared to traditional health services.

8/72 – 6/73                      United States Government  
ACTION/VISTA – People's Opportunity, Inc.  
Albion, NY

Volunteer

- Assisted in grant writing, personnel management, and day to day operations of the self-help housing construction non-profit corporation.
- Assisted the development of a community housing development corporation.

Selected  
Publications

Crossroads Health Care for Rural Wisconsin, State Medical Society of Wisconsin/State of Wisconsin, 1976, reprinted 1979, 64 pages.

"Primary Care Shortage and Health System's Agency's Role in the Solution", ed. Robert Wolensky and Edward Miller, The Small City and Regional Community Proceedings, 1978, pp. 238 - 242.

"EMS Planning and Development at the Regional Level", ed. Steven Marlowe, MD, and Martha McGowan, Workshops in Primary Care; Selections from the Third National Conference on Rural Primary Care, National Rural Primary Care Association, pp. 37 - 42, 1980.

"Fluoridation Referendum in La Crosse, Wisconsin: Contributing Factors to Success", American Journal of Public Health, October, 1989, Volume 79, Number 10, pp. 1405 - 1408, Rhys B. Jones, Douglas N. Mormann and Timothy B. Durtsche.

"Healthier People in Wisconsin: A Public Health Agenda for the Year 2000", Wisconsin Department of Health and Social Services, February, 1990, Co-Chairpersons James Davis, Douglas Mormann, Paul Nannis and Margaret Schmelzer, 212 pages.

"Community-Based Food Safety Survey", Journal of Extension, Spring, 1991, pp. 37 - 38, Gary D. Gilmore, Mary Meehan-Strub and Douglas Mormann.

EDUCATION COMMITTEE

Resolution I.1.a.(3):

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves the University of Wisconsin-Oshkosh's revised mission statement.



# **REVISED MISSION STATEMENT UNIVERSITY OF WISCONSIN-OSHKOSH (APPROVAL)**

## **EXECUTIVE SUMMARY**

### **BACKGROUND**

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

The University of Wisconsin-Oshkosh requests approval for its revised mission statement. The new mission statement was developed throughout Spring 2010 to better reflect the University's institution-wide commitment to liberal education and to the broader community it serves. It also better represents UW-Oshkosh's vision, core values, and strategic directions. The new mission received broad input from campus stakeholders, and was approved by Chancellor Richard Wells and the UW-Oshkosh Faculty Senate, Academic Staff Senate, and Student Association Assembly and Senate in April and May, 2010. The revised document is an entirely new statement articulating UW-Oshkosh's mission. It underwent initial review at the June 10, 2010, meeting of the Education Committee.

On July 21, 2010, a public hearing was held on the UW-Oshkosh campus, in fulfillment of the statutory requirement. It was presided over by Regent Judith Crain, and attended by approximately 40 people, including student governance leaders and a broad cross-section of the University's community (faculty, academic, and classified staff). The hearing included general discussion about the revised mission statement and the interactive process followed by the institution in securing ultimate endorsement from governance groups. UW-Oshkosh has a broader set of related documents called the "Governing Ideas," and the mission statement was reviewed and discussed in the context of this broader framework. UW-Oshkosh will be conducting an extensive review of the "Governing Ideas" beginning in 2011; the approval of the new mission statement is viewed as a key component in helping to advance that process.

### **REQUESTED ACTION**

Approval of Resolution I.1.a.(3), approving UW-Oshkosh's revised mission statement.

### **DISCUSSION**

UW-Oshkosh's revised mission statement is proposed as follows:

*The University of Wisconsin Oshkosh provides a wide array of quality educational opportunities to the people of northeastern Wisconsin and beyond through the discovery, synthesis, preservation and dissemination of knowledge. The interaction of our dedicated faculty, staff and students fosters an inclusive learning environment that prepares our graduates to meet the challenges of an increasingly global society.*

The current mission statement is attached, along with a longer document that embeds the proposed revised mission in the larger context of UW-Oshkosh's vision, core values, strategic directions, and institution-wide student learning outcomes.

**University of Wisconsin Oshkosh**  
**Current Select Mission Statement**

**SELECT MISSION of the University of Wisconsin Oshkosh**

As adopted by the Board of Regents of the University of Wisconsin System.

In addition to the system and core missions, UW Oshkosh has the following SELECT MISSION:

Ours is a comprehensive public university with unique ties to both urban and rural environments. We have a tradition of strong programs in the arts and sciences and in select professional career fields. Our faculty and staff are united in believing that the fundamental purpose of a university education is to develop thinking men and women capable of independent growth and adaptation in all roles of life. Accordingly, our select mission as a university is:

- a. To acquire, preserve, and disseminate knowledge.
- b. To provide undergraduate course-work designed to develop learning proficiencies and to cultivate the values and perspectives of educated citizens—in particular, respect for human dignity and cultural diversity, commitment to personal excellence, and the habit of taking thought.
- c. To challenge students to develop their talents, intellectual interests, and creative abilities; to promote an appreciation for both continuity and change; to provide the impetus for a lifelong commitment to, and enthusiasm for, learning; and to prepare persons for critical evaluation and decision making.
- d. To expect scholarly activity, including research, scholarship, and creative endeavor that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its special mission.
- e. To provide a broad range of undergraduate degree programs in the arts and sciences, business administration, education, and nursing.
- f. To offer an array of master's and specialist level graduate programs which grow clearly from areas of undergraduate strength and meet the emerging needs of the regions which we serve.
- g. To develop and offer programs and services responding to the needs of the people, institutions, and communities which we serve.

**Abridged from the Select Mission Statement adopted by the UW Board of Regents.**

Our MISSION is to serve people by:

- Providing students with access to a high-quality, affordable, comprehensive education that enables them to develop their general intellectual capacities, specific interests and abilities through academic programs and personalized student development services.
- Fostering scholarly activities of faculty, students and staff related to teaching, research, intellectual activities, creative expression and service.
- Sharing our intellectual and specialized capabilities with individuals, organizations and communities in our Wisconsin region and beyond in a way that is responsive to the needs of the people we serve.

## **University of Wisconsin Oshkosh Proposed Revision of Select Mission Statement**

### **University of Wisconsin System Mission Statement**

The mission of the University of Wisconsin System is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities, scientific, professional and technological expertise, and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training, and public service designed to educate people and improve the human condition. Basic to every purpose of the UW System is the search for truth.

### **The Core Mission of the University Cluster Institutions**

As institutions in the University Cluster of the University of Wisconsin System, the University of Wisconsin-Eau Claire, the University of Wisconsin-Green Bay, the University of Wisconsin-La Crosse, the University of Wisconsin-Oshkosh, the University of Wisconsin-Parkside, the University of Wisconsin-Platteville, the University of Wisconsin-River Falls, the University of Wisconsin-Stevens Point, the University of Wisconsin-Stout, the University of Wisconsin-Superior and the University of Wisconsin-Whitewater share the following core mission. Within the approved differentiation stated in their select missions, each university in the cluster shall:

- a. Offer associate and baccalaureate degree level and selected graduate programs within the context of its approved mission statement.
- b. Offer an environment that emphasizes teaching excellence and meets the educational and personal needs of students through effective teaching, academic advising, counseling and through university-sponsored cultural, recreational and extra-curricular programs.
- c. Offer a core of liberal studies that supports university degrees in the arts, letters and sciences, as well as specialized professional/technical degrees at the associate and baccalaureate level.
- d. Offer a program of pre-professional curricular offerings consistent with the university's mission.
- e. Expect scholarly activity, including research, scholarship and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs and its approved mission statement.
- f. Promote the integration of the extension function, assist the University of Wisconsin-Extension in meeting its responsibility for statewide coordination, and encourage faculty and staff participation in outreach activity.
- g. Participate in inter-institutional relationships in order to maximize educational opportunity for the people of the state effectively and efficiently through the sharing of resources.
- h. Serve the needs of women, minority, disadvantaged, disabled and non-traditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.
- i. Support activities designed to promote the economic development of the state.

### **Revised Select Mission of the University of Wisconsin Oshkosh**

The University of Wisconsin Oshkosh provides a wide array of quality educational opportunities to the people of northeastern Wisconsin and beyond through the discovery, synthesis, preservation and dissemination of knowledge. The interaction of our dedicated faculty, staff and students fosters an inclusive learning environment that prepares our graduates to meet the challenges of an increasingly global society.

### **The UW Oshkosh Student Learning Outcomes**

UW Oshkosh prepares graduates who are talented, liberally educated, technically skilled global citizens and are fully engaged as leaders and participants in civic, economic, political and social life. The University fulfills its learning mission through a commitment to providing a 21<sup>st</sup> century liberal education that is grounded in a set of student learning outcomes unanimously adopted by the Faculty Senate on May 13, 2008.

## **University of Wisconsin Oshkosh Proposed Revision of Select Mission Statement**

The University embraces the following definition of liberal education:

Liberal education is a philosophy of education that empowers individuals with broad knowledge and transferable skills, and a strong sense of values, ethics, and civic engagement. These broad goals have been enduring even as the courses and requirements that comprise a liberal education have changed over the years. Characterized by challenging encounters with important and relevant issues today and throughout history, a liberal education prepares graduates both for socially valued work and for civic leadership in their society. It usually includes a general education curriculum that provides broad exposure to multiple disciplines and ways of knowing, along with more in-depth study in at least one field or area of concentration.

[Source: Advocacy “What is a liberal education?” at [http://www.aacu.org/advocacy/What\\_is\\_liberal\\_education.cfm](http://www.aacu.org/advocacy/What_is_liberal_education.cfm)]

- ★ Knowledge of Human Cultures and the Physical and Natural World
  - Through study in fine and performing arts, humanities, mathematics and science, and social science
  - Focused by engagement with big questions, both contemporary and enduring
- ★ Skills, both Intellectual and Practical, including
  - Identification and objective evaluation of theories and assumptions
  - Critical and creative thinking
  - Written and oral communication
  - Quantitative literacy
  - Technology and information literacy
  - Teamwork, leadership, and problem solving
  - Practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance
- ★ Responsibility, as Individuals and Communities, including
  - Knowledge of sustainability and its applications
  - Civic knowledge and engagement—local and global
  - Intercultural knowledge and competence
  - Ethical reasoning and action
  - Foundations and skills for lifelong learning
  - Developed through real-world challenges and active involvement with diverse communities
- ★ Learning: Integrated, Synthesized, and Advanced, including
  - Synthesis and advanced accomplishment across general and specialized studies
  - Demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems.

[Note: Learning Outcomes are adapted from AAC&U report, College Learning for a New Global Century  
[[http://www.aacu.org/advocacy/leap/documents/GlobalCentury\\_final.pdf](http://www.aacu.org/advocacy/leap/documents/GlobalCentury_final.pdf)]

### **Vision Statement**

The University of Wisconsin Oshkosh will be a national model as a responsive, progressive, and scholarly public service community known for its accomplished record of engaging people and ideas for common good. It will be admired for:

- Enrichment and Leadership that emphasizes intellectual, civic, ethical, and personal development for students, faculty, and staff.
- The Centrality of the Student-Faculty Relationship that is distinguished by active learning, mutual respect, and collaborative scholarship.
- Teaching Excellence that is characterized by diversity, discovery, engagement, innovation, dialogue, and dissemination.
- Scholarly Achievement that furthers new knowledge through diverse methods of inquiry and is applicable to multiple audiences.
- Partnerships that mutually serve, stimulate, and shape the University and the broader public.

# **University of Wisconsin Oshkosh**

## **Proposed Revision of Select Mission Statement**

### **Core Values**

- **Knowledge and Continuous Learning.**  
We believe that the pursuit of knowledge, understanding, meaning, and personal development should be encouraged across all stages of life.
- **Diversity and Inclusivity.**  
We believe that a university community connects the perspectives and backgrounds of diverse social and academic groups of people. To meet this aim, a university community must be inclusive in its composition and support a civil atmosphere and a tolerant environment for learning.
- **Quality and Achievement.**  
We believe that the university should provide a wide range of high-quality educational and scholarly opportunities that stimulate activity and recognize achievement by students, faculty, and staff.
- **Freedom and Responsibility.**  
We believe that members of a university community must be free to pursue academic, artistic, and research agendas that are essential to the University Mission, while contributing to an open and collegial environment that promotes reasoned inquiry, intellectual honesty, scholarly competence, and the pursuit of new knowledge.
- **Engagement and Support.**  
We believe the vitality of ideas is supported by mutually reinforcing relationships that involve students, faculty, staff, administrators, and the broader community. The student-faculty relationship is the most central relationship in the university. This spirit of engagement must also extend beyond the borders of our campus as we seek to stimulate, serve, and shape our society.
- **Social Awareness and Responsiveness.**  
We believe that educators and students should explore and engage the challenges that confront regional, national, and global communities, using their intellectual and creative capabilities to understand, investigate, and solve problems. Social awareness will allow us to respond to domestic and international needs for equitable and sustainable societies.

### **Strategic Directions**

- **Develop a Diverse, Engaged Community of Lifelong Learners and Collaborative Scholars.**  
The University of Wisconsin Oshkosh will be regionally based and globally connected. We are a community of critical, creative, and constructive thinkers who approach academic and social issues in an informed and principled way. Our learning community is distinguished by a pervasive commitment to diversity and inclusivity, international perspectives, support for those with disabilities or special needs, and engaged community service.
- **Enhance Teaching Excellence, Active Learning and Dynamic Curricular Programs.**  
The University of Wisconsin Oshkosh will enhance the scholarly and physical environment we provide for teaching excellence, active learning, and dynamic curricular programs. The university will encourage, support, and intensify efforts to engage students inside and outside of the classroom.
- **Foster Research, Intellectual Activity, and Creative Expression.**  
The University of Wisconsin Oshkosh will sustain, support, and enhance a vigorous scholarly environment for research, intellectual activity, and creative expression. We will encourage faculty, students, and staff to generate and maintain connections to professional communities and the people, institutions, and communities we serve. Faculty, staff, and students will seek opportunities to work together to discover, share, and apply knowledge.
- **Expand Regional Outreach and Domestic and International Partnerships.**

**University of Wisconsin Oshkosh**  
**Proposed Revision of Select Mission Statement**

The University of Wisconsin Oshkosh will expand and support collaborative relationships that contribute to the development of knowledge and its application in new situations while maintaining its core values. We encourage principled and responsive relationships that draw on the ideas, ambitions, and talents of the university and its external partners.

- Promote Representative Leadership, Responsive Shared Governance, and Flexible Resource Stewardship.

The University of Wisconsin Oshkosh will promote accessible, representative, and altruistic leadership, responsive shared governance, and flexible resource stewardship. We will be broad, open, and inclusive in governance processes and will align our human, physical, and financial resources to meet our established priorities.

Approved by Institutional Governance in Spring 2010.

Endorsement of the Principle of Replication  
for UW-Milwaukee Charter Schools

EDUCATION COMMITTEE

Resolution I.1.c.:

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 endorses the principle of replication for University of Wisconsin-Milwaukee charter schools under the Board's authority that have demonstrated academic and organizational success.

Replication is the practice of allowing a school management organization that holds a charter school contract, to open an additional school using the model of an existing school managed by the organization.

The Board of Regents will consider the replication of UW-Milwaukee charter schools: in accordance with the recommendations and best practices for charter school replication established by the National Association of Charter School Authorizers; on a case-by-case basis; as amendments to existing charter school contracts; and when recommended by the UW-Milwaukee Office of Charter Schools, the UW-Milwaukee Chancellor, and the UW System President. As part of the recommendation to replicate a UW-Milwaukee charter school, the UW-Milwaukee Office of Charter Schools will include a description of efforts to involve Milwaukee Public Schools in the initial, or a subsequent, replication process.

## **REPLICATION OF UW-MILWAUKEE CHARTER SCHOOLS: PROVIDING BLUEPRINTS FOR SUCCESSFUL URBAN EDUCATION**

### **EXECUTIVE SUMMARY**

#### **BACKGROUND**

As charter schools have become a more visible presence on the landscape of public education nationwide, additional attention has been given to assessing how the best schools among them can serve as models for others. Nationally, attention has been given to the practice of “replication.” The National Association of Charter School Authorizers calls the replication of existing quality schools as “the most rapid strategy to increase the number of new high-quality charter schools available to children.” Replication is the practice of allowing a school management organization that holds a charter school contract, to open an additional school using the model of an existing school managed by the organization. Replication does not allow a charter school to expand its operations beyond the authorized grade levels. The cities of Chicago, New York, and New Orleans have all embraced replication as part of a broader reform strategy. Additional information can be found at: [http://www.qualitycharters.org/files/public/Charter\\_School\\_Replication\\_Policy\\_Guide.pdf](http://www.qualitycharters.org/files/public/Charter_School_Replication_Policy_Guide.pdf).

The University of Wisconsin-Milwaukee charter school program, authorized by *s. 118.40(2r)*, Wisconsin Statutes, is in its tenth year of operation. The first charter was granted in 2001. Currently, twelve schools operate under authorization from UW-Milwaukee. Several of these schools have outstanding records for student achievement and financial management. These schools serve as models for providing successful educational programs in the urban environment and their replication has the potential to expand the scope of that success. Replication is designed to expand access to quality education to public school children throughout Wisconsin and result in a blueprint that is disseminated and available to other public school districts.

At the February 2010 meeting of the Board of Regents, the Education Committee discussed the principle of replication and a set of guidelines and criteria developed by the UW-Milwaukee Office of Charter Schools which would permit and guide the replication of successful UW-Milwaukee-authorized charter schools. Expressing support for the principle of replication, the Committee agreed to consider action at a future meeting, thus paving the way for UW-Milwaukee to replicate on a case-by-case basis, with Board of Regents approval, those charter schools under its authority that have demonstrated academic and organizational success. At its October 2010 meeting, the Education Committee will consider a resolution endorsing the principle of replication for UW-Milwaukee charter schools.

#### **REQUESTED ACTION**

Approval of Resolution I.1.c., endorsing the principle of replication for charter schools under the authority of the University of Wisconsin-Milwaukee.



## **DISCUSSION**

The proposed resolution of endorsement was developed in consultation with the UW-Milwaukee Office of Charter Schools and the Office of the State Superintendent for Public Instruction. It allows for the Board of Regents to consider the replication of UW-Milwaukee charter schools, on a case-by-case basis, as amendments to existing charter school contracts, when recommended by the UW-Milwaukee Office of Charter Schools, the UW-Milwaukee Chancellor, and the UW System President. Any replication will be done in accordance with the recommendations and best practices for charter school replication established by the National Association of Charter School Authorizers. As part of the recommendation to replicate a UW-Milwaukee charter school, the UW-Milwaukee Office of Charter Schools will include a description of efforts to involve Milwaukee Public Schools in the initial, or a subsequent, replication process.

Several UW-Milwaukee-authorized charter schools may have the record of success and the organizational capacity to replicate existing schools. The careful documentation of the replication, in adherence to the guidelines developed by the Office of Charter Schools, can provide a blueprint for the creation of multiple successful schools. Once it can be demonstrated that a high-performing school can be replicated, the model can be adopted by other public and private school organizations to improve the educational program for students in the city of Milwaukee. Replication of these schools will be clearly documented and the resulting documentation will be shared with other educational providers in the city of Milwaukee to increase the opportunities for quality education for all of Milwaukee's students.

## **RECOMMENDED ACTION**

The University of Wisconsin System recommends approval of Resolution I.1.c., endorsing the principle of replication for charter schools under the authority of the University of Wisconsin-Milwaukee.

## **RELATED REGENT POLICIES**

Regent Resolution 7905 (May 7, 1999).

**UNIVERSITY OF WISCONSIN-GREEN BAY  
PRESENTATION OF CAMPUS ACADEMIC PLAN**

**EXECUTIVE SUMMARY**

**BACKGROUND**

In February 2008, the UW System Board of Regents Education Committee and the Office of Academic Affairs instituted a new process whereby UW institutions periodically (e.g., every five years) present their campus academic plans to the Committee. These plans vary from institution to institution and address academic programming and array, re-accreditation, and general education, as appropriate. The campus academic plans allow Committee members to direct their attention to a more comprehensive understanding of each institution's academic program planning and array, as well as the alignment of that array to each institution's distinct mission and identity.

The academic plans are presented to the Board of Regents for information only. Individual academic program proposals continue to follow the program approval process outlined in Academic Information Series-I (ACIS-I Revised) and are subject to Board approval, within the framework of the proposing institution's academic plan.

The UW-Green Bay Academic Plan summarizes existing, new, and proposed academic programs, which are grounded in UW-Green Bay's select mission and organized "to connect learning to life" while serving the citizens of Northeast Wisconsin and beyond.

**REQUESTED ACTION**

For information purposes only; no action is required.

**DISCUSSION**

Since its founding in 1968, the University of Wisconsin-Green Bay has emphasized, through its select mission, an interdisciplinary academic approach that encourages students to be creative problem-solvers who value diversity, sustainability, and community involvement. In support of this mission, the University's curriculum is organized through disciplinary and interdisciplinary programs housed within interdisciplinary "budget units" that serve as the principle administrative academic units. UW-Green Bay provides its students with a broad foundation in the liberal arts through its general education program and focused areas of study through nineteen interdisciplinary and twenty disciplinary programs. Every graduate completes either an interdisciplinary major or an interdisciplinary minor.

The academic structure of UW-Green Bay includes the College of Liberal Arts and Sciences with nine interdisciplinary budget units, and the College of Professional and Graduate Studies with four interdisciplinary budget units and the recently established Austin E. Cofrin School of Business. UW-Green Bay's degree entitlements include seven types of baccalaureate degrees, four master's degrees, and an associate of arts and sciences degree.

UW-Green Bay last underwent a comprehensive evaluation visit from the Higher Learning Commission on November 12-14, 2007. UW-Green Bay met all five criteria for accreditation and a full, ten-year reaccreditation was awarded with the next comprehensive visit scheduled for 2017-2018. The final evaluation report emphasized that the University's "mission supports student learning initiatives and outcomes. The University's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible." Academic programs undergo a comprehensive review every seven years that includes the preparation of a self-study report by program faculty and subsequent reviews by the Dean of the College, an all-university faculty committee, and the Provost and Vice Chancellor for Academic Affairs. Results from these reviews are used to enhance program quality and guide academic program development and refinement.

To assure that UW-Green Bay is effectively serving the Northeast Wisconsin region, the University recently began a broad-based, comprehensive strategic planning process that will guide and integrate planning and resource allocation throughout the University, including its academic program array. Until the time that this process is completed, the Academic Division has focused on creating both short- and long-term initiatives that will maintain continuity with the University's historical past, continue its collaboration with other institutions of higher education around the region, and ensure that its academic programs connect students to surrounding communities and high-impact learning experiences. Recognizing the changing demographics of the region, as well as the current economic climate, UW-Green Bay is looking to increase the means by which students in the area can attain higher education credentials by: providing more alternative degree programs delivered online and in alternative formats; increasing collaboration with other regional institutions to provide baccalaureate-degree-completion programs and applied graduate programs; and fostering a climate of inclusive excellence which values the success of all students.

The development of an institution-wide strategic plan will position UW-Green Bay to capitalize on its long tradition of providing an interdisciplinary, problem-focused educational experience that values diversity, sustainability, and community involvement. With new administrative leadership and a cadre of talented and dedicated faculty and staff, UW-Green Bay will continue to build upon its traditions of academic excellence and offer the citizens of Northeast Wisconsin a 21<sup>st</sup>-century education that will enable them to effectively "connect" to their local community and the world beyond.

## **REGENT POLICIES**

University of Wisconsin System Academic Planning and Program Review (November 2007)  
Academic Informational Series #1 (ACIS-1 Revised April 2010)

**UNIVERSITY OF WISCONSIN-OSHKOSH  
PRESENTATION OF CAMPUS ACADEMIC PLAN**

**EXECUTIVE SUMMARY**

**BACKGROUND**

In February 2008, the UW System Board of Regents Education Committee and the Office of Academic Affairs instituted a new process whereby UW institutions periodically (e.g., every five years) present their campus academic plans to the Committee. These plans vary from institution to institution and address academic programming and array, re-accreditation, and general education, as appropriate. The campus academic plans allow Committee members to direct their attention to a more comprehensive understanding of each institution's academic program planning and array, as well as the alignment of that array to each institution's distinct mission and identity.

The academic plans are presented to the Board of Regents for information only. Individual academic program proposals continue to follow the program approval process outlined in Academic Information Series-I (ACIS-I Revised) and are subject to Board approval, within the framework of the proposing institution's academic plan.

UW-Oshkosh first presented its campus academic plan in February 2008, upon the Education Committee's adoption of its new process. As host to the October 2010 Board of Regents meeting, UW-Oshkosh is taking the opportunity to present an updated plan, one that better reflects the comprehensive, institution-wide strategic planning undertaken by the University in the last few years and grounded in its liberal education reform efforts and a more intentional integration of *Inclusive Excellence*. The revised plan also represents UW-Oshkosh's work towards the *Growth Agenda's More Graduates for Wisconsin* initiative.

**REQUESTED ACTION**

For information purposes only; no action is required.

**DISCUSSION**

In the past year, the UW-Oshkosh Office of Academic Affairs has undertaken a significant revision to its academic plan in order to better reflect changes that have occurred over the past four years. While comprehensive in nature, the revised plan focuses more directly on curricular change efforts (especially General Education reform) and retention strategies as the University redoubles its commitment to *Inclusive Excellence* and its participation in LEAP, the Association of American Colleges & Universities' *Liberal Education and America's Promise Campaign*.

The revised plan addresses two strategic challenges identified in the campus's initial Academic Program Plan. The first strategic challenge comprises *Curriculum Structure, Program Planning and Program Review*, and the plan covers the variety of initiatives designed to address

this challenge, including: Programmatic Strategies for Liberal Education Reform; Strategic Review of Graduate Education; New Program Development; Narrowing the Focus of the Curriculum and Reducing Time to Degree; and Increasing Access to High-Demand Programs.

The second significant strategic challenge identified by in the initial Academic Program Plan is the *Changing Student Profile: Implications for Recruitment, Retention and Mix*. Work undertaken to address this challenge include: retention strategies to Close the Achievement Gap; programs focusing on the First-Year Experience; Early Alert, the Titan Advantage, ESL, Multicultural Retention, and Student Titan Employment; the Graduation Project; the *Give Students a Compass* Program, the Wisconsin Transfer Equity Study; and others.

UW-Oshkosh is attending to additional challenges concerning financial support, graduate program offerings, and outreach to and access for adult students. Finally, the University's four Colleges and its Center for New Learning have identified four, shared strategic initiatives on which to focus: Engaged Learning, Globalization and Diversity, Community Engagement, and Student Excellence.

The revised plan will be reviewed by campus governance groups over the course of the Fall 2010 semester. The full plan is available at: <http://www.uwsa.edu/bor/agenda/2010/UW-Oshkosh-Academic-Program-Plan-Revision-2010.pdf>.

## **REGENT POLICIES**

University of Wisconsin System Academic Planning and Program Review (November 2007)  
Academic Informational Series #1 (ACIS-1 Revised April 2010)

## THE ROLE OF EQUITY-MINDEDNESS IN INCLUSIVE EXCELLENCE

### EXECUTIVE SUMMARY

#### BACKGROUND

*Inclusive Excellence* is the umbrella framework under which the UW System and its institutions have committed to strategically address diversity, equity, and inclusion as a part of the *Growth Agenda for Wisconsin*. *Inclusive Excellence* was one of the eleven original *Growth Agenda for Wisconsin* Action Steps announced in early 2008, and considered an essential part of preparing students for responsible, ethical, and engaged citizenship to meet the System's broad goal of promoting excellence in professional, civic, and personal life.

Over the course of the last year and a half, the UW System Office of Equity, Diversity, and Inclusion (EDI) has been working to cultivate throughout the UW System the guiding principles, overall philosophy, and the transformative potential of *Inclusive Excellence*, an approach to institutional change initially developed by the Association of American Colleges and Universities, the UW System's partner in the LEAP Campaign (*Liberal Education and America's Promise*). The central premise of *Inclusive Excellence* holds that unless colleges and universities begin to more deliberately and intentionally integrate their diversity efforts into the core aspects of institutional life—including their academic priorities, leadership, decision-making, day-to-day operations, quality improvement initiatives and campus cultures—they will continue to meet with the same limited success as they have before.

*Inclusive Excellence* is designed to help UW institutions establish a set of comprehensive, well-coordinated strategic actions that foster greater diversity, equity, inclusion, and accountability at every level of institutional life. It shares the same goals as LEAP, and plays a critical role in UW System's *Growth Agenda for Wisconsin*, in particular in the second phase of that work, *More Graduates for Wisconsin*.

In June 2010, the Education Committee heard a status report on *Inclusive Excellence*. At the October 2010 meeting, the Committee will discuss equity-mindedness, a critical component of *Inclusive Excellence*.

#### REQUESTED ACTION

No action requested; for information only.

#### DISCUSSION

*Inclusive Excellence* builds on the UW System's participation in both the Equity Scorecard and the Campus Climate projects in their efforts to foster positive institutional change, and their insistence that diversity and equity are integral to any contemporary definition of academic and institutional excellence. *Inclusive Excellence* requires substantive change in practice, a higher level of consciousness, and sustained effort to result in the kind of

unprecedented transformation the UW System is seeking, and UW students need for full participation in the 21<sup>st</sup>-century global society. Pivotal to achieving *Inclusive Excellence* is equity-mindedness.

The Equity Scorecard process is an approach to organizational change that emphasizes equity—that is, parity in outcomes—for underserved and underrepresented students of color. The Equity Scorecard process was developed by Dr. Estela Mara Bensimon at the University of Southern California’s Center for Urban Education. In Dr. Bensimon’s words, the Equity Scorecard is “an intervention designed to accomplish the following changes among higher education practitioners: (1) develop awareness of race-based inequalities in educational outcomes; (2) learn to interpret race-based disparities in academic outcomes through the lens of equity; and (3) view inequalities in outcomes as a problem of institutional accountability that calls for collective action.”<sup>1</sup>

While the Equity Scorecard works explicitly to develop equity-mindedness among individuals and throughout institutions, equity-mindedness is critical for all who seek to achieve *Inclusive Excellence*, whether participants in the Equity Scorecard project or not. It requires a shift in the cognitive frames through which educational practitioners make sense of their students and their institutions. The UW System interprets “practitioners” broadly to include not only faculty and staff, but also administrators at the institutional and System levels, as well as the policy-makers, the Board of Regents. The most significant cognitive shift asks that all interpretations of inequitable outcomes make the institution—not the student—accountable. The achievement gap in educational outcomes—most significantly the differences in retention and graduation rates for students of color compared to their white peers—must be understood not through a student deficit orientation, i.e., the perspective that a lack of success results from students’ attitudes, knowledge, and behaviors like insufficient effort and responsibility, for example. Rather, institutions—and the individuals in those institutions—must hold themselves accountable for achieving equity by asking questions about the effectiveness of their practice, examining appropriate and disaggregated data, and using evidence to develop targeted responses and solutions to the problems of inequity in student achievement.

## RELATED REGENT POLICIES

Regent Resolution 8970: "Resolution to Endorse the UW System's Commitment to Diversity in Phase II of Plan 2008," adopted 2/11/05.

*Beyond Plan 2008: Next Steps in the UW System’s Work on Equity, Diversity, and Inclusion*, March 2009

*Status Report on Inclusive Excellence*, June 2010

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<sup>1</sup> Estela Mara Bensimon, *Learning Equity-mindedness: Equality in Educational Outcomes*, in *The Academic Workplace*, the newsletter of NERCHE, the New England Resource Center for Higher Education, Spring 2006, Volume 17, No. 1. [http://cue.usc.edu/tools/Bensimon\\_Learning%20Equity-Mindedness%20Equality%20in%20Educational%20Outcomes.pdf](http://cue.usc.edu/tools/Bensimon_Learning%20Equity-Mindedness%20Equality%20in%20Educational%20Outcomes.pdf)

***Revised 10/6/10***

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business, Finance, and Audit Committee

Thursday, October 7, 2010  
Reeve Union  
UW-Oshkosh  
Oshkosh, Wisconsin

10:00 a.m.     All Regents – Room 227 (Ballroom)

1. UW-Oshkosh Presentation: “UW-Oshkosh's ‘Principles for Progress and Prosperity:’ A Compact to Better Educate More People”
2. UW System’s Participation in the National *Access to Success* Initiative

12:00 p.m.     Regent/student lunch – Reeve Room 201

12:00 p.m.     Lunch – general participants – Reeve Union Underground

1:00 p.m.     Joint Meeting of Business, Finance, and Audit Committee and Capital Planning and Budget Committee – Reeve Union 202

- UW-Oshkosh Presentation: UWO Foundation/UW-Oshkosh; Partners in Progress and Campus Master Plan Update.

1:30 p.m.     Business, Finance, and Audit Committee – Reeve Union 202

- a. Competitive University Workforce Recommendations Update
- b. Trust Funds
  1. 2010 Proxy Voting Season Results
- c. Status Update on UW System Human Resource System (HRS)
- d. Committee Business
  1. Approval of the Minutes of the August 19, 2010 Meeting of the Business, Finance, and Audit Committee, and the Joint Meeting of the Education and Business, Finance, and Audit Committees
  2. UW Medical Foundation: Notice of Intent to Establish Generations Fertility Care, Inc., a Not-for-Profit Corporate Joint Venture with UW Hospitals and Clinics Authority and Meriter Hospital, Inc.



3. UW-Oshkosh Contract for Financial Services Opportunities with UW Credit Union  
[Resolution I.2.d.3.]
  4. Endorsement of Continued Federal Funding for Stem Cell Research  
[Resolution I.2.d.4.]
- e. Report of the Senior Vice President
  - f. Other items which may be presented to the Committee with its approval

**COMPETITIVE UNIVERSITY WORKFORCE COMMISSION  
(CUWC)  
UPDATE ON RESPONSES TO RECOMMENDATIONS**

**EXECUTIVE SUMMARY**

Regent Vice President and Co-chair of the Competitive University Workforce Commission (CUWC), Michael Spector presented the Commission's recommendations to President Reilly at the June 2010 annual meeting of the Board of Regents held in Milwaukee. The Commission's work was completed over four months from February 2010 through May 2010.

The CUWC recommends aligning the UW System's human capital with the goals of the UW System's *Growth Agenda* by advancing the following recommendations. Following each recommendation listed below is a brief update on the response to each recommendation.

1. **CUWC Recommendation** - The UW System Board of Regents should adopt a UW System total compensation philosophy that states that the average salaries of faculty, academic staff, and academic and administrative leaders (limited appointees) should reach their respective peer median salary levels, while retaining competitive benefits, by no later than the end of the 2015-2017 biennium. While this reflects an extended timeline, the urgency of restoring the University System's competitive position should be broadly communicated.

***RESPONSE*** - *This recommendation will be reflected in the 2011-2013 pay plan recommended by President Reilly to the Board of Regents in December 2010.*

2. **CUWC Recommendation** - Salaries represent approximately 73% of total compensation. Therefore, peer salary analyses should be the principal determinant in setting the target compensation levels for faculty, academic staff, and academic and administrative leaders (limited appointees) in the System.

***RESPONSE*** - *This recommendation will be reflected in the 2011-2013 pay plan recommended by President Reilly to the Board of Regents in December 2010.*

3. **CUWC Recommendation** - The UW System Board of Regents should seek additional flexibility from the state to increase and redistribute resources to address competitive compensation needs across the entire UW System. The Regents should be provided the authority to determine pay plan increases for faculty, academic staff, and academic and administrative leaders (limited appointees), taking into consideration state funding and additional available resources.

- The Board should work with the state to develop an alternative process for determining compensation (pay plan plus base adjustments). For example, consideration should be given to:
  - Utilizing a separate process from that used for other state employees when determining pay plan increases for faculty, academic staff, and academic and administrative leaders (limited appointees);
  - Changing state statutes to include performance among the permissible reasons for using internal resources (base budget dollars) to augment salaries;
  - Providing the Board the flexibility to address salary needs when setting tuition rates.

***RESPONSE - This flexibility has been requested in the 2011-13 budget which was approved by the BOR in August 2010. (See attached summary of flexibilities requested that relate to CUWC recommendations.)***

- The Board should work with the Legislature and the Wisconsin Department of Administration (DOA) to explore entrepreneurial ways to generate funds as a means of addressing salary issues. The Board should seek greater flexibility and freedom to manage operations. Savings realized from flexibility could be redirected by the UW System to address high priority needs. Some examples include:
  - Flexibilities in the capital budget process to allow for greater speed in project completion and reduced costs;
  - Additional procurement delegation to the Board of Regents;
  - Management of facilities, utilities, telecommunications, and fringes, with savings accruing to the UW System.

***RESPONSE – Procurement flexibility has been requested in the 2011-13 budget which was approved by the BOR in August 2010 (see attached summary). Flexibilities in the capital budget process and facilities management are being requested through the Wisconsin Division of State Facilities.***

In return for flexibility, further accountability and performance measures must be developed and incorporated into the annual UW System accountability report.

***RESPONSE - The accountability report is under revision to reflect more fully performance measures required by the Growth Agenda for Wisconsin.***

4. **CUWC Recommendation** - Competitive compensation should be included in the UW System Administration's and each institution's advocacy campaign directed at faculty, students, alumni, business leaders, community organizations, the Governor, and the Legislature.

***RESPONSE - This is a central pillar of the Growth Agenda strategic framework, linked to the "More Grads" and "More Jobs" goals as a foundational activity. This message has already been included with editorial board visits made by Regent***

*President Pruitt, Former Regent President Smith, and System President Reilly around the state, and is featured in the “Principles for Progress and Prosperity” paper. As the UW System Communications and External Relations Team works with institution Chancellors, PIOs, Legislative Liaisons, and others to develop and implement a budget advocacy plan, this message will be featured prominently.*

5. **CUWC Recommendation** - A formal mechanism for sharing institutional human resources best practices across the UW System should be established. Institutions should be encouraged to target areas of greatest need.

***RESPONSE** - Such sharing already takes place on an ad hoc and informal basis at Systemwide meetings of academic and administrative leaders. We will form a committee of Human Resources Officers to more formally identify areas of greatest need and the identification of best practices in addressing these needs for the purpose of sharing and duplicating such practices across the UW System.*

6. **CUWC Recommendation** - The Board should consider establishing some form of a Regents’ committee to focus on human capital to keep this issue at the forefront of its stewardship responsibilities. Human capital is essential to keeping the UW System and the state competitive.

***RESPONSE** – As a first step, this recommendation will be discussed with Board of Regents leadership and the Business, Finance, and Audit Committee.*

7. **CUWC Recommendation** - President Reilly should consider establishing workgroups to explore the following issues:
  - Tuition remission and/or tuition assistance programs for employees, spouses, partners, and dependents;

***RESPONSE** - A report and analysis of this benefit has been prepared by the UWSA in consultation with the UW System President’s Fringe Benefits Advisory Committee. (See attached).*

- Alternatives that maximize the UW System’s autonomy and financial capacity to effectively allocate all funds;

***RESPONSE** - Aspects of this recommendation were included in the Regents budget request for 2011-13 approved at the August Board meeting and are currently under review with the Wisconsin Division of State Facilities. (See attached summary of flexibilities requested that relate to CUWC recommendations.)*

- How pay plan funds are allocated as a means of addressing competitive compensation gaps;

***RESPONSE – This recommendation will be referred to the Human Resources Officers committee referred to above in Recommendation #5 for consideration as part of a review of best practices.***

- The appropriateness of the current institutional peer groups.

***RESPONSE - On September 22, 1983, by Executive Order #27, Governor Anthony Earl established the Faculty Compensation Study Committee, and charged it to “examine the current and historical levels of faculty salaries and other compensation, the internal and external salary pay plan practices of the State and University of Wisconsin System, and the possible funding sources for any recommended changes in compensation.”***

***Recommendations for improvement of faculty salaries included: “UW faculty salaries should be maintained at a position which is competitive with peer institutions and remain in a competitive position in future years.” Several sets of peer institutions were considered, but “for clarity and convenience of the report,” the Study Committee elected to use a cluster analysis set of peer groups developed by the Department of Administration. The peer “cluster” groups were based on a statistical analysis of several factors: “enrollment, student-faculty ratios, proportion of full professors among the total faculty, research expenditures per faculty member, ratio of total degrees awarded, proportion of doctoral degrees to total graduate degrees and proportion of first professional degrees to total graduate degrees, adjusted to reflect considerations of similar mission and quality.” While the cluster analysis peer groups were accepted, the Study Committee acknowledged that the peer groups “do not represent the only nor necessarily the best characterization of peer institutions of University of Wisconsin institutions.” From this cluster analysis, separate peer groups were adopted March 30, 1984 for UW-Madison, UW-Milwaukee, and the UW Comprehensive Institutions and UW Colleges.***

***Given that the peers were determined through the work of a study committee established by the Governor, it would not be in the purview of UW System Administration to make changes to the peer groups.***

## **Flexibilities Requested in the 2011-13 Budget that Relate to CUWC Recommendations**

### **Removal of \$12,000 Cap on Earnings from Another Agency**

Section 16.417(2)(a), Wis. Stats., prohibits individuals who are employed or retained in a full-time position or capacity with a state agency or authority from earning more than \$12,000 per year from a position with another agency or authority. Each UW System institution must track dual employment situations against this cap, which is administratively difficult and resource intensive. Removal of this cap will free staff resources for other duties and allow UW System institutions to hire the most talented and qualified individuals available, regardless of their status with another state agency or authority.

### **Range Setting and Pay Plan Increase Authority**

Compensation across the UW System continues to lag behind peer institutions, which makes recruitment and retention of high-quality faculty increasingly difficult. The Board of Regents should be authorized to increase and redistribute resources to address competitive compensation across the entire UW System. This includes: (1) the authority to approve compensation levels and salary ranges for employees serving as Vice Presidents or Provosts; (2) the ability to determine pay plan increases for faculty, academic staff, and academic and administrative leaders, while taking into consideration state funding and the availability of resources; and (3) the ability to make base adjustments for salary increases associated with performance. Authorization should also be granted to the Board of Regents to consider compensation needs within the UW System as part of the tuition authority provided under Section 36.27, Wis. Stats.

### **Expanded Procurement Authority**

Section 16.753(1), Wis. Stats., requires that government agencies submit all major expenditures, which are defined as expenditures of \$10,000 or more or continuing expenditures of \$10,000 or more in a biennium, to the Governmental Accountability Board to be posted on the Internet. Because there is no automated system to segment expenditures that fall below \$25,000, which is the threshold for identifying major capital projects, this requirement has proven to be extremely staff intensive and costly.

Section 16.753(3), Wis. Stats., requires that all change orders to a contract subject to

the posting requirement, as well as any change orders to a contract that creates a major expenditure, must be reported and posted on the Internet. Statutory changes that provide some minimum threshold in order for change orders to be posted, as well as exempting change orders that reduce a contract below the major expenditure category, will reduce the administrative burden of complying with this requirement.

Independent procurement authority would streamline the purchasing process and allow the university to respond quickly and efficiently to the rapidly changing higher education purchasing environment. The UW System seeks flexibility in the procurement process to allow the System to use higher education consortial contracts, such as the Big 10 Consortium contract for office supplies. In addition, sole source processing time could be streamlined if DOA approval were not required.

Section 16.75(3t)(c), Wis. Stats., requires that, prior to seeking bids or competitive sealed proposals for the purchase of certain materials, supplies, equipment or contractual services, state agencies must offer prison industries the opportunity to supply the goods or services, as long as that the Department of Corrections is able to provide the goods or services at a price comparable to one which may be obtained through competitive process. The mandatory nature of prison industry contracts provides that only the Department of Corrections can waive this requirement for state agencies.

UW System seeks the ability to purchase from a minority business certified by the Department of Commerce under s. 560.036, Wis. Stats., instead of prison industries when the minority business offers an equal product at an equal or lower cost. Providing this authority will allow the UW System to encourage and support the development and growth of minority businesses while ensuring that goods and services are procured at a price that is competitive and fair for state taxpayers.



2009

# An Analysis of Tuition Assistance Benefits Available to UW System Employees

This report will review current UW System tuition assistance policies, the prevalence of both employee and family tuition assistance programs among peer institutions, types of tuition assistance available to employees of public and private institutions, theories on the cost of tuition assistance and the possible employee tax ramifications of tuition assistance.

Nicole Zimm, Policy Analyst  
University of Wisconsin System Administration  
Office of Human Resources and Workforce Diversity  
2/23/2009





## Executive Summary

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This report compares tuition assistance benefits offered to UW System employees to those offered to employees of public and private institutions nationwide. The report will review current UW System tuition assistance policies, the prevalence of both employee and family tuition assistance programs among peer institutions, types of tuition assistance available to employees of public and private institutions, theories on the cost of tuition assistance and the possible employee tax ramifications of tuition assistance.

There is no official tuition remission or assistance policy for UWS employees or their dependents. Per University Personnel Guideline #8, UWS employees may be reimbursed for authorized education that provides knowledge for the employee's job or that will further the employee's career development at UW System. In general, no more than one course, up to 5 credits in any academic term should be reimbursed. There is no tuition assistance available to the spouses, domestic partners or children of UWS employees.

The vast majority of institutions of higher education offer some form of tuition assistance to their employees. All institutions within UW-Madison's and UW-Milwaukee's peer groups offer partial to 100% tuition assistance to their employees and a majority provide some form of tuition assistance to an employee's family members. Most tuition assistance programs offer a greater benefit to the individual employee than to his/her family members and almost all programs cap the number of credits available.

There is debate regarding the true cost of offering tuition assistance. Many believe that providing partial to full tuition remission may be "cost neutral" to a university. A University of Minnesota Faculty Senate study determined that a 100% tuition remission benefit for an employee's child after ten years of employment would cost the university nothing and actually reduce overall employee costs to the university due to increased employee retention. The University of Texas-Arlington believes that its 50% tuition remission policy for its faculty members and their spouses and children is cost-neutral. On the other hand, human resources staff from the University of Minnesota contacted many institutions that offer tuition assistance to employees' children, in an attempt to quantify the policy's effect on recruitment, retention and reduced employee turnover. They were unable to find concrete statistics to support the claim because the policy's effect on employee behavior is too difficult to quantify.

UW System may need to expand its tuition assistance program to remain competitive with peer institutions. A tuition assistance program for both employees and family members may be a minimal cost program that could improve morale, create educational opportunities and further the Growth Agenda for Wisconsin.

## An Analysis of Tuition Assistance Benefits Available to UW System Employees

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### ***Scope of comparison and studies used in analysis***

This report compares tuition assistance benefits offered to UW System employees to those offered to employees of public and private institutions nationwide. The sources include the 2007-08 Association of American Universities Data Exchange (AAUDE) Survey of Benefits Programs (a report that includes benefit information from 24 university systems across the United States) and information gathered from the human resources and benefits websites at peer and private institutions. See Appendix A for a listing of peer institutions.

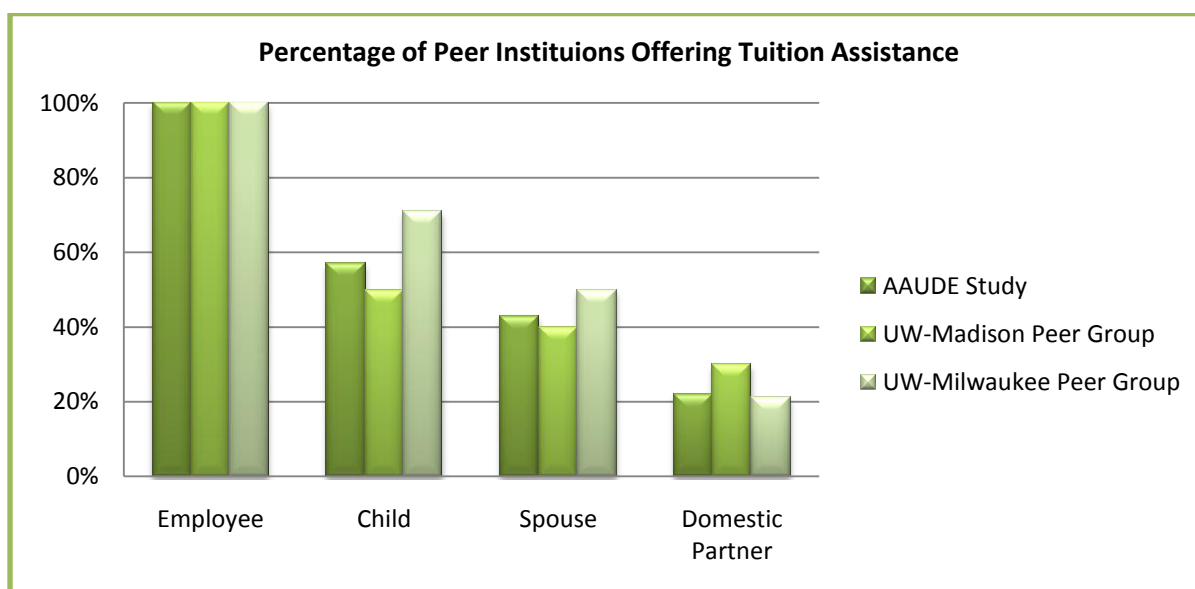
### ***There is limited tuition assistance available to UWS employees and no benefits for dependents.***

There is no official tuition remission or assistance policy for UWS employees or their dependents. Per the Policy Paper, Educational Assistance for Faculty and Staff (revised 9-19-1997) and University Personnel Guideline #8, UWS employees may be reimbursed for authorized education and training that provides knowledge for the employee's job or that will further the employee's career development at UW System. In order to be eligible for the benefit, an unclassified employee must carry at least a 50% appointment and a classified employee must have either permanent or project status. In general, no more than one course, up to 5 credits (or a training equivalent) in any academic term should be reimbursed. Assistance is approved at the institutional level and may be denied if it is determined that the course is not of sufficient benefit to UW System. Courses may be taken at any state accredited public or private institution. If courses are taken at a private institution, reimbursement should be limited to the tuition cost of the home institution. Each institution is responsible for establishing an equitable distribution of the opportunity for educational assistance. There is no tuition assistance available to the spouse, domestic partner or children of UWS employees.

### ***Tuition assistance is widely available at peer institutions for both employees and their families.***

According to the AAUDE survey, 100% of responding institutions offer tuition assistance to their employees and 60% offer assistance to dependents. Every institution in UW-Madison's and UW-Milwaukee's peer group offers partial to 100% tuition assistance to employees. Most tuition benefits are available only at the campus of the employee or on a campus within the same university system. Only the University of Michigan offers a substantial tuition benefit, up to \$1352/semester, for education received out of system. Half of UW-Madison's peer group offer tuition assistance to dependent children with an average benefit of 50% tuition remission. Within UW-Madison's peer group, four institutions offer a spousal discount and three offer a domestic partner discount. Of UW-Milwaukee's peer group 71% offer assistance to dependent children, 50% offer assistance to the employee's spouse and 21% offer assistance to domestic partners.

The following chart compares tuition assistance availability for employees, dependent children, spouses and domestic partners at peer institutions.



***Eligibility for tuition assistance varies among peer institutions.***

Eligibility for tuition assistance varies a great deal among universities. Many institutions also have different eligibility requirements for faculty/academic staff and classified/civil service staff. The vast majority of institutions require at least a 50% appointment to be eligible for any benefits. The universities of Indiana and Texas provide benefits only to full time employees. Within UW-Madison's peer group, 70% of institutions allow employees to receive employee tuition assistance from the date of hire. The remaining institutions require employees to work from six to twelve months before eligibility begins. Of the five UW-Madison peer institutions that provide assistance for children, four provide the benefit immediately, but employees at the University of Illinois must have seven years of service before their children are eligible for assistance. According to the AAUDE study, 65% of surveyed institutions offer tuition assistance to employees upon hire.

***Institutions that offer tuition assistance often cap or limit benefits.***

There is considerable variation in the types of tuition assistance available to employees and their families. One common trait among institutions is that tuition assistance will only cover the cost of the course, not associated fees or textbooks. Most institutions cap the amount of credits that an employee can take each semester. Of the UW-Madison peer group, 80% will pay the entire tuition cost of a course if the employee takes one to two courses per semester. Most institutions also offer prorated benefits to employees who work less than 100%. Institutions use credit caps and attainment of a degree to limit the benefit available to children. All of the institutions in the AAUDE survey cap either the credits or dollar amount of tuition assistance available for employees and their dependents.

See the following tables for more information about tuition benefits available at institutions within UW-Madison's and UW-Milwaukee's peer groups.

### Tuition Assistance Available at Institutions in UW-Madison's Peer Group

	Employee Minimum Appt %	When employee can receive benefits	Undergrad benefit at own institution	Graduate benefit at own institution	Child Benefit	Spousal Benefit	Domestic Partner Benefit
Indiana University	100%	Upon hire	\$983/yr	\$1194/yr	50% thru 140th credit	100% up to annual max (indexed annually)	
Michigan State University	100% (PT EE's - pro-rated benefit)	6-12 months	75% of 14-16 cred/yr		50% thru 120th credit	50% at MI institution thru 120th credit	
Ohio State University	75%	Upon hire	Up to 10 cred/term & up to \$7500/sem		50% if 1 parent employed & 75% if 2 parents employed. Up to 200 credit hrs	50% of tuition thru 200th credit	
Purdue University	50%	Upon hire	7 cred/sem + 4 cred/summer		% adjusted by board on annual basis - ends when 1st degree attained.	EE must have 2+ yrs of service, up to 7 cred/sem + 4 cred/summer	NA
University of California - Berkeley & LA	50%	Upon hire	2/3 reduction in registration & educational fee for the greater of 9 units or 3 courses per quarter or semester.		NA	NA	NA
University of Illinois - Urbana & Champaign	Civil Service: 50%+ AS/Faculty: 25%+	Upon hire	Civil Service: 100% - 11 cred/sem; 50-99% - 5 cred/sem AS/Faculty: 100%		After 7 yrs service; 50% off tuition (undergrad only)	NA	NA
University of Michigan	50%	6+ months	75% for 4 hrs/term; prorated according to FTE% if less than 100%		NA	NA	NA
University of Minnesota - Twin Cities	75%	Upon hire	100% of 1-2 courses/sem		NA	NA	NA
University of Texas - Austin	100%	12+ months	100% up to 3 credits/sem		NA	NA	NA
University of Washington	50%	Upon hire	100% up to 6 credits		NA	NA	NA

### Tuition Assistance Available at Institutions in UW-Milwaukee's Peer Group

	Employee Minimum Appt %	When employee can receive benefits	Undergrad benefit at own institution	Graduate benefit at own institution	Child benefit	Spousal benefit	Domestic Partner Benefit
Cleveland State University	50%	Upon hire	8 cred/sem		EE at least 75% w/ 1 yr (faculty) or 2 yrs (staff) service. Up to 100% undergrad and 50% grad, max of 144 credits or 2 degrees (whichever is less)		
Georgia State University	100%	6+ months	8 cred/sem		NA	NA	NA
Rutgers University - Newark	100%	Upon hire	Staff:100% for salary at or below \$95,638; others 50%; Faculty: 100% for below the rank of Associate Professor; others 50%		EE must be FT – 100%, up to 10 terms for 4 yr undergrad or 12 terms for 5 yr undergrad	NA	NA
State University of New York - Buffalo	50%	6+ months	50% up to 15 credits		NA	NA	NA
Temple University	100%	Upon hire	100% up to 8 credits		EE must be FT - 100% up to 10 semesters	EE must be FT - 50%	
University of Akron	100%	Upon hire	Greater of two courses or six credit hours per semester		100% of course fee		NA
University of Cincinnati	50%+	Upon hire	6 cred /sem (3 cred/sem if PT); if FT & in degree seeking program, receive 100% remission upon approval of vice president		100% up to 216 undergrad credits		
University of IL - Chicago	Civil Service: 50%+ AS/Faculty: 25%+	Upon hire	Civil Service: 100% - 11 cred/sem; 50-99% - 5 cred/sem (if off U of IL campus, 3-6 cred/sem) AS/Faculty: 100%		50%+ w/ 7 yrs service; 50% for undergrad only - attend U of IL or any state of IL Senior Public University	NA	NA
University of Louisville	80% (40% for partial benefits)	Upon hire	6 cred/sem; if greater than 40%, 3 cred/sem		100% if EE 80%+	NA	NA
University of Missouri - Kansas City	100%	6+ months	75% up to 15 cred/year		50% of 140 credit hours (any level)		NA
University of New Orleans	100%	12+ months	6 credit hours/sem		NA	NA	NA
University of Texas - Dallas	100%	12+ months	100% up to 3 cred/sem		NA	NA	NA
University of Toledo	50%+	12+ months	8 cred/sem (prorated if less than 100%)		100% (prorated if EE less than 100%)		
Wayne State University	50%+	Upon hire	100% for the greater of one class or four credit hours/sem		50%	50%	50% for same sex DP

***Tuition assistance and tuition exchange programs are common at private institutions.***

Private colleges are much more likely to offer tuition assistance to employees and their families. Within Wisconsin, colleges such as Beloit College, Cardinal Stritch, Carthage College, Concordia University, Edgewood College, Lawrence University, Marquette and Viterbo University all offer 75% - 100% tuition remission to employees. All of these institutions, except Concordia, also offer 100% tuition remission for children. Concordia offers 75% tuition remission for children. Nationwide, large private colleges such as Boston College, Cal Tech, Duke, Emory, Harvard, Northwestern, Notre Dame, Princeton and Stanford offer 75% - 100% tuition remission to employees. Of those institutions, all but Harvard offer partial to full tuition remission to the children of employees. Most of these schools also offer tuition assistance to children who attend other schools.

Many private colleges are also members of tuition exchange programs. These programs allow children to attend institutions other than where the parent is employed and still receive partial to full tuition remission. A few of the programs include:

- Associated Colleges of the Midwest (ACM): Children receive full tuition remission at one of the eleven participating institutions
- Great Lakes College Association (GLCA): Children receive full tuition remission at one of the twelve participating institutions
- National Tuition Exchange: Children can apply for a tuition exchange scholarship to one of 380 institutions
- Catholic Coop Tuition Exchange Program: Children whose parents work for certain Catholic universities can attend other Catholic universities with partial to full tuition remission

See Appendix B for examples of tuition assistance available at selected private institutions.

***Some believe that tuition assistance is cost neutral.***

Many employers believe the cost to provide tuition assistance to employees is prohibitive due to lost tuition revenue. The loss of tuition revenue may be offset by additional money coming in to the university or increased efficiencies due to a reduction in employee turnover. A tuition remission policy may attract researchers or faculty who may not otherwise work for the university and these employees may bring a sizable amount of grant money with them. If there is a minimum service requirement before dependents are eligible for tuition remission, there may be a large incentive for employees to remain with the same employer, thus reducing turnover and costs associated with hiring and re-training. Below are two examples of the potential cost of providing tuition assistance to employees and their families.

**University of Minnesota Study**

In 2000, the University of Minnesota Senate Committee on Faculty Affairs presented an analysis of the cost to provide partial to full tuition remission to the children of University of Minnesota employees. The study was entitled *Resolution on Tuition Benefits for Children of University Employees* and can be found online at <http://www1.umn.edu/usenate/resolutions/tuitionbenefit.html>. A summary of the study can also be found in Appendix C. The study focuses on an employee's total compensation package and how a tuition remission policy encourages retention. The

proponents of the study believe that the cost savings from reduced turnover exceeds the costs associated with a tuition remission policy; therefore, the benefit could save money and would improve the overall efficiency of the university.

The study has a series of assumptions about how many people are expected to use the benefit:

- 50% of employees have dependents and of those with dependents, each has 1.8 children between 0-23 years.
- 50% of children will qualify to attend the university
- 50% of those qualified will choose to attend the university
- Overall “risk” of child attending the university is 22.5% for each employee

The study also estimates the cost to replace an employee:

- 150% of annual salary for faculty
- 67% of annual salary for professional employees
- 50% of annual salary for civil service employees

According to the analysis, the present value of a 100% dependent tuition remission policy for four years to an employee with ten years of service is \$5,568 (the present value of a 50% tuition remission policy is \$2,784). However, if turnover is reduced by 10%, the net cost savings to the university from providing this benefit, after turnover cost reductions, for an employee with ten years of service would be \$929 for faculty and \$577 for civil service employees. The overall weighted cost savings for all employee categories would be \$23.73 per year for each ten year employee. If a 50% remission is applied, the savings would be \$112.13 per employee per year.

The theory behind the analysis was that a dependent tuition assistance benefit will reduce employee turnover by 10%, thereby reducing employee replacement costs. The final proposal was a 100% tuition remission for dependent children after the employee has ten years of service. The proposal also included 50% tuition remission after five years of employment and increased the benefit by 10% per year until 100% tuition remission after ten years of service. Given the assumption that employee turnover will decline by 10%, the policy would save the university an estimated \$1.2 million in employee turnover costs. According to this analysis, dependent tuition remission would cost the university nothing and actually create a decrease in overall employee costs to the university.

The 2000 Faculty Senate resolution failed to pass. The Faculty Senate reintroduced the resolution in 2005, but it also did not pass at that time. The University of Minnesota contacted many institutions who offer tuition assistance to children in an attempt to quantify the policy’s effect on recruitment, retention and reduce employee turnover. Unfortunately they were unable to find any concrete statistics to support the policy because the policy’s effect on employee behavior is too difficult to quantify. To date, the University of Minnesota has not adopted a tuition remission policy for dependent children. The university does; however, provide the Regent Scholarship Program for active employees.

## University of Texas-Arlington

UT-Arlington allows faculty, dependent children and spouses to attend campus classes for 50% off the normal cost of tuition. Jean Hood, UT-Arlington's vice president for human resources stated, "If your enrollment goes up, your revenue goes up. This is not an added cost to us." Hood also indicated, "It's a great enrollment and retention tool. It's clearly something that people really want." Jerry Lewis, UT-Arlington communications vice president, added, "We're not looking to make money from it. We're looking at it to be revenue neutral." (*Star-Telegram.com* 7-28-08)

### ***UW System may want to expand the current tuition assistance policy for employees and research tuition assistance options for the spouse, domestic partner and/or children of employees.***

UW System's employee tuition assistance policy is very limited and only applies to courses that pertain to an employee's current position. UW System may want to consider expanding the current policy to allow employees to take classes outside of those relative to their current field or position. This type of tuition assistance policy could be considered an investment in future talent and as a way to groom people for new roles and higher levels of responsibility. If the program is expanded, a cost containment measure may be to provide only a certain percentage off the normal cost of tuition.

UW System may also want to do more extensive research into the costs and benefits associated with tuition assistance for an employee's family. This program could take many different forms – a percentage off tuition for all family members, a tuition discount program for children only, an either/or program – either the employee could receive tuition discounts or the employee's child could receive the discounts. There are many potential different plan types that could be offered, thus additional research is needed to determine the appropriate tuition assistance program for UW System.

A comprehensive tuition assistance program would help UW System become more competitive relative to its peer institutions. The program may also promote recruitment and retention by improving both employee morale and educational opportunities for employees and their families. A tuition assistance program would also support UW System's Growth Agenda for Wisconsin initiative by allowing more people to receive undergraduate degrees and creating an affordable way for non-traditional, older working students to pursue a degree.

### ***There may be tax ramifications of a tuition assistance program.***

The taxation of tuition assistance benefits are outlined in Section 117(d) of IRS code for undergraduate courses and Section 127 of IRS code for graduate level courses. According to current IRS code, tuition benefits for employees and their immediate family members for undergraduate courses are not taxable. The first \$5,250 in employee tuition benefits in each calendar year for graduate level courses is not taxable. Any assistance above that level is considered a taxable fringe benefit.

If a tuition assistance benefit is offered to an employee's domestic partner, the full value of assistance is considered a taxable fringe benefit to the employee because the IRS does not consider a domestic partner the same as a legal spouse for tax purposes. Only tuition assistance benefits for an employee's immediate family per IRS regulations receive favorable tax treatment. If a tuition assistance program is



offered, a more in-depth review of applicable tax laws will be needed.

### ***Summary***

UW System employees are eligible to receive tuition reimbursement for a limited amount of courses that provide job-related knowledge or that will further the employee's career development at the UW. Members of an employee's family are not eligible for tuition assistance. Almost all peer institutions provide employee tuition assistance and half provide tuition assistance to eligible children. UW System may need to expand its tuition assistance program to remain competitive with its peer institutions. A tuition assistance program for both employees and family members may be a minimal cost program that could improve morale, create educational opportunities and further the Growth Agenda for Wisconsin.

## **Appendix A: UW System Peer Institutions**

### **UW-Madison Peer Group (11)**

Indiana University  
Michigan State University  
Ohio State University  
Purdue University  
University of CA – Berkeley  
University of CA – Los Angeles  
University of IL – Urbana/Champaign  
University of Michigan  
University of MN – Twin Cities  
University of TX – Austin  
University of Washington

### **UW-Milwaukee Peer Group (14)**

Cleveland State University  
Georgia State University  
Rutgers University – Newark  
State University of NY – Buffalo  
Temple University  
University of Akron  
University of Cincinnati  
University of IL – Chicago  
University of Louisville  
University of MO – Kansas City  
University of New Orleans  
University of TX – Dallas  
University of Toledo  
Wayne State University

### **Comprehensive University Peer Group (33)**

Bemidji State University  
Central Michigan University  
Chicago State University  
Eastern Illinois University  
Ferris State University  
Grand Valley State University  
Indiana – Purdue University at Fort Wayne  
Indiana University – Northwest  
Indiana University – South Bend  
Indiana University – Southeast  
MN State University- Mankato  
Michigan Tech University  
MN State University – Moorhead  
Northeastern Illinois University  
Northern Michigan University  
Oakland University

Purdue University – Calumet  
Saginaw Valley State University  
Southern IL University – Edwardsville  
University of Akron  
University of IL – Springfield  
University of MI – Dearborn  
University of MI – Flint  
University of MN – Duluth  
University of Northern Iowa  
University of Southern Indiana  
Western Illinois University  
Western Michigan University  
Winona State University  
Wright State University  
Youngstown State University

## Appendix B: Tuition Assistance Available at Selected Private Institutions

	Eligible Employees	First Eligible	Undergrad benefits at own institution	Grad benefit at own institution	Benefits at other institutions	Eligible Children	Eligible Spouse	Eligible Domestic Partner
Beloit College	100% permanent	Upon hire	100% of 1 cred/term		Children, spouse, DP eligible for tuition exchange programs after 2 yrs: ACM, GLCA & Nat'l Tuition Exchange	Educational Asst Prog: 100% of 1 cred/term Tuition Remission at Beloit College: Eligible after 2 yrs-100% of tuition up to 8 semesters or graduation. Tuition Exchange Program: eligible after 2 yrs		
Boston College	50%+	Upon hire	100%; prorated if PT	100% up to 6 cred/sem; prorated if PT	NA	After 5 yrs, 100% of undergrad only	Less than 5 yrs - 50%, of 6 cred/sem; 5+ yrs, 100% of 6 cred/sem	NA
Cal Tech	100%	6 mos	100% (FT & PT EE's), up to \$5250/yr	100% (FT EE's only), up to \$10,000/yr	100% for schools within specific network	FT EE after probation, 100%, undergrad only	NA	NA
Cardinal Stritch	FT & PT employees		Up to 100%	Up to 100%	Through the Tuition Exchange Program and the Council of Independent Colleges, employees & dependents can receive tuition waiver at hundreds of participating colleges and universities throughout the nation.	Up to 100%	Up to 100%	Up to 100%
Carthage College	FT & PT EE (work at least 1000 hrs/year)	3+ months	100%		Children of FT EE's w/ 6+ yrs of service can apply for Student Exchange Program - 2 programs (through ELCA & another w/ selected colleges nationwide).	Eligible after 1 yr – FT EE - receives: 25% after 1 yr, 50% after 2 yrs, 75% after 3 yrs, 100% 4+ yrs If EE PT - receives: 12.5% after 1 yr, 25% after 2 yrs, 37.5% after 3 yrs, 50% after 4+ yrs Limited to 4 yrs of assistance.		

	Eligible Employees	First Eligible	Undergrad benefits at own institution	Grad benefit at own institution	Benefits at other institutions	Eligible Children	Eligible Spouse	Eligible Domestic Partner
Concordia University	100%	Upon hire	75%, up to 12 cred/sem		NA	After 1 yr of FT employment - 25% after 1 yr, 50% after 2 yrs, 75% after 3+ yrs. Up to 6 cred/sem-undergrad only		NA
Duke	100%	2 yrs	100% of 2 classes/sem, up to \$5000		100% of 2 classes/sem, up to \$5000 within specific network	75% of Duke's tuition at any school up to 16 for all kids of parent (no more than 8 sem/kid)	NA	NA
Edgewood College	50%+	Upon hire	100%		Discount at Edgewood High School & 100% tuition remission at Edgewood nursery school. Tuition exchange program for kids & spouses of FT employees thru Institutions in Catholic Coop Tuition Exchange program.	FT employees after 90 days; 100% tuition remission at Edgewood.		NA
Emory	50%+	1 yr	100% up to 5 cred/sem (prorated for PT)		NA	After 2 yrs, 50-100% depending on yrs of service		
Harvard	50%+	90-180 days	75%-90%, up to \$5250, 4-10 credits, depending on yrs of service			NA	NA	NA
Lawrence University	50%+ permanent employees	Upon hire	FT: 100% of 3 courses/yr PT: 100% of 1 course/yr	FT: 100% of 3 courses/yr PT: 100% of 1 course/yr	After 2 yrs, kids of FT ee's may apply for tuition remission at participating ACM college, or the Tuition Exchange, Inc.,	After 2 yrs, FT EE's only, 100% tuition remission	FT: 100% of 3 courses/yr PT: 100% of 1 course/yr	

	Eligible Employees	First Eligible	Undergrad benefits at own institution	Grad benefit at own institution	Benefits at other institutions	Eligible Children	Eligible Spouse	Eligible Domestic Partner
Marquette	50%+	1 semester	100% of 7 cred/sem + 8 cred/summer (prorated if less than 100%)		FACHEX program allows kids to get tuition remission at other Jesuit schools.	After 5 yrs, 100% undergrad or grad	FT EE's only following 1st semester: 100% of 7 cred/sem + 8 credits per summer (prorated less than 100%)	NA
Northwestern	100%	Upon hire	75% up to \$8000/yr	85% up to \$8000/yr	NA	FT only; 37-90% at school, 37%, up to \$5616 at other school.	FT only; 37-90% at school	FT only; 37-90% at school, same sex DP only
Notre Dame	100%		90% of 1 course/sem	100% of 1 course/sem	Up to \$1500/yr	After 5 yrs, 50% up to 8 semesters; at other schools - 50% of Notre Dame's tuition	NA	NA
Princeton	In benefits eligible position	1 yr	85% up to \$5250/yr			50%, up to \$11,840 for undergrad at any accredited institution	NA	NA
St Scholastica College	50%+	Staff: 1st semester following start date Faculty: Semester following start date	Staff: 50% after 1st semester, 100% after 1 yr FT Faculty: 100% All: PT employees receive prorated benefit.		NA	If EE is FT Staff: 50% after 1st semester, 100% after 1 yr. If EE FT Faculty: 100% If PT EE, receive prorated benefit.		NA
Stanford	50%+	6 mos	Up to \$5250, prorated if PT			50%+ after 6 months, up to 50% of Stanford's tuition (\$17,400)	NA	NA
Viterbo University	100%	Upon hire	100%	50%	NA	After 1 yr - 100% undergrad only		NA

## **Appendix C: University of Minnesota Tuition Assistance Proposal**

### Resolution on Tuition Benefits for Children of University of Minnesota Employees

#### FOR INFORMATION:

#### **Background**

In spring 1999 the SCFA Benefits Subcommittee, representatives of ASAC, and the Civil Service Committee met to request a new employee benefit: a 50% tuition reduction for dependents of employees enrolled in undergraduate degree programs at the University of Minnesota. The Employee Benefits Department conducted an informal survey of other universities, including all Big Ten members, to determine what levels of tuition remission benefits were offered.

*A majority of the universities that were surveyed offered tuition benefits. Many remitted 50% with a few (mostly privates) offering 100%. In the Big Ten, 7 of 14 offered tuition remissions with Northwestern offering 85%; Penn State, 75%, and all others at 50%. Iowa, Michigan, Minnesota, and Wisconsin do not offer a tuition benefit for dependents of employees.*

The analysis performed by Employee Benefits (appended to this report) suggests that the cost of a 50% tuition remission, when fully implemented with students in all four years, would be between \$1.2 and \$1.7 million. (See appended report.) Assuming that dependents are equally distributed across employment categories, this would mean that 44% of eligible dependents are associated with Civil Service/Bargaining Unit staff while 56% are associated with Faculty and Professional Administrative Staff. Using \$1.45 million as the full cost (halfway between \$1.2 and \$1.7 million estimates), the added percentage fringe benefit increase would be .25% for CS/BU and .21% for Faculty/PA.

#### **New Analysis**

Employers design benefit plans to influence employee behavior—particularly with relation to attraction and retention to the organization. A benefit program that has certain features is more attractive to some segments of the labor force than others. For example, health care subsidies for dependents increases the attractiveness for applicants and employees with dependents. A retirement program with a service requirement for vesting of benefits encourages retention.

An employee's total compensation consists of cash payments and economic benefits designed to reduce risk (insurance), pay in kind (recreation subsidies), pay during nonworking periods (vacations and holidays), and provide for retirement (pensions). The mix of cash payments and benefits reflects the joint interests of employers and employees. In turn, public policy has favored employers providing benefits for employees rather than the employees purchasing benefits themselves due to the nontaxability of benefits, but not cash payments.

A tuition remission program for dependents of employees that includes a service requirement would be expected to increase attractiveness of employment for those who have dependents who will likely be admissible to the university. It would also reduce turnover because sustained service would be necessary to

make use of the benefit.

*If cost savings from reduced turnover exceed increased costs of a tuition reduction benefit, then the benefit would be costless—actually improving the efficiency of the university.*

## **Assumptions**

We begin with the following enrollment assumptions which are largely similar to those used in last year's proposal:

- 50% of employees have children/dependents, Of those with dependents, each has 1.8 children/dependents between 0-23 years of age
- 50% of children will be qualified to attend the university
- 50% of those qualified will choose to take advantage of university enrollment
- Thus, the "risk" of an employee having a child/dependent attend the university is about .225.

The current proposal requires some additional assumptions:

- Assume that the transition probabilities from freshman to sophomore, sophomore to junior, and junior to senior are .90 for each year
- The real (after inflation) rate of tuition increases will be a constant 2% into the foreseeable future
- The real (after inflation) discount rate will be a constant 3% into the foreseeable future
- Implementing the tuition benefit will be associated with a turnover reduction of 10% in the current rate of turnover during each year of an employee's employment with the university
- The cost of replacing an employee who quits is equal to 150% of annual salary for faculty, 67% for PA, 50% for civil service, and 33% for bargaining unit employees.

## **Analysis**

With these assumptions in place, the present value of the 100% tuition remission for four years to an employee with 10 years of service is \$5,568 (at 50%, \$2,784). If we were to calculate the present cost of providing this benefit to the proportion of employees (by classification) who would be expected to accrue 10 years of service (under reduced turnover expectations), the cost would be \$2,968 for P/A, \$4,043 for faculty \$2,537 for civil service, \$2,443 for Teamster members, and \$2,014 for AFSCME members. (Keep in mind that these figures are approximate.) However, if turnover were reduced by 10%, the net (cost) saving for the university from providing this benefit, after turnover cost reductions, for a 10 year service employee would be (\$137) for PA, \$929 for faculty, (\$577) for civil service, (\$1,594) for Teamsters, and (\$1,077) for AFSCME. The overall weighted cost would be \$23.73 per year for each 10 year employee. If a 50% remission is applied, the savings would be \$112.13 per employer per year.

*If the university were to implement a 100% tuition remission program, with vesting starting at 50% in year 5 and increasing by 10% per year until full vesting at year 10, and if turnover declined by 10% in each employee group as a result, the following conservative estimate would apply. Assuming that all employees work for up to 20 years, and that there are about 5% of employees in each year of service between 1 and 20, then the annual cost savings, net of tuition costs, per employee is about \$89 and the annual savings across the employee*

*population would be in excess of \$1,200,000.*

Spreadsheets on which this analysis is based are available upon request from the Senate office.

## **Resolution**

Whereas: The University of Minnesota, as a land grant institution, has as one of its central missions the education of highly qualified undergraduate students, and

Whereas: The University of Minnesota benefits from the efforts and commitment of all of its employees, and

Whereas: University of Minnesota employees, especially as employees of an institution of higher learning, understand the benefits of higher education and seek to make them available to their children/dependents, and

Whereas: The University of Minnesota desires to improve the effectiveness of its workforce and reduce employment costs by reducing employee turnover, and

Whereas: The faculty of the University of Minnesota seeks a stronger sense of community among all employee groups, each of which contributes to the mission of the university, and

Whereas: It can be demonstrated that the inclusion of a partial tuition remission benefit would reduce employment costs under relatively conservative assumptions, therefore

Be it resolved: That the Faculty Senate strongly recommends that the children/dependents of all university employees having accrued 5 or more years of uninterrupted university service be granted a 50% tuition reduction upon being regularly admitted to an approved undergraduate program leading to a bachelor's degree, that the tuition reduction will be applied to half of the tuition for the first four year's of a child/dependent's enrollment, during periods in which the child/dependent student is in good academic standing; and that the percentage of tuition reduced be increased by 10% for each additional year of uninterrupted service through year 10.

## **COMMENT:**

The SCFA Benefits Subcommittee, under the direction of its chair, Professor John Fossum, has developed the above-mentioned resolution and supporting information. It has been presented to and approved by both the Senate Committee on Faculty Affairs (SCFA) and the Faculty Consultative Committee (FCC). April 20, 2000.



**UW SYSTEM TRUST FUNDS  
2010 PROXY VOTING SEASON RESULTS**

**EXECUTIVE SUMMARY**

**BACKGROUND**

As provided in Regent Policy 31-10, to the extent that public equity securities are held in separately managed accounts, UW System Trust Funds actively votes its shareholder proxies on “non-routine” items related to corporate governance and social issues including the environment, discrimination, and substantial social injury (as addressed in Regent Policies 31-5, 31-6, 31-7, 31-13, and 31-16). Voting recommendations for such proxies were provided to the Business, Finance, and Audit Committee for their approval earlier this year. The report given here provides information on the actual results of those specific voting efforts, as well as an overview of the year’s proxy season in its entirety.

**REQUESTED ACTION**

This item is for informational purposes only.

**DISCUSSION**

The 2010 proxy season saw the filing of 370 proposals related to social issues, with nearly half of them coming to votes. Through the end of June, 172 social issue proposals resulted in shareholder votes, 145 were withdrawn, and 53 were allowed to be omitted by the Securities Exchange Commission (SEC).

As in 2009, the categories of proposals that have won strong shareholder support included the following requests of companies: track and reduce their greenhouse gas emissions; expand or report on their fair employment policies; disclose and monitor their political contributions. Each of these categories received, on average, the support of 20 percent or more of votes cast. Proponents have so far withdrawn 145 resolutions in 2010, already equaling the record breaking total set last year. All but a few of the total withdrawals represented concessions made by the target companies and many proponents consider them to be a more important measure of success than high votes.

UW Trust Funds submitted voting instructions for 39 proposals (including “non-routine” corporate governance proposals), compared with 60 and 47 proposals for the past two years, respectively. Of the proxies submitted for voting by the Trust Funds, 17 came to votes, 17 were withdrawn, and five were omitted. The full report, *2010 Proxy Voting Season Results*, giving more detail on the actual voting results and the entire proxy season, is attached.

## **RELATED REGENT POLICIES**

Regent Policy 31-10: Procedures and Guidelines for Voting Proxies for Trust Funds.

Regent Policy 31-5: Investments and the Environment

Regent Policy 31-6: Investment of Trust Funds

Regent Policy 31-7: Interpretation of Policy 31-6 Relating to Divestiture

Regent Policy 31-13: Investments and Social Responsibility

Regent Policy 31-16: Sudan Divestment

# UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS

## 2010 Proxy Voting Season Results

### Introduction

This report summarizes the results of the shareholder proposals for the 2010 proxy season. The UW System Trust Funds actively participates in voting on issues involving “non-routine” items related to corporate governance, and social issues including the environment, discrimination, or substantial social injury as addressed in Regent Policies 31-5, 31-6, 31-7, 31-13, and 31-16.

An attachment to this report gives the detailed listing of the specific UW Trust Funds votes for the 2010 season, as well as the overall results for each shareholder proposal. The proxy research and voting statistics included in this report were obtained from the Institutional Shareholder Services (ISS) U.S. Proxy Season Review publication. It is worth noting that the Trust Funds can only vote proxies for shares held within separate accounts, not for commingled funds. Currently, only 25 percent of the Long Term Fund’s equities are held in separate accounts.

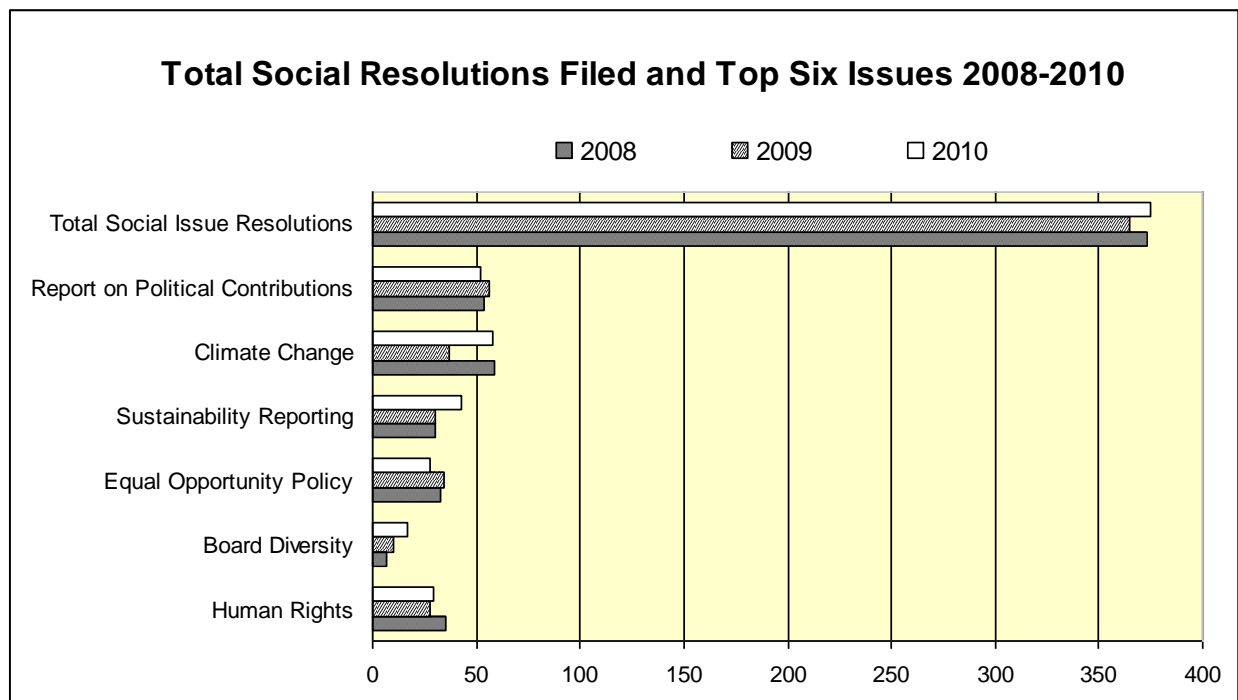
Regarding the outcome for a given shareholder proposal, there are three possibilities: the resolution comes to a vote, is withdrawn, or is omitted. If the proposal *comes to a vote* the following guidelines apply: first-year proxy proposals must win at least three percent support to qualify for resubmission an additional year, second-year proposals must get at least six percent, and proposals in their third year or more must receive at least ten percent. Any proposal which fails these support levels may not be resubmitted at the company for another three years. It is important to note that shareholder proposals are phrased as a request and are intended to open a dialogue between shareholders and company management; that is, they are generally not binding on the company regardless of the level of support received. A *withdrawn* proposal generally indicates that an agreement was reached between the proponent and the company, usually in the form of a concession made by the company. For most shareholder activists, success in working out agreements that enable them to withdraw resolutions is a greater victory than a high vote of support. A proposal may be *omitted* by the Securities and Exchange Commission (SEC) at the request of the involved company. The SEC’s shareholder proposal rule lists 13 substantive reasons why shareholder resolutions can be omitted, ranging from vagueness to irrelevance, and includes the often used “ordinary business” exclusion.

### 2010 Proxy Season Summary

The 2010 proxy season saw the filing of 370 proposals related to social issues, with nearly half of them coming to votes. Through the end of June, 172 social issue proposals resulted in shareholder votes, 145 were withdrawn, and 53 were allowed to be omitted by the SEC (a summary table is included below).

Social Issues Proposals 2006-2010*					
	2006	2007	2008	2009	2010
Filed	329	346	373	361	370
Omitted	55	63	60	44	53
Withdrawn	97	109	129	143	145
Voted On	177	174	184	174	172
*For shareholder meetings January 1 through June 30.					

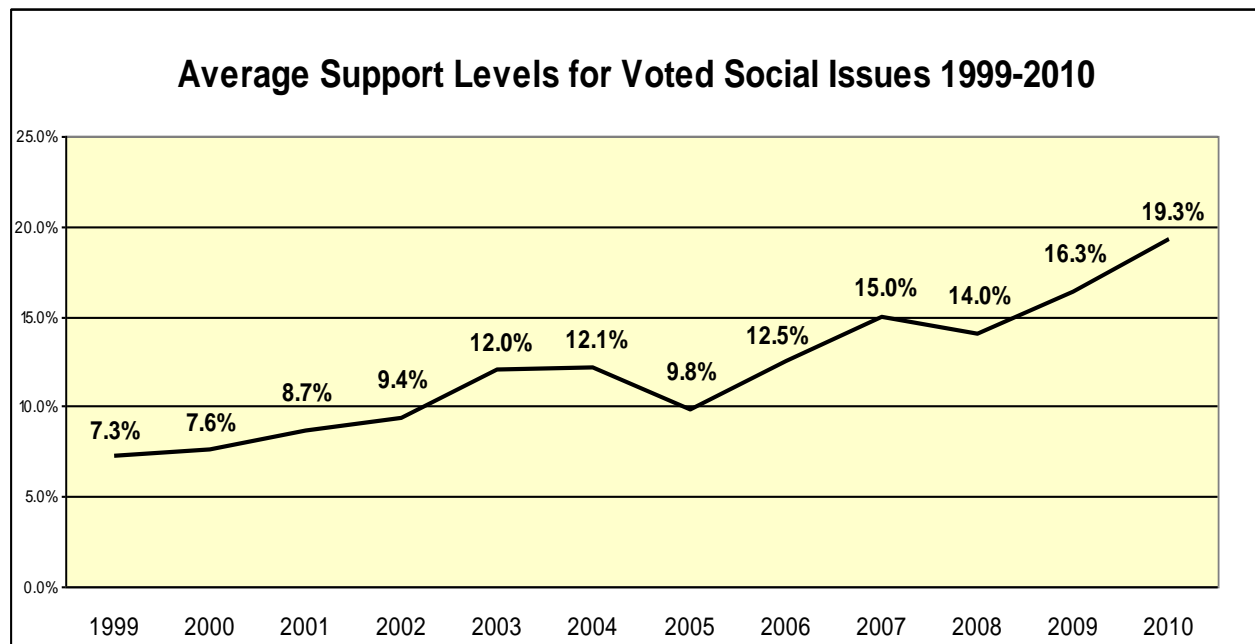
The following chart shows the overall number of proposals filed for the past three years along with the top six categories:



### Proxy Resolutions Coming to Votes

Final or preliminary vote results are in for all of the 172 voted proposals through June. Shareholder support for social issues has been trending upward for the past decade. Average support for resolutions coming to a vote reached 19.3 percent, beating the record high set last year (a chart is included below). In addition, several other indicators point to growing shareholder support: 47 resolutions this year received over 30 percent support (up from 33 last

year) and 85 resolutions received over 15 percent support (up from 74 last year). Just five years ago only a fraction of shareholder votes reached the 15 percent threshold.



As in 2009, the categories of proposals that won strong support included the following requests of companies: track and reduce their greenhouse gas emissions; expand or report on their fair employment policies; disclose and monitor their political contributions; issue a sustainability report. Each of these categories received, on average, the support of 20 percent or more of votes cast.

In contrast, categories of proposals that received low shareholder support for the 2010 proxy season included the following: that tobacco companies restrict their marketing or support smoking bans; that companies end animal testing or adopt humane testing standards; that companies mitigate costs related to climate change policies (“anti-global warming” resolutions from climate change skeptics). Each of these categories averaged less than five percent support.

The following chart depicts a summary of the voting results for the past four proxy seasons by major social issue category.

Support Levels for Selected Social Issues					
Subject	2010 Resolutions <sup>1</sup>	Average Support 2010	Average Support 2009	Average Support 2008	Average Support 2007
Environment: Pollutants/Other	55	19.2%	14.2%	13.7%	10.3%
Political Contributions	52	26.0%	28.6%	25.2%	20.5%
Sustainability Reporting	43	28.6%	17.8%	25.3%	20.4%
Environment: Global Warming	40	21.1%	23.5%	23.0%	19.7%
Human Rights Issues	29	17.6%	12.5%	13.2%	20.7%
Equal Employment Opportunity	27	33.6%	31.7%	23.4%	37.0%
Executive Pay and Social Performance	25	6.4%	5.8%	9.9%	11.1%
Animal Welfare	25	4.1%	4.9%	N/A <sup>2</sup>	6.3%
Board Diversity	17	22.5%	18.5%	N/A <sup>2</sup>	19.9%
Global Labor Standards	9	22.6%	22.6%	10.5%	9.0%
Military Issues	4	5.8%	5.1%	N/A <sup>2</sup>	7.3%
Tobacco Production and Marketing	4	3.4%	2.8%	3.1%	1.7%
Northern Ireland	2	N/A <sup>2</sup>	10.1%	11.1%	12.9%

<sup>1</sup> Includes only those resolutions which came to votes.

<sup>2</sup> Not available, as preliminary or final vote results are available for fewer than two-thirds of the proposals in this category.

### Proxy Resolutions Withdrawn

Proponents have so far withdrawn 145 resolutions in 2010, already equaling the record breaking total set last year. All but a few of the total withdrawals represented concessions made by the target companies and many proponents consider them to be a more important measure of success than high votes.

Most notable among the withdrawal categories were proposals regarding sustainability and climate change, where proponents managed 27 and 18 withdrawals, respectively. Most of the sustainability withdrawals involved a promise by the company to produce a detailed sustainability report. The majority of the climate change withdrawals occurred after the companies agreed to adopt principles on global warming or issue reports examining the impact of climate change on operations. Other notable withdrawals occurred in the equal employment category, where 16 resolutions were withdrawn. Most of the equal employment withdrawals involved changes in the language of the company's equal employment policy.

### Proxy Resolutions Omitted

The SEC agreed companies could omit 53 resolutions this year, up from 44 in 2009.

The ordinary business exclusion is perhaps the most common way a company gets a resolution omitted by the SEC; by claiming that they are already implementing what the resolution requests, or by claiming that the resolution addresses ordinary business. The SEC considers ordinary business matters too routine to be governed by shareholders. The "ordinary business" exclusion accounted for 18 of the 2010 social issues omissions. The remainder of the omissions

came from the SEC concluding the resolutions fell into one of the other 12 substantive exclusion rules allowed under the SEC's shareholder proposal rule.

### Proxy Resolutions By Issue

A brief discussion of the major social issue proposals, by issue category, for the 2010 season is provided below.

#### *The Environment and Climate Change*

Environment-related proposals once again received the most filings of any social issue area. Investors this year filed 98 environment-related proposals, up from the 78 filed last year. The diverse proposals ranged from global warming, to wetland preservation, to product toxicity.

By far, the most prominent concern among environmental issues focused on climate change, with 40 resolutions filed. Of the total climate change resolutions, 19 were voted, 18 were withdrawn, and three were omitted.

Proponents for climate change resolutions generally ask companies to take action to reduce their greenhouse gas emissions or support renewable energy initiatives. Several new resolutions this year took on the issue of direct financial risk from climate change, asking firms such as Chevron, ConocoPhillips, and Exxon Mobil to "report on the financial risks from global warming and its impact on shareholder value".<sup>1</sup> Another new proposal asked companies to adopt a set of six principles, ranging from setting emissions reduction targets to using revenues from the carbon market to invest in clean energy.

The climate-related proposals coming to votes have averaged 21 percent support in 2010, on par with the 24 percent average last year. While the new resolutions relating to the financial risks of global warming received only 8 percent support at Chevron and ConocoPhillips, the resolution at Exxon Mobil was withdrawn after extensive meetings between proponents and the company management, representing another major victory for climate change activists. Withdrawals on the new "six principles" campaign mentioned above were achieved at 3M, American Express, Best Buy, Exxon Mobil, Home Depot, Target, and CVS Caremark.

The largest new social issue campaign for 2010 involved an increasingly controversial environmental issue called hydraulic fracturing, a process in which a mix of water, sand, and chemicals are blasted into layers of shale to extract natural gas. Eleven companies were asked for a report on the environmental impact of hydraulic fracturing and potential policies to reduce hazards from the process. Seven of these resolutions came to vote, averaging 30 percent support.

Activist groups also filed five new proposals asking utility companies to report on efforts to reduce the risks of coal combustion waste to the water supply. Three of these resolutions came to votes averaging 35 percent support. The other two resolutions, at First Energy and Excel Energy, achieved withdrawal agreements.

## *Sustainability*

Sustainability is generally defined as meeting the needs of the present without compromising the ability of future generations to meet their needs. Advocates of sustainability reporting contend that companies which focus on and manage sustainability will improve their long-term shareholder value. Many sustainability resolutions now mention climate change as an element to be directly addressed in their sustainability reports or plans. Of the total sustainability resolutions, 16 were voted, 27 were withdrawn, and five were omitted.

The sustainability issue has received strong shareholder support since it first appeared in 2002. The average support for sustainability proposals this year was 29 percent, up from 20 percent in 2009. One notable proposal came at Layne Christensen (a natural resources exploration and production company), which asked the company to issue a report on sustainability and its greenhouse gas emissions. The proposal received 60 percent support and marked the first time a sustainability proposal has received majority support.

The sustainability category also produced a high percentage of withdrawals, with 27 of the total 43 resolutions reaching withdrawal agreements. The withdrawals generally involved the target company's agreement to write a detailed sustainability report.

## *Human Rights*

The human rights category consisted of 29 resolutions, up one from last year, and included a variety of topics. Proposals ranged from general requests for a human rights policy to resolutions focused on internet censorship. Of the total human rights resolutions, 16 were voted, seven were withdrawn, and six were omitted.

In a significant human rights withdrawal, Chevron issued a new human rights policy after working out an agreement with the proponents (a coalition of church groups). The resolution was in its fifth year and had received strong support until reaching the withdrawal agreement this year. The human rights resolutions coming to votes averaged 18 percent support. A notable resolution at Halliburton, asking the company to establish a comprehensive human rights policy, received 37 percent support.

## *Global Labor Standards*

A notable change in the social issue proxy season over the last five years is the shrinking number of resolutions related to global labor standards. Only four proposals were issued, down from 28 just four years ago. Generally, global labor standards proposals ask companies to develop codes based on the International Labor Organization's (ILO) core standards and to provide for independent monitoring of compliance with those codes. The eight ILO standards that are designated as "core" call for non-discriminatory treatment of employees, equal pay for equal work, freedom of association, the upholding of employees' rights to engage in collective bargaining, and the banning of child and forced labor. Of the total resolutions on global labor,



three came to votes and one was omitted. The resolutions which came to votes averaged 18 percent, down from 23 percent last year.

### *Equal Employment Opportunity*

The equal employment opportunity category was once again dominated by proposals asking companies to put in place workplace policies ensuring there is no discrimination on the grounds of sexual orientation. Twenty-seven proposals were filed on equal employment opportunity, down from the record high of thirty-six in 2009. The category is notable for the high percentage of withdrawal agreements achieved, with 16 of the 27 resolutions (59 percent) being withdrawn. The ten equal employment resolutions which came to votes averaged 34 percent, up from 31 percent last year.

### *Political Contributions*

The coordinated shareholder campaign to get companies to report on their political contributions and policies is in its seventh year. This year's campaign involved 52 proposals, down from 56 last year, and again exhibited strong shareholder support. Political contribution proposals averaged 26 percent support, the same support level as in 2009. Of the total political contribution resolutions, 35 were voted, 12 were withdrawn, and five were omitted. It is unclear if the U.S. Supreme Court's January decision, which lifted restrictions on corporate spending in political elections, has had any effect on the shareholder campaign.

### *Animal Welfare*

Activists, primarily members of animal rights groups, sponsored 25 resolutions this year, the same total as last year. Eleven of the total resolutions came to votes, and most of these involved animal testing or factory farming. Despite universally low votes (the resolutions averaged only four percent support), proponents have stated that "they continue to find the shareholder resolution process a generally effective mechanism for conveying their concerns to management."<sup>1</sup> Of the remaining 14 animal welfare resolutions, six were withdrawn and eight were omitted.

### *Board Diversity*

The number of resolutions asking companies to "take every reasonable step to ensure that women and minority candidates are in the pool from which board nominees are chosen" was up after several years of decline. Seventeen resolutions were filed, up from 10 and six the past two years, respectively. Of the total resolutions, all but one were withdrawn after negotiated agreements, making it the most successful category in achieving company concessions. The remaining resolution came to a vote and received 23 percent support.

### *Executive Pay*

The number of resolutions on linking executive pay to social performance measures had been dropping substantially over recent years (only six resolutions were filed in 2009). A new campaign, however, submitted resolutions at 25 companies, primarily in the health care business,

asking for a report on the disparity of salaries and benefits between executives and other employees. The executive pay category achieved 14 withdrawals, including notable agreements at 3M, Aetna, AIG, and Amgen. Nine executive pay resolutions came to votes, but averaged only six percent support. Two additional resolutions were omitted by the SEC.

### *Military Issues*

Military resolutions generally ask companies to develop/report on military contracting criteria or to report on foreign military sales. There were only four resolutions proposed on military issues this year, down from eight in 2009. All four resolutions came to votes with none receiving more than single-digit support.

### *Northern Ireland*

For the first time in 26 years there were no shareholder resolutions asking companies to implement the MacBride principles against religious discrimination in Northern Ireland. A sole resolution was proposed at Raytheon but proponents removed it after learning the company had recently left Northern Ireland.

## **2010 UW Trust Funds Proxy Results Summary**

UW Trust Funds submitted voting instructions for 39 proposals (including “non-routine” corporate governance proposals), compared with 60 and 47 proposals for the past two years, respectively. Of the proxies submitted for voting by the Trust Funds, 17 came to votes, 17 were withdrawn, and five were omitted.

The primary submissions for the UW Trust Funds on social issues involved the environment and global climate change (18), sustainability (three), and equal employment opportunity (three). For corporate governance issues, the UW’s only submissions involved political donations (9).

The highest support vote on an individual social issue came at The Kroger Company. The resolution, asking the company to report on climate change, received 40 percent support.

The *UW Trust Funds 2010 Proxy Season Voting List*, providing details on the individual voting results, is attached.

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## **REFERENCES**

1. Mathiasen, Carolyn. *Institutional Shareholder Services U.S. Proxy Season Review*. August 2010.

UW TRUST FUNDS  
2010 Proxy Season Voting List

Company	Mtg Date	Proposal	Policy	Vote	Result
ALLERGAN	4/29	Review feasibility of non-animal test methods	31-13	Affirmative	Withdrawn
APPLE INC	4/25	Report on sustainability incl climate change impact	31-5/31-13	Affirmative	8.6%
AT&T	4/30	Report on political contributions	CG	Affirmative	Omitted
BALDOR ELECTRIC CO	5/1	Report on sustainability incl climate change impact	31-5/31-13	Affirmative	Withdrawn
BANK OF AMERICA CORP	4/23	Report on political contributions	CG	Affirmative	Withdrawn
CHEVRON	5/26	Report on climate change financial risks	31-5	Affirmative	8.6%
CHEVRON	5/26	Report on country selection standards	31-5	Affirmative	24.0%
CHEVRON	5/26	Adopt comprehensive human rights policy	31-13	Affirmative	Withdrawn
DOVER CORP	5/6	Report on climate change challenges	31-5	Affirmative	Withdrawn
DYNEGY INC	5/21	Set greenhouse gas emission reduction goals	31-5	Affirmative	16.1%
EXXON MOBIL CORP	5/26	Report on energy independence through renewables	31-5	Affirmative	6.7%
EXXON MOBIL CORP	5/26	Report on water use	31-5	Affirmative	6.7%
EXXON MOBIL CORP	5/26	Adopt sexual orientation anti-bias policy	31-13	Affirmative	22.2%
EXXON MOBIL CORP	5/26	Report on environmental impact of fracturing	31-5	Affirmative	26.3%
EXXON MOBIL CORP	5/26	Review impact of oil sands operations	31-5	Affirmative	26.4%
EXXON MOBIL CORP	5/26	Set greenhouse gas emission reduction goals	31-5	Affirmative	27.2%
EXXON MOBIL CORP	5/26	Report on community hazards	31-5	Affirmative	Omitted
EXXON MOBIL CORP	5/26	Report on principles to stop global warming	31-5	Affirmative	Withdrawn
EXXON MOBIL CORP	5/26	Report on climate change financial risks	31-5/CG	Affirmative	Withdrawn
FIRST ENERGY CORP	5/18	Report on coal combustion waste	31-5	Affirmative	Withdrawn
GILEAD SCIENCES INC	5/11	Report on political contributions	CG	Affirmative	Withdrawn
HESS CORP	5/1	Report on political contributions	CG	Affirmative	27.7%
HESS CORP	5/1	Report on environmental impact of fracturing	31-5	Affirmative	Withdrawn
HEWLETT PACKARD	5/17	Report on human rights policy	31-13	Affirmative	Withdrawn
ILLINOIS TOOL WORKS	5/7	Report on political contributions	CG	Affirmative	24.8%
J CREW GROUP	6/1	Issue sustainability report	31-5/31-13	Affirmative	Withdrawn
JP MORGAN CHASE	5/1	Report on political contributions	CG	Affirmative	Omitted
LOWE'S COMPANIES	5/1	Report on political contributions	CG	Affirmative	35.6%
PEPSICO INC	5/5	Report on increased recycling goals	31-5	Affirmative	Withdrawn
PFIZER INC	5/1	Report on animal testing methods	31-13	Affirmative	Omitted
THE HOME DEPOT	5/1	Report on equal employment opportunity policy	31-13	Affirmative	26.7%
THE HOME DEPOT	5/1	Report on principles to stop global warming	31-5	Affirmative	Withdrawn
THE KROGER CO	6/1	Report on climate change	31-5	Affirmative	40.7%
TIME WARNER	6/1	Report on sustainability incl climate change impact	31-5/31-13	Affirmative	Withdrawn
UNITED HEALTH GROUP	6/1	Report on political contributions	CG	Affirmative	Withdrawn
WAL-MART STORES INC	6/1	Adopt sexual orientation anti-bias policy	31-13	Affirmative	14.6%
WAL-MART STORES INC	6/1	Report on political contributions	CG	Affirmative	14.7%
WAL-MART STORES INC	6/1	Report on principles to stop global warming	31-5	Affirmative	Omitted
WAL-MART STORES INC	6/1	Report progress on cage-free egg use	31-13	Affirmative	Withdrawn

Note: A "CG" designation represents a non-routine Corporate Governance proposal.

**Reporting Period: August 1-31, 2010**

**Project Progress on Major Deliverables:**

HRS		
Key Area (See Appendix 1 for description)	Accomplishments for August 2010	Status
Business Process and Application Configuration	<ul style="list-style-type: none"> <li>• Support and issue resolution for System Test</li> <li>• Continued developing test scenarios and test data seeding in preparation for System &amp; Integration Testing.</li> <li>• Defined approach for user procedure development.</li> <li>• Continued collaboration with Work Process Analysis team to define changes in business process for campus staff.</li> <li>• Continued collaborating with the Reporting, Data Collection/Conversion, Training, and Security teams in the development of their deliverables.</li> <li>• Continued support of new development with Development Team.</li> </ul>	Slightly Behind (see challenges)
Technical Development	<ul style="list-style-type: none"> <li>• Continued the development of modifications that are targeted for completion in August.</li> <li>• Supported the System Test process through resolution of test faults.</li> <li>• Mock 2 data conversion completed.</li> <li>• Data cleanup and collection exceeded targets set for this period.</li> <li>• Mock 3 data conversion environment preparations on schedule.</li> <li>• Continued development and unit testing of the Enterprise Performance Management (EPM or data warehouse) data views and reports.</li> <li>• Held regional reporting meetings at several campuses to update campus staff on the status and plans for reports, data warehouse views, and the data dictionary.</li> <li>• Continued development and unit testing of reports for Release 1.</li> <li>• Managed and updated the consolidated plan for external applications / related projects to ensure alignment with HRS Project Plan.</li> </ul>	Slightly Behind (see challenges)

	<ul style="list-style-type: none"> <li>Continued collection and analysis of campus requirements for identified supplemental systems.</li> </ul>	
Technical Infrastructure	<ul style="list-style-type: none"> <li>Continue the build of data-level security profiles for roles that are common across the campuses.</li> <li>Continued the planning, analysis, and design for query security.</li> <li>Developed preliminary estimates for production HCM and EPM hardware environments and received multiple vendor responses for review</li> <li>Continued the development and refinement of the batch schedule.</li> <li>Continued support of team through System Test</li> <li>Environments for HRS have been created and refreshed, as required.</li> <li>Continued working with the interdependent project teams to confirm key deliverable milestones and plans and validate alignment with HRS key dates.</li> </ul>	On Schedule
Change Management	<ul style="list-style-type: none"> <li>August campus deliverables scorecard completed and posted to the Intranet. Updated future campus deliverables and communicated requirements to the campuses.</li> <li>Continued the collection of campus readiness measurements.</li> <li>Completed the Capstone training events for the Training Global Professionals at Eau Claire, Oshkosh, and two sessions in Milwaukee.</li> <li>Continued design and development of the training courses.</li> <li>Continued updates to the intranet and internet content and design. Continued the HRS Project story, incorporating input from selected teams on a rotating basis.</li> <li>Completed the visits to each campus to review and discuss Work Process Analysis deliverables. Scheduled follow up sessions with each campus to ensure they understood the deliverables and to answer any open questions.</li> <li>Continued the pilot of call tracking functionality for Employee Services (a component of the Service Center). This pilot will provide valuable information needed to define the Help Desk structure and processes.</li> <li>Developed an Organizational Readiness Survey to be distributed to all campus staff who are currently</li> </ul>	On Schedule

	working on an HRS associated project team.	
Testing	<ul style="list-style-type: none"> <li>Completed the Iteration 1 System Test Closure Report. All six measurements for Iteration 1 were met or exceeded.</li> <li>Continued Iteration 2 of System Test.</li> <li>Continued the development of automation test scripts (which can be run without human intervention) for use in regression testing.</li> </ul>	On Schedule
Project Management and Administration	<ul style="list-style-type: none"> <li>Defined Records Management approach for HRS and received approval for proceeding forward with data collection and analysis.</li> <li>Drafted approach for HRS Data Governance.</li> </ul>	On schedule

Shared Financial System (SFS) Interface		
Key Area (See Appendix 1 for Description)	Accomplishments for August 2010	Status
Business Process and Application Configuration	<ul style="list-style-type: none"> <li>Completed all planned configuration items as scheduled. Team will continue to monitor Integration Test phase results to determine if business process and/or application configuration changes are required.</li> </ul>	On Schedule
Technical Development	<ul style="list-style-type: none"> <li>System Test iteration 2 break-fix development related to six cost share issues is on-going.</li> <li>Deferred and scope deviation development continues (see below for additional details).</li> </ul>	Slightly Behind
Technical Infrastructure	<ul style="list-style-type: none"> <li>Continued to refine and finalize the SFS batch process schedule and coordinate with HRS to ensure the SFS-HRS batch processes are executed seamlessly and in the allotted timeframe.</li> <li>Continued to refine the SFS cut-over checklist by incorporating feedback received during initial person data mock conversion, break-fix development, and environment build activities.</li> <li>Began Integration Test iteration 1 environment build.</li> </ul>	On Schedule

Change Management	<ul style="list-style-type: none"> <li>Continued to communicate and monitor campus scorecard progress.</li> <li>Continued to conduct monthly Site Leaders conference call to facilitate communications.</li> <li>Concluded scheduled biweekly “brown bag” sessions for the joint SFS and HRS teams. Finalized SFS training guide, job aid, and communication plan including identification of training/communication mechanism, audience, and priority.</li> </ul>	On Schedule
Testing	<ul style="list-style-type: none"> <li>Completed System Test iteration 2 scenarios and facilitation of daily status meetings.</li> <li>Continued planning for Integration Test activities.</li> <li>Finalized Integration Test iteration 1 scenarios and completed initial linkage to HRS scenarios.</li> </ul>	Slightly Behind
Project Management	<ul style="list-style-type: none"> <li>Continued to monitor the Technical Development, Testing, and Change Management areas, providing oversight and guidance where needed.</li> <li>Provided guidance on environment requirement for integration, parallel and user acceptance testing.</li> </ul>	On Schedule

### Challenges Encountered and Remedies to Address

- Staffing challenges remain in both the technical and functional areas of the HRS project. The Project Management Office (PMO) is working with the hiring organizations to actively fill these openings.
- The HRS Business Process and Technical Development areas are tracking slightly behind schedule. Responding to test faults along with the outstanding development tasks have contributed to this. This work has been prioritized to ensure that the most critical processes are the top priority.
- In the area of Technical Development, the SFS Interface Project continues to make progress towards the completion of deferred and scope deviation tasks. Due to outstanding decisions, and complexity issues, the development effort associated with the person data conversion, 1042S, and W2 processing will continue throughout integration testing.

## Project Expenditures & Projected Fiscal Year End Variance (as of August 31, 2010):

	FY11 Planned	FY11 Costs			FY11 Projected Variances
	BOR FY11 Planned (Jul 10 - Jun 11)	Actual Cost (Jul 10 - Aug 10)	Remaining Cost (Sept 10 - Jun 11)	Estimated Cost at Completion (Jul 10 - Jun 11)	Projected Variance for BOR FY11 Planned at June 30, 2011
<b>HRS Project: Key Areas</b>					
Business Process and Application	\$ 2,637,701	\$ 101,979	\$ 2,546,821	\$ 2,648,800	\$ (11,099)
Technical Development	\$ 10,492,199	\$ 2,636,895	\$ 7,804,732	\$ 10,441,627	\$ 50,572
Technical Infrastructure	\$ 3,487,448	\$ 565,838	\$ 3,254,340	\$ 3,820,178	\$ (332,730)
Change Management	\$ 1,723,611	\$ 227,912	\$ 1,520,404	\$ 1,748,316	\$ (24,705)
Testing	\$ 4,566,634	\$ 1,672,064	\$ 3,518,016	\$ 5,190,080	\$ (623,446)
Project Management and Administration	\$ 3,522,094	\$ 488,953	\$ 2,704,603	\$ 3,193,556	\$ 328,538
Non-Labor Costs	\$ 1,570,759	\$ 111,983	\$ 1,601,400	\$ 1,713,383	\$ (142,624)
Sub-Total	\$ 28,000,446	\$ 5,805,624	\$ 22,950,317	\$ 28,755,940	\$ (755,494)
Contingency	4,056,144				\$ 4,056,144
<b>Total HRS Project</b>	<b>\$ 32,056,590</b>	<b>\$ 5,805,624</b>	<b>\$ 22,950,317</b>	<b>\$ 28,755,940</b>	<b>\$ 3,300,650</b>
SFS Interface	\$ 3,289,545	\$ 675,190	\$ 2,834,816	\$ 3,510,006	\$ (220,461)
Contingency	\$ 1,089,956				\$ 1,089,956
<b>Total SFS Interface</b>	<b>\$ 4,379,501</b>	<b>\$ 675,190</b>	<b>\$ 2,834,816</b>	<b>\$ 3,510,006</b>	<b>\$ 869,495</b>
<b>Total HRS and SFS Interface</b>	<b>\$ 36,436,091</b>	<b>\$ 6,480,814</b>	<b>\$ 25,785,133</b>	<b>\$ 32,265,946</b>	<b>\$ 4,170,145</b>

## Notes on Projected Variance (YTD):

### Business Process & Application Configuration:

- Staffed consultants to backfill for UW open positions

### Technical Development:

- Retained additional development staff on the team in anticipation of increasing break/fix and development workload. Plan to transition off in future months to minimize budget impact.

### Technical Infrastructure:

- Hired temporary migration coordinator to assist with high volume of migrations and to facilitate knowledge transfer to internal UW migration coordinator.
- Shifted one developer into a technical architect role to coordinate environments builds and refreshes.

### Change Management:

- Unfilled training developer positions; recruitment is underway.

### Testing:

- System test preparation activities carried over from prior fiscal year into FY 2011.



- Spent additional effort creating and modifying test scripts for regression, system and integration testing.

Project Management and Administration:

- Spent more time on development and testing tasks and less time on administrative tasks.

Non-Labor Costs:

- Purchased additional testing software licenses and continue leasing project team space at 660 and 780 Regent Street.

SFS Interface:

- Spent additional effort on testing support

**Planned Activities – September 2010**

- Complete System Test
- Continue Integration Test
- Execute second mock data conversion and begin preparation for third mock data conversion
- Continue work on the performance monitoring approach document
- Continue vanilla capstone training at regional locations for the global training professionals
- Continue the development of training curriculums
- Continue updating internet/intranet content
- Complete the work process analysis of mapping current roles to future roles to assess impact of change on campuses for remaining processes
- Approve and prioritize talent acquisition management requirements analysis documents
- Continue to build and unit test of outstanding development items

**Planned Activities – October and November 2010**

- Continue Integration Test
- Prepare for User Acceptance Test
- Begin development of performance and parallel test scenarios, scripts and data
- Begin planning for regional project updates to be conducted in November
- Conduct follow up sessions with each campus to ensure their understanding of Work Process Analysis impact to their campus staff
- Continue developing training requirements documents
- Begin creating end user training content
- Continue updating internet/intranet content
- Continue working on development and unit testing for reports and data views
- Continue to build and unit test of outstanding development items
- Begin working on talent acquisition management functional and technical detailed designs
- Start documenting the configuration approach for talent acquisition management

- Complete the performance monitoring approach document
- Finalize batch schedule
- Continue to analyze query security requirements
- Execute third and fourth mock data conversions
- Procure and install HCM and EPM production hardware

### Appendix 1: High-Level Description of Key Areas:

Key Area:	Project activities in key areas:
Business Process and Application Configuration	Update the PeopleSoft configuration and business process documentation to reflect changes as a result of testing. Develop and deploy user procedures based upon the future state business processes. Practice cutover activities to validate sequence of steps and timeframe needed to complete the transition to PeopleSoft. Deploy the PeopleSoft functionality and provide initial end user support during the transition to production.
Technical Development	Resolve issues with modifications, interfaces and reports noted during each testing cycle. Execute multiple mock conversions and validate the completeness and accuracy of converted data. Migrate tested and operational modifications, interfaces, and reports to production and perform final data conversion during the transition to production.
Technical Infrastructure	Configure and test PeopleSoft end-user security. Procure and build the testing and production hardware and infrastructure. Setup and test the batch schedule. Test and deploy the secure connections to external applications.
Change Management	Communicate project progress and inform end users of the benefits and impacts associated with the implementation of PeopleSoft. Develop and deliver end user training. Assist the campuses and the service center to revise work processes and responsibilities based upon the new PeopleSoft-enabled business processes. Help campuses, service center, and support organizations prepare for the transition to PeopleSoft.
Testing	Prepare for and conduct system, integration, performance, pay check reconciliation, shared financial systems and budget interface post confirm processing, and user acceptance testing.
Project Management	Administer the project (i.e. maintenance of plan, task tracking, and reporting, etc.). Prepare meeting materials and attend internal and external meetings.

**THE UNIVERSITY OF WISCONSIN MEDICAL FOUNDATION: NOTICE OF  
INTENT TO ESTABLISH GENERATIONS, INC., A NOT-FOR-PROFIT CORPORATE  
JOINT VENTURE WITH THE UNIVERSITY OF WISCONSIN HOSPITALS AND  
CLINICS AUTHORITY AND MERITER HOSPITAL, INC.**

**EXECUTIVE SUMMARY**

**BACKGROUND**

The Generations Fertility Care Clinic (“**Clinic**”) is a new reproductive endocrinology – in vitro fertilization (“**Program**”) clinic currently owned and operated by the University of Wisconsin Medical Foundation, Inc. (“**UWMF**”). The Clinic supports the teaching and research missions of the Division of Reproductive Endocrinology Infertility (“**Division**”) in the Department of Obstetrics and Gynecology (“**Department**”) of the University of Wisconsin School of Medicine and Public Health (“**UWSMPH**”).

The Program’s clinic was formerly located at the University of Wisconsin Hospitals and Clinics Authority (“**UWHCA**”) Clinical Sciences Center, however, due to space and other considerations, UWHCA requested that the clinic be moved to an offsite location. In May 2010, both the UWMF and UWHCA formally agreed to support the Division’s Program as a freestanding clinic and share equally the cost of the Clinic Program. Meriter Hospital currently supports the Department’s obstetrical teaching program through a formal affiliation agreement with UWHCA and with the University of Wisconsin, on behalf of UWSMPH (“**Teaching Affiliation**”). Meriter has also agreed to share equally the cost of the Clinic Program. In order to effectuate the desires of the parties and in order to provide appropriate and necessary support of the Division’s teaching Program, UWMF, UWHCA, and Meriter will be required to create a tax exempt not-for-profit non-stock corporate joint venture to be known as Generations Fertility Care, Inc. (“**GFCI**”). It is intended that GFCI will own and operate the Clinic, effective January 1, 2011, and that GFCI’s members will participate in GFCI on the basis of equal membership interests allowing each of them to share equally in any loss or excess revenue.

On September 21, 2010, the UWMF Board of Directors (“**Board**”) passed a resolution approving (a) Meriter’s participation in the GFCI and (b) the reorganization of the Clinic into a non-stock, not-for-profit corporate joint venture specialty physician office. The resolution is attached as “**Exhibit A.**”

UWMF submits this Executive Summary to the Board of Regents (“**Regents**”) in accordance with paragraph 22 of the “Agreement Between the UW Board of Regents of the University of Wisconsin System and the University of Wisconsin Medical Foundation” dated May 15, 1995 (“**Agreement**”). Paragraph 22 of the Agreement states as follows:

“Using that portion of its aggregate professional income not committed to the State of Wisconsin, the Foundation may create or invest in such subsidiary corporations or other business entities as may be necessary or convenient to carry out the purposes of the Foundation as set

forth in its Articles and Bylaws. The Foundation shall give the Board of Regents at least sixty (60) days prior notice of the creation of such interests.”

## **REQUESTED ACTION**

This item is for information only and is submitted to provide the required sixty (60) days notice to the Board of Regents that the UW Medical Foundation seeks to participate in the Generations Fertility Care, Inc. entity on or about January 1, 2011.

## **DISCUSSION**

UWMF is an Internal Revenue Code §501(c)(3) not-for-profit, non-stock corporation organized pursuant to Chapter 181 of the Wisconsin Statutes and pursuant to the authority extended by the Regents in accordance with the Agreement between the Regents and UWMF dated May 15, 1995, a copy of which is on file in the UW Board of Regents Office. Pursuant to the Agreement and UWMF’s corporate bylaws (the “**Bylaws**”), the UWMF was and is organized to support the missions of UWSMPH.

UWMF owns and operates an ambulatory reproductive endocrinology – in vitro fertilization Clinic commonly known as the “UW Health - Generations Fertility Care” clinic. UWMF began development of the Clinic in January 2006 at the request of the Division in order to support the UWSMPH’s accredited reproductive endocrinology – in vitro fertilization teaching program. The matter was discussed by UWMF’s Board at its January, March, April, May and October, 2006 meetings during which it was determined that UWMF would begin development of the Program Clinic. The final plan for the Clinic was presented to the Board on June 16, 2009. The Board was informed that the clinic would open in September -2010 at a location on 2365 Deming Way in Middleton, Wisconsin. The presentation is attached as “**Exhibit B.**” The presentation contained a brief pro forma of the anticipated revenues and expenses during the first five years of operation.

In July 2009, UWMF and UWHCA agreed to share equally the costs of the clinical Program and formalized that agreement in May 2010. In May 2010, Meriter also agreed to participate to share equally the costs of the Program Clinic. Meriter, UWHCA, and UWMF have determined that the development of GFCI, a not-for-profit corporate joint venture, will be the most appropriate method to facilitate their desire to share equally the costs of the Program Clinic. The UWMF Board approved this arrangement on September 21, 2010. The resolution is attached as “**Exhibit A.**”

Dr. Laurel Rice, Chair of the Department, has determined that the Program and GFCI is necessary to the support of the Department’s accredited teaching program. Please see her letter addressed to the Regents, attached as “**Exhibit C.**”

### Attached Documentation

Exhibit A - Resolution Approving Creation of Generations Fertility Care, Inc., a joint venture specialty physician office - September 21, 2010

- Exhibit B - Generations (IVF) Clinic Program Presentation - June 16, 2009
- Exhibit C - Letter to Regents from Laurel W. Rice, MD, Chair, Department of Obstetrics and Gynecology
- Exhibit D - Articles of Incorporation / GFCI Corporate Bylaws

#### **RELATED REGENT POLICIES**

None

**RESOLUTION OF THE BOARD OF DIRECTORS  
OF  
UNIVERSITY OF WISCONSIN MEDICAL FOUNDATION, INC.  
APPROVING  
THE FORMATION OF GENERATIONS FERTILITY CARE, INC.  
A CORPORATE JOINT VENTURE WITH  
MERITER HOSPITAL, INC.  
AND  
UNIVERSITY OF WISCONSIN HOSPITALS AND CLINICS  
September 21, 2010**

**BACKGROUND**

University of Wisconsin Medical Foundation, Inc. (“UWMF”) currently owns and operates a reproductive endocrinology – in vitro fertilization clinic commonly known as the “UW Health - Generations Fertility Care” clinic (“Clinic”). UWMF began development of the Clinic in January 2006, at the request of the Department of Obstetrics and Gynecology (“Department”) of the University of Wisconsin School of Medicine & Public Health (“UWSMPH”) in order to support the UWSMPH’s accredited reproductive endocrinology – in vitro fertilization teaching program (“Program”). The matter was presented at and discussed by UWMF’s Board of Directors (“Board”) at its January, March, April, May and October, 2006 meetings, following which it was determined that UWMF would begin development of the Program’s Clinic. The final plan for the Clinic was presented to the Board on June 16, 2009. The Board was informed that the Clinic would open in September 2010, and be located at 2365 Deming Way in Middleton, Wisconsin.

In July 2009, UWMF and University of Wisconsin Hospitals and Clinics Authority (“UWHCA”) agreed to share equally the costs of the clinical Program. This agreement was formalized in May 2010. In May 2010, Meriter Hospital, Inc. (“Meriter”) also agreed to participate and to share equally the costs of the Program Clinic. Meriter, UWHCA, and UWMF have determined that the development of a not for profit corporate joint venture (“**Generations Fertility Care, Inc.**” or “**GFCI**”) will be the most appropriate, compliant and efficient method to facilitate their mutual desire to share equally in the costs of the Program and its Clinic.

UWMF development of a Clinic and its participation in GFCI satisfies UWMF’s corporate purposes as outlined in Section 2 of the UWMF corporate bylaws (“**Bylaws**”). UWMF is further authorized by Sections 8.6 and 12.1 of its Bylaws and by authority of its Board to execute, to arrange for and to delegate to certain officers the execution of all deeds, mortgages, conveyances, and other written contracts, agreements and instruments to which the UWMF shall be a party and which are necessary to effectuate the creation of GFCI.

UWMF’s Chief Operating Officer (Peter H. Christman), Chief Financial Officer (Robert W. Flannery), and Vice President of Operations (Steven J. Sibley) (collectively the “**Authorized Officers**”) are of the opinion that creating GFCI with Meriter and UWHCA, as outlined above, is in the best interests of UWMF relative to support of the UWSMPH, Department and the Department’s Program.

**RESOLUTION**

The Board resolves as follows:

**I. Participation in Generations Fertility Care, Inc.**

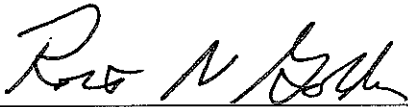
It is resolved that the Authorized Officers, and each of them acting alone, may negotiate, approve, execute and deliver any agreements, instruments, certificates, notices and other documents required in connection with the creation of and participation in Generations Fertility Care, Inc. as is contemplated by this Resolution (collectively the "**Corporate Documents**"), which Corporate Documents may contain such representations, warranties, covenants and undertakings of or on behalf of UWMF and such other terms as the Authorized Officers (or any of them acting alone) executing the documents deem necessary or appropriate; and

**II. Delegation**

It is resolved that UWMF and its Authorized Officers shall take all steps necessary to effectuate any transaction contemplated by this Resolution.

**IN WITNESS WHEREOF**, the undersigned Robert N. Golden, M.D., Chairman of the Board of UWMF, acknowledges the foregoing Resolution of the Board as of the date first above written.

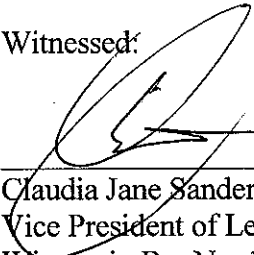
Acknowledged and Agreed to this 21<sup>th</sup> day of September, 2010,

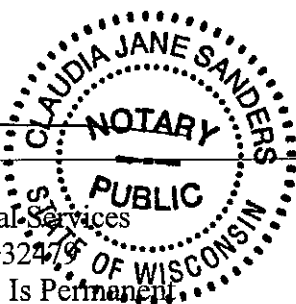
By:   
Robert N. Golden, M.D.  
Chairman of the Board of Directors of  
University of Wisconsin Medical Foundation, Inc.

State of Wisconsin     )  
County of Dane         )

Signed and sworn to before me on this 21<sup>th</sup> day of September, 2010, by Robert N. Golden, M.D.

Witnessed:

  
Claudia Jane Sanders  
Vice President of Legal Services  
Wisconsin Bar No. 1032479  
Notary / Commission Is Permanent





# GENERATIONS (IVF) CLINIC

UWMF Board of Directors  
June 16, 2009

## VISION

UW Health's 'Infertility and Assisted Reproductive Technology Program' will be the foremost provider of reproductive services in Wisconsin, serving as the statewide leader for high quality care, research and education.

# MISSION

Through delivery of high quality care and outcomes, the Program aims to fulfill the following purposes:

- Meet the healthcare needs of a large portion of Wisconsin.
- Conduct/ generate research in the field of REI and provide an educational forum for medical students, residents and other physicians.
- Generate departmental income to support REI specialists, embryologists and support staff.
- Generate income for the sponsoring hospitals.
- Accommodate patients in a timely fashion.

# History

- Currently housed in insufficient clinic and lab space within UWHC
- Spring 2005 began looking at alternative sites
- New Leadership: Drs. Laurel Rice, Dan Lebovic, Charlie Bormann
- Joint partnership with UWMF, UWHC, potentially Meriter

## Highlights

- Relocate program to Discovery Springs
- One Story Building-Leased
- 12,465 Square Feet
- Connected to Transformations Building via linked walkway
- Utilize TSC Anesthesiologist and Operating Rooms

# Northwest View





# Northeast View



# Financial Data

<u>Year</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Profit/(Loss)</u>	<u>IVF Procedures</u>
2	\$1,932,178	\$3,311,748	(\$1,379,571)	100
3	\$2,850,748	\$3,897,854	(\$1,047,107)	150
4	\$3,768,922	\$4,482,935	(\$ 714,013)	200
5	\$4,686,897	\$5,076,230	(\$ 389,333)	250
6	\$5,604,873	\$6,171,023	\$ 14,401	300
7	\$6,522,849	\$6,171,023	\$ 351,826	350



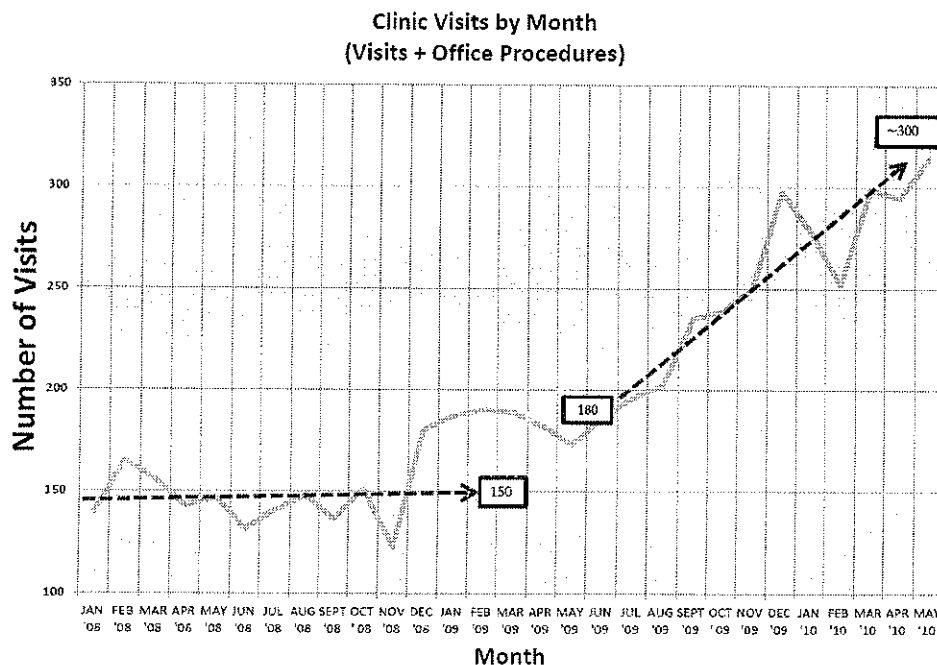


June 30, 2010

Dear UW Board of Regents Members:

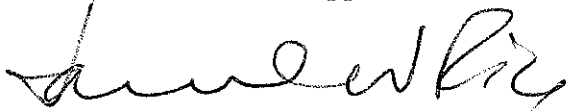
Reproductive Endocrinology and Infertility (REI) is one of the most vital and vibrant disciplines in the field of Obstetrics and Gynecology. As the UWSMPH could not exist without the Department of Obstetrics and Gynecology, the UW Department of Obstetrics and Gynecology could not exist without the Division of Reproductive Endocrinology and Infertility. According to the ACGME Program Requirements for Graduate Medical Education in Obstetrics and Gynecology section IV.A.5.a).(2).(b).(v) a resident education program **must** integrate Reproductive Endocrinology and Infertility competencies into the teaching curriculum. **Medical student** education is equally dependant upon the integration of this subspecialty area into the Department of Obstetrics and Gynecology.

Training the physicians (medical students, residents and eventually fellows) of the future in REI, as is the case in all areas of clinical medicine, requires participation in the care of patients. Without our patients, we would have no teaching programs. For many reasons, the REI service line at the UW, prior to 2007, had dwindled to essentially no clinical practice. My first day of work at UWSMPH was October 1, 2007 and on that same day, Dr. Dan Lebovic from the University of Michigan at Ann Arbor, interviewed for Division Director of REI. We were fortunate enough to recruit Dr. Lebovic, along with a gifted embryologist, Dr. Charles Bormann, and one year later, Dr. Pres Parry. The data speaks for itself.



The growth observed in the clinical practice of UW REI, and the growth expected, is a result of not only fabulous faculty, but also the recognition that a new facility with state-of-the-art equipment, will be available to our patients soon (September 3, 2010). Generations Fertility Care will provide the type of environment patients are looking for when seeking this type of medical care. Our Departmental teaching program depends on increasing the number of REI patients we care for. That fact, combined with the recognition that the women and men of Wisconsin deserve to have cutting-edge care in this area of health care, support this endeavor from every possible angle, including enhanced clinical care, research and education.

Thank you for your support.

A handwritten signature in black ink, appearing to read 'Laurel W. Rice', with a stylized, cursive script.

Laurel W. Rice, M.D.  
Professor and Chair  
Department of Obstetrics and Gynecology

**ARTICLES OF INCORPORATION**  
**OF**  
**GENERATIONS, INC.**

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For the purpose of forming a corporation under the Wisconsin Nonstock Corporation Law, Chapter 181 of the Wisconsin Statutes, the undersigned executes the following Articles of Incorporation.

**ARTICLE I**  
**NAME**

The name of the Corporation is GENERATIONS, INC.

**ARTICLE II**  
**PERIOD OF EXISTENCE**

The period of existence of the Corporation is perpetual.

**ARTICLE III**  
**PURPOSE**

The Corporation is organized and shall be operated exclusively for charitable, educational and scientific purposes, as defined in § 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any successor statute (hereinafter referred to as the “Code”). The Corporation's purposes shall be to (a) promote and advance the general health and welfare of persons in the community through providing reproductive endocrinology and infertility treatment services to patients not requiring hospitalization, in furtherance of the needs of the community, (b) carry on educational activities related to rendering health care services to patients, and (c) participate in other activities as agreed to by the Corporation’s members (the “Members”) that are designed and carried on to promote and advance the general health and welfare of persons in the community.

**ARTICLE IV**  
**MEMBERS**

The Corporation shall have one (1) class of Members, which shall have identical rights and obligations with respect to voting, dissolution, redemption, transfer and otherwise. Members shall be admitted, suspended, expelled or terminated pursuant to Bylaws of the Corporation (the “Bylaws”). The rights of the Members shall be as provided in these Articles of Incorporation, the Bylaws and Chapter 181 of the Wisconsin Statutes.

ARTICLE V  
BOARD OF DIRECTORS

Except as provided in Chapter 181 of the Wisconsin Statutes, the affairs of the Corporation shall be managed by a Board of Directors. The number and manner of election or appointment of Directors and their terms of office shall be as provided in the Bylaws, but the number of Directors shall not be less than three (3).

ARTICLE VI  
REGISTERED AGENT

The name of the registered agent of the Corporation is [     ] and the address of the registered agent is [     ].

ARTICLE VII  
PRINCIPAL OFFICE

The principal office of the Corporation is located in Dane County, Wisconsin, at 2365 Deming Way, Middleton, Wisconsin 53562.

ARTICLE VIII  
RESTRICTIONS

At all times, and notwithstanding merger, consolidation, reorganization, termination, dissolution or winding up of the Corporation (voluntary or involuntary or by operation of law), the following shall apply:

(a) The Corporation shall not possess or exercise any power or authority, whether expressly, by interpretation, or by operation of law, that would pose a substantial risk of preventing it at any time from qualifying and continuing to qualify as a Corporation described in § 501(c)(3) of the Code, contributions to which are deductible for federal income tax purposes, nor shall the Corporation engage directly or indirectly in any activity that would pose a substantial risk of causing the loss of such qualification under § 501(c)(3) of the Code.

(b) At no time shall the Corporation engage in any activities that are unlawful under the laws of the United States, the State of Wisconsin, or any other jurisdiction where any of its activities are carried on.

(c) The Corporation shall not carry on propaganda or otherwise attempt to influence legislation to an extent that would disqualify it for tax exemption under § 501(c)(3) of the Code by reason of attempting to influence legislation. Nor shall the Corporation, directly or indirectly, participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

(d) No solicitation of contributions to the Corporation shall be made, and no gift, bequest or devise to the Corporation shall be accepted, upon any condition or limitation that would pose a substantial risk of causing the Corporation to lose its federal income tax exemption.

(e) Pursuant to the prohibition contained in § 501(c)(3) of the Code, no part of the net earnings, current or accumulated, of the Corporation shall ever inure to the benefit of any private individual, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and make distributions as provided in Article X of these Articles of Incorporation.

(f) Notwithstanding any other provision of these Articles, if at any time or times the Corporation is a private foundation within the meaning of § 509 of the Code, then during such time or times the Corporation shall comply with all provisions under the Code pertaining to private foundations.

#### ARTICLE IX NON-DISCRIMINATION

The Corporation shall not discriminate in its hiring practices, in the compensation of its employees, in carrying out its charitable, educational and scientific purposes, or in any other manner on a basis prohibited by applicable Federal, State or local statute, rule, or ordinance.

#### ARTICLE X DISTRIBUTIONS

The Corporation may make distributions or other payments to other domestic or foreign corporations exempt from income tax under § 501(a) of the Code in accordance with the requirements and § 181.1302(3) of the Wisconsin Statutes and the Bylaws.

#### ARTICLE XI DISSOLUTION AND LIQUIDATION

The Corporation may be dissolved upon the adoption of a plan of dissolution in the manner now or hereafter provided in the Wisconsin Statutes and in the Bylaws. In the event of dissolution of the Corporation, no liquidating or other dividends and no distribution of property owned by the Corporation shall be declared or paid to any private individual, but the net assets of the Corporation shall be distributed as follows:

(1) All liabilities and obligations of the Corporation shall be paid, satisfied and discharged, or adequate provision shall be made therefor; and

(2) Remaining assets shall be distributed to (i) to each existing Member that at the time of dissolution is exempt from federal taxation under § 501(c)(3) of the Code in equal proportion, (ii) one or more organizations recognized as exempt from federal taxation under § 501(c)(3) of the Code, or (iii) any combination of (i) or (ii), and in each event as permitted by the

Wisconsin Statutes and the Code, as determined in the plan of dissolution adopted in the manner set forth above in this Article XI.

ARTICLE XII  
AMENDMENT OF ARTICLES

These Articles of Incorporation may be amended in the manner authorized by the Wisconsin Statutes at the time of amendment and as provided by the Bylaws.

I execute these Articles this 1st day of January, 2011.

By: \_\_\_\_\_  
Thomas N. Shorter, Incorporator

This document was drafted by and is returnable to:

Thomas N. Shorter, Esq.  
Godfrey & Kahn, s.c.  
One East Main Street  
P.O. Box 2719  
Madison, WI 53701-2719  
(608) 257-3911

**BYLAWS  
OF  
GENERATIONS FERTILITY CARE, INC.**

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Generations Fertility Care, Inc., a nonstock, nonprofit corporation organized and existing under the laws of the State of Wisconsin (the “Corporation”), hereby adopts the following bylaws (these “Bylaws”):

**ARTICLE I  
OFFICES**

1.1. Principal and Business Offices. The principal office of the Corporation required by the Wisconsin Statutes to be maintained in the State of Wisconsin may be, but need not be, identical with the registered office of the Corporation, and the address of the Corporation’s principal office may be changed from time to time by the Board of Directors of the Corporation (the “Board” and, each Director thereon, a “Director”). The business office of the Corporation may be, but need not be, identical to such principal office and may be changed as the Board may designate or as the business of the Corporation may require from time to time.

1.2. Office of the Registered Agent. The office of the registered agent of the Corporation required by the Wisconsin Statutes to be maintained in the State of Wisconsin may be, but need not be, identical with the principal office of the Corporation in the State of Wisconsin, and the address of the office of the registered agent may be changed from time to time by the Board or by the registered agent. The business office of the registered agent of the Corporation shall be identical to such registered office.

**ARTICLE II  
MEMBER**

2.1. Membership. The Corporation shall have one (1) member, University Health Care, Inc. (the “Member”).

2.2. Member Rights and Obligations; Voting. The Member shall have such rights and obligations as are provided in Chapter 181, Wisconsin Statutes (the “Act”), the Corporation’s Articles of Incorporation (the “Articles of Incorporation”) and these Bylaws. The Member shall be entitled to one (1) vote.

2.3. Transferability of Membership. The Member may not transfer its membership, except, upon approval of the Board, to the University of Wisconsin Hospitals and Clinics Authority, a public body corporate and politic created under Chapter 233 of the Wisconsin Statutes (“UWHCA”), University of Wisconsin Medical Foundation, Inc., a Wisconsin nonstock, nonprofit corporation (“UWMF”), or Meriter Hospital, Inc., a Wisconsin nonstock, nonprofit corporation (“Meriter”).

2.4. Termination of Membership.

(a) Involuntary Termination. The membership of the Member may be terminated by the approval of two-thirds of the Directors then in office, but only if the Member:

(1) is no longer an organization recognized by the Internal Revenue Service as exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or

(2) is merged into another entity and the Member is not the surviving entity.

(b) Automatic Termination. The membership of the Member shall be automatically terminated:

(1) at such time as when the Member is dissolved, or

(2) at such time as when the Member is (i) adjudicated bankrupt, (ii) makes an assignment for the benefit of creditors, (iii) files a voluntary petition in bankruptcy, (iv) becomes subject to an order for relief under the federal bankruptcy laws, or (v) seeks, consents or acquiesces in the appointment of a court appointed trustee or receiver.

(c) Voluntary Termination. The Member may terminate its membership at any time by providing written notice of termination to the Secretary.

(d) Effect of Termination. Upon termination, the Member shall immediately no longer be a Member of the Corporation for any purpose and shall have no rights, powers or authority of a Member including with respect to the receipt of distributions whether in liquidation or otherwise. Further, the Member shall not be entitled to any return of any contribution made by the Member to the Corporation. Termination of the Member shall not relieve the Member of any obligations or liabilities of the Member pursuant to the Act or any agreement between the Member and the Corporation.

2.5. Annual Meeting of the Member. The annual meeting of the Member shall be held in the first quarter of each year at a date, time, and place determined by the Member. Such meeting shall be for the purpose of appointing Directors and the transaction of such business as may come before the meeting. Failure to hold an annual meeting at the designated time shall not cause a forfeiture or dissolution of the Corporation.

2.6. Regular Meetings of the Member. The Member may provide, by resolution, the time and place for the holding of regular meetings without other notice than such resolution.

2.7. Special Meetings of Member. Special meetings of the Member may be called by the President, the Board, or the Member.

2.8. Notice of Member's Meeting. Written notice stating the place, day and hour of the meeting and, in case of a special meeting, the purpose or purposes for which the meeting is called, shall be communicated or sent not less than five (5) days before the date of the meeting,



unless a longer time is required under the then current provisions of the Act, the Articles of Incorporation or these Bylaws. The notice shall be delivered either personally or by mail, by or at the direction of the President, the Secretary, or other Officer or person calling the meeting, to the Member. If mailed, such notice shall be deemed delivered when deposited in the United States mail addressed to the Member at the Member's address as it appears on the records of the Corporation, with postage thereon prepaid.

2.9. Quorum. Attendance by the Member shall constitute a quorum at a meeting of the Member.

2.10. Manner of Acting. The Member must approve all actions requiring Member approval.

2.11. Member Approval Matters. In addition to any other actions requiring the approval of the Member pursuant to the Act, the Articles of Incorporation or these Bylaws, the following actions shall require the approval of the Member:

- (a) Merger, consolidation or dissolution of the Corporation;
- (b) Amendment, restatement, alteration or repeal of the Articles of Incorporation of the Corporation;
- (c) A sale, lease, exchange, or other disposition of all, or substantially all, the property or assets of the Corporation;
- (d) The call for additional contributions from the Member to the Corporation or assessments against the Member;
- (e) Any distribution of assets of the Corporation to the Member;
- (f) Execution, amendment, or termination of any agreement between the Corporation and the Member; and
- (g) All of the unanimous director approval matters specified in Section 3.11, until such time as Meriter executes a binding Letter of Intent ("Letter of Intent") with the UWMF and UWHCA agreeing to develop and equally share the costs of a clinical in-vitro fertilization / reproductive endocrinology corporate joint venture.

2.12. Conduct of Meetings. The President or, in his or her absence, the Member, shall call each meeting of the Member to order and shall act as the chairperson of such meeting. The Secretary shall record the minutes of the meeting and file such minutes in the Corporation's minute book.

2.13. Consent Without Meeting. Any action required or permitted by the Act, the Articles of Incorporation, or these Bylaws to be taken by the Member at a meeting may be taken without a meeting if a consent in writing setting forth the actions so taken is signed by the Member.

2.14. Meeting by Telephone or by Other Communication Technology. Any action required or permitted by the Articles of Incorporation, these Bylaws, or any provision of law to be taken by the Member at a meeting may be taken through the use of communications by which (a) the Member and any participating officer may simultaneously hear each other during the meeting, or (b) all communication during the meeting is immediately transmitted to the Member and any participating officer, and the Member and any participating officer are able to immediately send messages to all other participants.

### **ARTICLE III BOARD OF DIRECTORS**

3.1. General Powers; Number. The business and affairs of the Corporation shall be managed by the Board. The Board shall consist of at least three (3) Directors. The number of Directors may be increased or decreased from time to time, without amending these Bylaws as long as the number of Directors is at least three (3).

3.2. Appointment; Qualification. The following three parties shall have the right to nominate Directors to the Board, which nominees shall then be immediately appointed to the Board by the Member: UWHCA, UWMF, and Meriter (each a “Nominating Party”).

3.3. Tenure. Each Director shall hold office for a term of two (2) years or until his or her successor has been elected, or until his or her earlier death, resignation or removal. There shall be no term limits imposed on any Director. A Director may resign at any time by filing his or her written resignation with the Secretary of the Corporation. Subject to Section 5.2, Directors need not be officers of the Corporation, however, a Director may be an officer of the Corporation.

3.4. Removal; Vacancies. A Director may be removed by the Member at any time for any reason at the request of the Nominating Party nominating such Director. Upon the death, resignation, or removal of a Director, the Nominating Party who nominated such Director shall nominate the successor, who shall be immediately appointed to the Board by the Member to serve until the expiration of such Director’s term or until the successor’s earlier death, resignation, or removal, or until another successor has been nominated and appointed.

3.5. Annual Meetings. The Annual Meeting of the Board shall be held each year immediately after the annual meeting of the Member at the same location.

3.6. Regular Meetings. The Board may provide, by resolution, the time and place for the holding of regular meetings without other notice than such resolution.

3.7. Special Meetings. Special meetings of the Board may be called by or at the request of the Member, the President, or any two Directors. The person or persons calling any special meeting of the Board may fix any place as the place for holding any special meeting of the Board, and if no place is fixed, the place of meeting shall be the principal business office of the Corporation.

3.8. Notice; Waiver. Notice of special meetings of the Board shall be given by telephone or by written notice delivered personally by electronic mail, facsimile or by regular

mail to each Director at his or her address as such Director shall have designated in writing filed with the Board. Notice in the case of telephone, personal delivery, facsimile or electronic mail shall be given not less than forty-eight (48) hours prior to the time of the meeting. If mailed, such notice shall be delivered at least five (5) days prior to the meeting and shall be deemed to be delivered when deposited in the United States mail so addressed, with postage thereon prepaid. If sent by facsimile or electronic mail, notice shall be considered delivered at 8:00 a.m. on the next following business day. Whenever any notice is required to be given to any Director of the Corporation under the Articles of Incorporation or Bylaws or any provision of law, a waiver thereof in writing, signed at anytime, whether before or after the time of meeting, by the Director entitled to such notice, shall be deemed equivalent to the giving of such notice. The attendance of a Director at a meeting shall constitute a waiver of such notice of such meeting, except where a Director attends a meeting and objects thereat to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at any special meeting of the Board shall be specified in the notice of such meeting. No notice need be given for an annual meeting held pursuant to Section 3.5 or a regular meeting held pursuant to Section 3.6.

3.9. Quorum. Except as otherwise provided by law, by the Articles of Incorporation or these Bylaws, all Directors then in office shall constitute a quorum for the transaction of business at any meeting of the Board but a majority of Directors present (though less than a quorum) may adjourn the meeting from time to time without further notice.

3.10. Manner of Acting. Prior to the date Meriter executes the Letter of Intent (the “Letter of Intent Date”), the act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board, unless the act of a greater number is required by the Act or by the Articles of Incorporation or by these Bylaws, except in situations involving a conflict of interest in which a Director nominated by a Nominating Party has to recuse himself or herself. On and following the Letter of Intent Date, all actions shall require the affirmative vote of all Directors in office at the time such actions are intended to be taken, except in situations involving a conflict of interest in which a Director nominated by a Nominating Party has to recuse himself or herself.

3.11. Conduct of Meetings. The President shall call a meeting of the Board to order and shall act as the chairperson of such meeting. In the President’s absence, the Secretary shall act in his or her place as chairman of such meeting. The Secretary shall record the minutes of the meeting and file such minutes in the Corporation’s minute book.

3.12. Compensation. Unless approved by the Member, no compensation shall be paid to any Director for serving as a member of the Board, except that a Director may be reimbursed for expenses actually incurred by such Director in carrying out any activity of this Corporation if approved by the Board.

3.13. Presumption of Assent. A Director of the Corporation who is present at a meeting of the Board or a committee thereof of which he or she is a member at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless his or her dissent shall be entered in the minutes of the meeting or unless he or she shall file his or her written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the

Corporation immediately after the adjournment of the meeting. Such a right to dissent shall not apply to a Director who voted in favor of such action.

3.14. Written Consent Without Meeting. Any action required or permitted by the Articles of Incorporation or Bylaws or any provision of law to be taken by the Board at a meeting may be taken without a meeting if a consent in writing, or other means permitted by the Act, setting forth the actions so taken shall be signed by the number of Directors necessary to constitute an act of the Directors under Section 3.10.

3.15. Meetings by Telephone or Other Electronic Means. Any action required or permitted by the Articles of Incorporation or these Bylaws or any provision of law to be taken by the Board or a committee of the Board at a meeting may be taken through the use of any means of communication by which (a) all participating Directors may simultaneously hear each other during the meeting, or (b) all communication during the meeting is immediately transmitted to each participating Director and each participating Director is able to immediately send messages to all other participating Directors.

3.16. Conflict of Interest. The Board shall adopt and maintain a conflict of interest policy consistent with the Regulations of the IRS for nonprofit, tax-exempt § 501(c)(3) organizations and Wisconsin law.

## **ARTICLE IV AUDIT COMMITTEE**

4.1. Creation; Advisory Purpose. The Corporation shall have an Audit Committee. The Audit Committee shall be an advisory committee only and has no power or authority to bind the Corporation in any manner, nor shall it have any authority of the Board or to act on behalf of the Board or the Corporation.

4.2. Number; Qualification. The Audit Committee shall consist of such number of members with such qualifications as determined by the Board from time to time.

4.3. Appointment; Tenure. All Audit Committee members will be appointed for such period as determined by the Board. The Board may remove any Audit Committee member at any time and for any reason. Any person appointed as an Audit Committee member shall serve until his or her death, resignation or removal, or until a successor has been appointed and qualified. An Audit Committee member may resign at any time by filing his or her written resignation with the Board.

4.4. Duties. The Audit Committee shall report to the Board. In addition to other duties as the Board may designate from time to time, the Audit Committee's duties shall include evaluating and making recommendations to the Board with respect to the following:

- (a) The effectiveness of the internal controls and internal auditing methods of the Corporation;
- (b) Compliance with the Corporation's code of business conduct and authority guidelines,

(c) The appointment or dismissal of the Corporation's independent public accountants, and the Corporation's independent public accountants' audit reports and other work; and

(d) The financial and operations functions of the Corporation.

## **ARTICLE V CORPORATION OFFICERS**

5.1. Number and Qualifications. The officers of the Corporation shall be the President, Secretary, Treasurer, the Administrative Director and such other officers as determined by the Board. Subject to Section 5.2, (a) officers shall be elected by the Board; (b) one or more offices may be held by a single individual; and (c) officers need not be Directors, however, an officer may be a Director.

5.2. Election and Term of Office. Except as otherwise provided herein, the officers of the Corporation shall be elected by the vote of the Board as provided in Section 3.10 at the Annual Meeting of the Board. Each officer shall hold office for a term of one (1) year and until a successor shall have been duly elected and qualified or until his or her earlier death, resignation or removal.

5.3. Removal. Any officer or agent may be removed by the Board whenever in its judgment the best interests of the Corporation will be served thereby.

5.4. Vacancies. Except as provided in Section 5.2, a vacancy in any office because of death, resignation, removal or otherwise, shall be filled by the Board for the unexpired portion of the term.

5.5. President. The President shall preside at meetings of the Board when available (the Board may meet and take action at a meeting notwithstanding the absence of the President). The President shall be the principal executive officer of the Corporation and shall, subject to the control of the Board, in general supervise and control all of the business and affairs of the Corporation. The President shall have authority, subject to such rules as may be prescribed by the Board, to appoint such agents and employees of the Corporation as he or she shall deem necessary to carry out the purposes of the Corporation, to prescribe their powers, duties, and compensation and to delegate authority to them. Such agents and employees shall hold office at the discretion of the President. In general, he or she shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board from time to time. The President may delegate to the Administrative Director the authority to perform certain executive and administrative duties as provided in Section 5.8.

5.6. Secretary. The Secretary shall (a) keep the minutes of the meetings of the Board in one or more books provided for that purpose; (b) see that all notices are duly given in accord with the provisions of these Bylaws or as required by law; (c) be custodian of the corporate records; (d) keep or arrange for the keeping of a register of the post office address of each Director which shall be furnished to the Secretary by such Director; and (e) in general, perform all duties incident to the office of the Secretary and have such other duties and exercise such

authority as from time to time may be delegated or assigned to him or her by the President or by the Board.

5.7. Treasurer. The Treasurer shall in general perform all duties incident to the office of the Treasurer, including oversight of the management of the books and financial records of the Corporation, and have such other duties and exercise such other authority as from time to time may be delegated or assigned to him or her by the President or by the Board.

5.8. Administrative Director. The Administrative Director shall report to and be subject to control of the President. Subject to the specific delegation by the President, the Administrative Director shall conduct and supervise the daily operations of the Corporation, which may include: sign, execute and acknowledge, on behalf of the Corporation, all third-party payor and other contracts, personal property leases, reports and all other documents or instruments necessary or proper to be executed in the ordinary course of the Corporation's business; hire, supervise and discharge other Corporation employees; maintain or cause to be maintained financial books and records that accurately reflect the business of the Corporation; act as an Authorized Official on behalf of the Corporation for purposes of the Medicare program; and such other duties as may be prescribed by the President from time to time.

5.9. Assistants and Acting Officers. The Board shall have the power to appoint any person to act as assistant to any officer, or as agent for the Corporation in his or her stead, or to perform the duties of such officer whenever for any reason it is impracticable for such officer to act personally, and such assistant or acting officer or other agent so appointed by the Board shall have the power to perform all the duties of the office to which he or she is so appointed to be assistant, or as to which he or she is so appointed to act, except as such power may be otherwise defined or restricted by the Board.

## **ARTICLE VI**

### **CONTRACTS; LOANS; CHECKS AND DEPOSITS; SPECIAL CORPORATE ACTS**

6.1. Contracts. The Board may authorize any officer or officers, agent or agents, to enter into any contract or execute or deliver any instrument in the name of and on behalf of the Corporation, and such authorization may be general or confined to specific instances. No contract or other transaction between the Corporation and one or more of its Directors or any other corporation, firm, association, or entity in which one or more of its Directors or any other corporation, firm association, or entity in which one or more of its Directors or officers are financially interested, shall be either void or voidable because of such relationship or interest or because such Director or Directors are present at the meeting of the Board or a committee thereof which authorizes, approves or ratifies such contract or transaction, if (1) the fact of such relationship or interest is disclosed or known to the Board or committee which authorizes, approves or ratifies the contract or transaction by a vote or consent sufficient for the purpose without counting the votes or consents of such interested Directors; or (2) the fact of such relationship or interest is disclosed or known to the Directors entitled to vote and they authorize, approve or ratify such contract or transaction by vote or written consent; or (3) the contract or transaction is fair and reasonable to the Corporation. Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board or a committee

thereof which authorizes, approves or ratifies such contract or transactions, but such interested Directors shall abstain from any vote to authorize, approve, or ratify such contract or transaction.

6.2. Loans. No indebtedness for borrowed money shall be contracted on behalf of the Corporation and no evidence of such indebtedness shall be issued in its name unless authorized by or under the authority of a resolution of the Board. Such authorization may be general or confined to specific instances.

6.3. Checks, Drafts, Etc. Subject to guidelines promulgated by the Board from time to time, all checks, drafts or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation, shall be signed by the President of the Corporation or an agent or the Administrative Director of the Corporation duly appointed for that purpose or delegated such responsibility.

6.4. Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as may be selected by or under the authority of a resolution of the Board.

## **ARTICLE VII SEAL**

The Corporation shall have no corporate seal.

## **ARTICLE VIII AMENDMENTS**

Prior to the Letter of Intent Date, these Bylaws may be altered, amended or repealed and new Bylaws may be adopted only by the approval of the majority of Directors then in office. Effective as of the Letter of Intent Date, these Bylaws may be altered, amended or repealed and new Bylaws may be adopted only by the approval of all Directors then in office

## **ARTICLE IX DISSOLUTION**

Prior to the Letter of Intent Date, the Corporation may be dissolved by the approval of the majority of Directors then in office and of the Member. Effective as of the Letter of Intent Date, the Corporation may be dissolved only by the approval of all Directors then in office and of the Member. Upon dissolution of the Corporation, the assets of the Corporation shall be disposed of pursuant to the Articles of Incorporation, and in accordance with a plan of dissolution either (a) approved by the majority of Directors then in office and by the Member, if and only if Meriter has not signed the Letter of Intent, or (b) unanimously approved by all Directors then in office and by the Member, if and only if the Letter of Intent has been signed by Meriter.

## **ARTICLE X INDEMNIFICATION**

10.1. Indemnification for Successful Defense. Within 20 days after receipt of a written request pursuant to Section 10.3, the Corporation shall indemnify a Director or officer, to the extent he or she has been successful on the merits or otherwise in the defense proceeding, for all reasonable expenses incurred in the proceeding if the Director or officer was a party because he or she is a Director or officer of the Corporation.

10.2. Other Indemnification.

(a) In cases not included under Section 10.1, the Corporation shall indemnify a Director or officer against all liabilities and expenses incurred by the Director or officer in a proceeding to which the Director or officer was a party because he or she is a Director or officer of the Corporation, unless liability was incurred because the Director or officer breached or failed to perform a duty he or she owes to the Corporation and the breach or failure to perform constitutes any of the following:

(1) A willful failure to deal fairly with the Corporation in connection with a matter in which the Director or officer has a material conflict of interest.

(2) A violation of criminal law, unless the Director or officer had reasonable cause to believe his or her conduct was lawful or not reasonable cause to believe his or her conduct was unlawful.

(3) A transaction from which the Director or officer derived an improper personal profit or benefit.

(4) Willful misconduct.

(b) Determination of whether indemnification is required under this Section shall be made pursuant to Section 10.5.

(c) The termination of a proceeding by judgment, order, settlement or conviction, or upon a plea of no contest or an equivalent plea, does not, by itself, create a presumption that indemnification of the Director or officer is not required under this Section.

10.3. Written Request. A Director or officer who seeks indemnification under Section 10.1 or 10.2 shall make a written request to the Corporation.

10.4. Nonduplication. The Corporation shall not indemnify a Director or officer under Section 10.1 or 10.2 if the Director or officer has previously received indemnification or allowance of expenses from any person, including the Corporation, in connection with the same proceeding. However, the Director or officer has no duty to look to any other person for indemnification.

10.5. Determination of Right to Indemnification.



(a) Unless otherwise provided by the Articles of Incorporation or by written agreement between the Director or officer and the Corporation, the Director or officer seeking indemnification under Section 10.2 shall select one of the following means for determining his or her right to indemnification:

(1) By approval of all Directors then in office and not at the time parties to the same or related proceedings.

(2) By independent legal counsel selected by approval of all Directors then in office and not at the time parties to the same or related proceedings.

(3) By a panel of three arbitrators consisting of one arbitrator selected by approval of all Directors then in office and not at the time parties to the same or related proceedings, one arbitrator selected by the Director or officer seeking indemnification and one arbitrator selected by the two arbitrators previously selected.

(4) By a court under Section 10.9.

(5) By any other method provided for in any additional right to indemnification permitted under Section 10.8.

(b) In any determination under subsection (a), the burden of proof is on the Corporation to prove by clear and convincing evidence that indemnification under Section 10.2 should not be allowed.

(c) A written determination as to a Director's or officer's right to indemnification under Section 10.2 shall be submitted to both the Corporation and the Director or officer within 60 days of the selection made under subsection (a).

(d) If it is determined that indemnification is required under Section 10.2, the Corporation shall pay all liabilities and expenses not prohibited by Section 10.4 within 10 days after receipt of the written determination under subsection (c). The Corporation shall also pay all expenses incurred by the Director or officer in the determination process under subsection (a).

10.6. Advance Expenses. Within 10 days after receipt of a written request by a Director or an officer who is a party to a proceeding, the Corporation shall pay or reimburse his or her reasonable expenses as incurred if the Director or officer provides the Corporation with all of the following:

(a) A written affirmation of his or her good faith belief that he or she has not breached or failed to perform his or her duties to the Corporation.

(b) A written undertaking satisfactory to the Board, executed personally or on his or her behalf, to repay the allowance to the extent that it is ultimately determined under Section 10.5 that indemnification under Section 10.2 is not required and that indemnification is not ordered by a court under Section 10.9(b)(2). The undertaking

under this subsection shall be an unlimited general obligation of the Director or officer and may be accepted without reference to his or her ability to repay the allowance. The undertaking may be secured or unsecured in the Board's discretion.

10.7. Indemnification Under Wisconsin Statutes. To the extent indemnification is extended under this Article X to any Director, officer or employee otherwise entitled to indemnification under Wisconsin law, the indemnification provisions hereunder shall be secondary and subordinate to such state indemnification and shall be administered in such a way as to avoid overlapping or duplication of the costs of defense or payment of judgments.

10.8. Nonexclusivity.

(a) Except as provided in subsection (b), Sections 10.1, 10.2 and 10.6 do not preclude any additional right to indemnification or allowance of expenses that a Director or officer may have under any of the following:

- (1) The Articles of Incorporation.
- (2) A written agreement between the Director or officer and the Corporation.
- (3) A resolution of the Board.

(b) Regardless of the existence of an additional right under subsection (a), the Corporation shall not indemnify a Director or officer, or permit a Director or officer to retain any allowance of expenses unless it is determined by or on behalf of the Corporation that the Director or officer did not breach or fail to perform a duty he or she owes to the Corporation which constitutes conduct under Section 10.2(a). A Director or officer who is a party to the same or related proceedings for which indemnification or an allowance of expenses is sought may not participate in a determination under this subsection.

(c) Sections 10.1 to 10.12 do not affect the Corporation's power to pay or reimburse expenses incurred by a Director or officer in any of the following circumstances:

- (1) As a witness in a proceeding to which he or she is not a party.
- (2) As a plaintiff or petitioner in a proceeding because he or she is or was an employee, agent, Director or officer of the Corporation.

10.9. Court-Ordered Indemnification.

(a) Except as provided otherwise by written agreement between the Director or officer and the Corporation, a Director or officer who is a party to a proceeding may apply for indemnification to the court conducting the proceeding or to another court of competent jurisdiction. Application may be made for an initial determination by the court under Section 10.5(a)(5) or for review by the court of an adverse determination

under Sections 10.5(a)(1), (2), (3) or (5). After receipt of an application, the court shall give any notice it considers necessary.

(b) The court shall order indemnification if it determines any of the following:

(1) That the Director or officer is entitled to indemnification under Section 10.1 or 10.2.

(2) That the Director or officer is fairly and reasonably entitled to indemnification in view of all the relevant circumstances, regardless of whether indemnification is required under Section 10.2.

(c) If the court determines under subsection (b) that the Director or officer is entitled to indemnification, the Corporation shall pay the Director's or officer's expenses incurred to obtain the court-ordered indemnification.

10.10. Indemnification of Employees or Agents. The Corporation may indemnify and allow reasonable expenses of an employee or agent who is not a Director or officer to the extent provided by the Articles of Incorporation or Bylaws, by general or specific action of the Board or by contract.

10.11. Insurance. The Corporation may purchase and maintain insurance on behalf of an individual who is an employee, agent, Director or officer of the Corporation against liability asserted against or incurred by the individual in his or her capacity as an employee, agent, Director or officer, regardless of whether the Corporation is required or authorized to indemnify or allow expenses to the individual against the same liability under Sections 10.1, 10.2, 10.8 and 10.9.

10.12. Liberal Construction. In order for the Corporation to obtain and retain qualified Directors and officers, the foregoing provisions shall be liberally administered in order to afford maximum indemnification of Directors and officers and, accordingly, the indemnification above provided for shall be granted in all cases unless to do so would clearly contravene applicable law, controlling precedent or public policy.

## **ARTICLE XI DISTRIBUTIONS TO MEMBER**

Subject to the requirements set forth herein and under the Internal Revenue Code of 1986, as amended (the "Code"), the Corporation may from time to time make distributions and other payments to the Member. Notwithstanding anything contained in this Article XI, no distribution shall be made to the Member unless, at the time of such distribution, all of the following are true:

(a) the distribution or other payment is made in accordance with the purposes of the Corporation;

(b) notwithstanding the distribution or payment, the Corporation would be able to pay its debts as they become due in the usual course of its activities, and the Corporation's total assets would equal at least the sum of its total liabilities; and

(c) the recipient of such distribution or payment (i) may not distribute any part of its income to members, Directors or officers, and (ii) is a corporation that is recognized as exempt federal income tax under Section 501(c)(3) of the Code.

[End of Bylaws]

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UW-Oshkosh  
Contract for Financial Services Opportunities  
with UW Credit Union

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves a contract with the UW Credit Union to provide financial services opportunities (including ATM, Campus Space Lease, and ID-Debit Card services) to the University of Wisconsin-Oshkosh effective January 1, 2011 for a period of ten years.

**UW-OSHKOSH  
CONTRACT FOR FINANCIAL SERVICES OPPORTUNITES  
WITH UW CREDIT UNION**

**EXECUTIVE SUMMARY**

**BACKGROUND**

Since December of 2004, the University of Wisconsin-Oshkosh has utilized an ID (Titan) card that allows students, faculty, and staff the option to link to a financial institution. To continue these optional services, the University wishes to enter into a new contract prior to the current contract expiration date of December 31, 2010. A committee comprised of three students, two faculty, and two staff was established in January of 2010 to develop an Invitation to Submit Plan (ISP) and to evaluate proposals from financial institutions interested in providing services to students, faculty, staff, and the general public at the UW-Oshkosh campus. In addition, UW-Oshkosh requested proposals for the inclusion of an on-campus branch location and ATMs supported by one financial institution. This Executive Summary outlines the open, inclusive process and the concluding recommendations.

**REQUESTED ACTION**

Approval of Resolution I.2.d.3.

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves a contract with the UW Credit Union to provide financial services opportunities (including ATM, Campus Space Lease, and ID-Debit Card services) to the University of Wisconsin-Oshkosh effective January 1, 2011 for a period of ten years.

**DISCUSSION**

The combination of an all-in-one card and services offered from a financial institution encourages the financial institution to offer savings to students over what they could achieve on their own in the marketplace while offering significant revenues for the University. An important feature of the contract is that the UW Credit Union's financial commitment to the University will not be tied to the number of participants in the optional debit card program or the number of checking accounts registered with the University.



The following is a list of benefits students, faculty, and staff would receive under the new contract:

- The convenience of a multi-purpose (one) card
- Increased security by encouraging a cashless environment
- A checking account option that features no minimum balance, no monthly or online banking account fees, free checks, and surcharge free ATM withdrawals
- Seminars aimed at encouraging responsible financial practices
- A convenient on-campus location for conducting banking business
- Campus revenue for the support of important student and employee programs
- The card is a debit card connected with a checking account. The program does not have any credit card program associated with the ID, nor does it promote the use of credit cards.

#### Competitive Procurement Process Used

An open, Invitation to Submit Plan (ISP) was utilized through the UW-Oshkosh Procurement Office, offering the opportunity to interested financial institutions to provide these services. Three proposals were submitted and considered by the evaluation committee resulting in the recommendation contained herein.

#### Disclosure Statements Associated With the Program

The campus and service provider will comply with the disclosure requirements as outlined by the Board of Regents in 2007. That is, the following facts will be openly communicated through all brochures created about the program, the Titan Card website, incoming student orientations (Odyssey), and all news releases provided by University Communications for the general media and student newspapers:

- UW-Oshkosh is receiving financial support from the financial institution
- Where the financial support is going (i.e., scholarships, student programs and services)
- A competitive procurement process was used to select the financial institution
- The debit card program is optional (opt-in program) and there are other service providers available in the Oshkosh area
- No credit card provisions are granted as part of the campus ID program

#### Proposed Financial Arrangement Presented for Board of Regents Approval

Upon completion of the ISP process in August, the evaluation team made the final selection of the UW Credit Union for Board of Regents approval. The UW Credit Union has agreed to all provisions previously contained in the ISP, and as outlined herein. The UW Credit Union is prepared to coordinate the transition from the previous provider immediately, following Board of Regents approval, to implement the debit card functionality on the ID card.

The financial arrangement agreed to is as follows. This payment schedule reflects a seven (7) year contract with the possibility of three (3) additional one (1) year extensions for a total of ten (10) years.

Campus Card Partnership

Annual Compensation Offered in the 1 <sup>st</sup> Year	\$ 515,625*
Annual Compensation Offered in the 2 <sup>nd</sup> Year	\$ 43,723
Annual Compensation Offered in the 3 <sup>rd</sup> Year	\$ 46,950
Annual Compensation Offered in the 4 <sup>th</sup> Year	\$ 50,311
Annual Compensation Offered in the 5 <sup>th</sup> Year	\$ 53,811
Annual Compensation Offered in the 6 <sup>th</sup> Year	\$ 55,156
Annual Compensation Offered in the 7 <sup>th</sup> Year	\$ 56,535
Annual Compensation Offered in the 8 <sup>th</sup> Year	\$ 57,948
Annual Compensation Offered in the 9 <sup>th</sup> Year	\$ 59,397
Annual Compensation Offered in the 10 <sup>th</sup> Year	\$ 60,882

**TOTAL      \$1,000,338**

\*Compensation in the first year includes a \$425,000 signing bonus and \$50,000 to support the reissuance of campus cards.

Branch Location Lease Payment

The UW Credit Union will make annual lease payments for space in the Reeve Memorial Union at a rate of \$22.00/square foot, with an annual escalation clause. The dimensions of the space are 844 square feet.

Lease Payment in the 1 <sup>st</sup> Year	\$ 18,568
Lease Payment in the 2 <sup>nd</sup> Year	\$ 19,496
Lease Payment in the 3 <sup>rd</sup> Year	\$ 20,475
Lease Payment in the 4 <sup>th</sup> Year	\$ 21,497
Lease Payment in the 5 <sup>th</sup> Year	\$ 22,568
Lease Payment in the 6 <sup>th</sup> Year	\$ 23,700
Lease Payment in the 7 <sup>th</sup> Year	\$ 24,882
Lease Payment in the 8 <sup>th</sup> Year	\$ 26,126
Lease Payment in the 9 <sup>th</sup> Year	\$ 27,432
Lease Payment in the 10 <sup>th</sup> Year	\$ 28,804

**TOTAL      \$233,548**

ATM Compensation

ATM Compensation Offered in the 1 <sup>st</sup> Year	\$ 32,500
ATM Compensation Offered in the 2 <sup>nd</sup> Year	\$ 31,230
ATM Compensation Offered in the 3 <sup>rd</sup> Year	\$ 29,877

ATM Compensation Offered in the 4 <sup>th</sup> Year	\$ 28,437
ATM Compensation Offered in the 5 <sup>th</sup> Year	\$ 26,905
ATM Compensation Offered in the 6 <sup>th</sup> Year	\$ 27,578
ATM Compensation Offered in the 7 <sup>th</sup> Year	\$ 28,268
ATM Compensation Offered in the 8 <sup>th</sup> Year	\$ 28,974
ATM Compensation Offered in the 9 <sup>th</sup> Year	\$ 29,699
ATM Compensation Offered in the 10 <sup>th</sup> Year	\$ 30,441

**TOTAL      \$293,909**

The total ten (10) year revenue stream for debit card banking rights, branch location lease, and ATM rights equals \$1,527,795.

### **RELATED REGENT POLICIES**

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

Endorsement of Continued Federal Funding  
for Stem Cell Research

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

WHEREAS, human embryonic stem cell (hESC) research holds great promise for biomedical science and the ability to treat debilitating disease, discover new medicines and uncover the fundamental processes that lead to disease; and

WHEREAS, hESCs have the capability to differentiate into any of approximately 200 different types of cells in the human body, which distinguishes them from adult stem cells capable of differentiating into only some different cell types; and

WHEREAS, induced pluripotent stem cells (IPSC) – adult cells that have been genetically reprogrammed – are not substitutes for hESCs; and

WHEREAS, the University of Wisconsin-Madison is a world leader in stem cell research and regenerative medicine; and

WHEREAS, UW-Madison receives approximately \$7 million per year in federal grant money for stem cell research, which supports the work of dozens of researchers, as well as many assistants and graduate students; and

WHEREAS, an action has been filed for declaratory judgment and an injunction to prevent the National Institutes of Health (NIH) from funding hESC research; and

WHEREAS, a U.S. District Court for the District of Columbia issued a preliminary injunction, barring all federal funding for hESC research on the basis that funding of hESC research violates the Dickey-Wicker Amendment; and

WHEREAS, the U.S. Court of Appeals for the District of Columbia indefinitely stayed that injunction while it considers the U.S. Department of Justice's (DOJ) appeal of the preliminary injunction on behalf of NIH; and

WHEREAS, the loss of NIH funding for hESC research will have a devastating impact on hESC researchers, whose ongoing research projects will be permanently impaired wasting millions of tax-payer dollars; and

WHEREAS, the loss of NIH funding for hESC research will prevent patients from receiving the best treatments science can provide; and

WHEREAS, the Coalition for the Advancement of Medical Research (CAMR), of which UW-Madison is a member, filed an Amicus Brief in support of the DOJ's emergency motion to stay the preliminary injunction pending appeal; and

WHEREAS, it is expected that CAMR will continue to work in support of a court finding that NIH funding can continue for hESC research;

BE IT THEREFORE RESOLVED, the Board of Regents of the University of Wisconsin System hereby acknowledges the great importance of human embryonic stem cell research and supports the Coalition for the Advancement of Medical Research's efforts and the efforts of the U.S. Department of Justice to ensure that the National Institutes of Health can continue to fund human embryonic stem cell research.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.3. Capital Planning and Budget Committee

Thursday, October 7, 2010  
Reeve Union  
UW-Oshkosh  
Oshkosh, Wisconsin

10:00 a.m. All Regents – Reeve Union 227 (Ballroom)

1. UW-Oshkosh Presentation: “UW-Oshkosh's ‘Principles for Progress and Prosperity.’ A Compact to Better Educate More People”
2. UW System’s Participation in the National *Access to Success* Initiative

12:00 p.m. Regent/student lunch – Reeve Room 201

12:00 p.m. Lunch – general participants - Reeve Union Underground

1:00 p.m. Joint Meeting of Business, Finance, and Audit and Capital Planning and Budget Committee – Reeve Union 202

- a. UW-Oshkosh Presentation: “UWO Foundation/UW-Oshkosh; Partners in Progress and Campus Master Plan Update”

1:30 p.m. Capital Planning and Budget Committee – Reeve Union 306

- b. Approval of the Minutes of the August 19, 2010 Meeting of the Capital Planning and Budget Committee
- c. UW Colleges: Authority to Revise the UW-Sheboygan Lease  
[Resolution I.3.c.]
- d. UW-Madison: Approval of the Design Report of the Kohl Center Addition Hockey/Swimming Facility Project and Authority to Construct the Project  
[Resolution I.3.d.]
- e. UW-Platteville: Approval of the Design Report of the Porter Residence Hall Renovation Project and Authority to Seek a Waiver to Allow for Single Prime Bidding and Construct the Project  
[Resolution I.3.e.]
- f. UW System: Authority to Construct All Agency Maintenance and Repair Projects  
[Resolution I.3.f.]

- g. Report of the Associate Vice President
  - 1. Building Commission Actions
  - 2. Other
- h. Additional items which may be presented to the Committee with its approval
- i. Closed session for purposes of considering personal histories, as permitted by s.19.85(1)(f), *Wis. Stats.*, related to the naming of facilities at UW-Madison and UW-Platteville

Authority to Revise UW Sheboygan Lease,  
UW Colleges

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to revise the lease for the UW-Sheboygan campus between the UW System Board of Regents and Sheboygan County to reflect the current operating arrangement, land boundaries, and the recent co-location of Sheboygan County Cooperative Extension within campus buildings.



# THE UNIVERSITY OF WISCONSIN SYSTEM

## Request for Board of Regents Action October 2010

1. Institution: The University of Wisconsin Colleges: UW-Sheboygan
2. Request: Authority to revise the lease for the UW-Sheboygan campus between the UW System Board of Regents and Sheboygan County to reflect the current operating arrangement, land boundaries, and the recent co-location of Sheboygan County Cooperative Extension within campus buildings.
3. Description and Scope of the Project: Revisions to the lease with Sheboygan County include numerous technical corrections to update the 1970 lease. The two significant changes include:
  - (a) returning 7.39 acres to Sheboygan County under the authority given to the county in the original lease, and
  - (b) details regarding how certain operating costs and building space will be shared between Sheboygan County Cooperative Extension, Sheboygan County, and UW-Sheboygan.

These revisions were requested by Sheboygan County and are supported by the UW-Sheboygan Dean and UW Colleges Chancellor.

4. Justification of the Request: Sheboygan County requested numerous technical updates to the lease because they prefer that the lease language be as accurate as possible in describing landholdings, financial responsibilities, and building maintenance responsibilities.

UW Colleges campuses are situated on land that is owned by single counties or by commissions representing county/city partnerships. The UW System Board of Regents has exclusive control of the land for each campus, subject to certain limitations and terms that are identified in the lease with each entity. The UW Colleges campus leases, which date from the mid-1960s to 1970, were originally approved by the Board of Regents and several have been updated since that time. The levels of specificity in these leases vary from location to location.

The UW-Sheboygan physical plant has changed dramatically since the original lease was approved in 1970. Today, the campus consists of eight buildings with total space of 200,918 SF on approximately 68.37 acres. Two recent major changes led Sheboygan County to request this updated lease.

- Relocation of Sheboygan County Cooperative Extension to UW-Sheboygan: Prior to April of 2008, cooperative extension offices were located in a county-owned facility in the city of Sheboygan Falls. After considerable county-wide debate, and with the strong

support of the UW-Sheboygan Dean and UW Colleges Chancellor, the Sheboygan County Board of Supervisors voted to relocate these offices to the UW-Sheboygan campus. Sheboygan County recently built a new library on campus and then remodeled the former library space to accommodate the cooperative extension offices and classrooms.

- Development of Bookworm Gardens at UW-Sheboygan: Sheboygan County has been a major partner in a community effort to develop this literature-based educational garden, outdoor classroom, and amphitheater. In 2008, Sheboygan County exercised its option, which was provided in the original 1970 lease, to reclaim 7.39 acres of campus property for the development of Bookworm Gardens. The groundbreaking for the garden took place in 2009. Collaborative academic programs are being developed in partnership with Bookworm Gardens, Inc., Sheboygan County Cooperative Extension, and UW-Sheboygan.

The revised lease will continue the strong collaborative spirit and responsibilities of the original partnership. It clearly delineates responsibilities for the facilities maintenance and operating cost, all of which are consistent with the intent of the original lease. The legal description of the property remaining in the lease has been updated.

5. Budget: N/A.
6. Previous Action: None.

Approval of the Design Report of the  
Athletics Hockey/Swimming Facility Project  
and Authority to Construct the Project,  
UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report of the Athletics Hockey/Swimming Facility project be approved and authority be granted to (a) substitute \$9,000,000 existing Program Revenue Supported Borrowing for \$9,000,000 previously enumerated gift funds, and (b) construct the project at a total estimated project cost of \$27,787,000 (\$18,787,000 Gift Funds and \$9,000,000 Program Revenue Supported Borrowing).

# THE UNIVERSITY OF WISCONSIN SYSTEM

## Request for Board of Regents Action October 2010

1. Institution: The University of Wisconsin-Madison
2. Request: Approval of the Design Report for the Athletics Hockey/Swimming Facility project and authority to (a) substitute \$9,000,000 existing Program Revenue Supported Borrowing for \$9,000,000 previously enumerated gift funds, and (b) construct the project at a total estimated project cost of \$27,787,000 (\$18,787,000 Gift Funds and \$9,000,000 Program Revenue Supported Borrowing).
3. Description and Scope of Project: The project will construct a three-level 66,850 ASF / 102,800 GSF addition to the Kohl Center that includes a 92' by 200' ice sheet for men's and women's hockey practice and women's hockey competition, seating for approximately 2,400 spectators, men's and women's team locker rooms, a visitor locker room, a women's hockey office suite, and associated support spaces.

The project also will include locker and team room functions for the men's and women's swimming programs. These facilities will be connected by a skywalk to the Southeast Recreation Facility (SERF). Minor renovation work will occur within the SERF to accommodate the appropriate circulation between the pool and the swimming teams' new locker suites.

The Hockey/Swim facility will connect underground to the Kohl Center, which will be remodeled to accommodate the connection. The remodeling work will include relocation of the men's basketball locker suite to space that is vacated by the men's hockey locker suite, expansion of the training room facilities, and expansion of the laundry/equipment-issue facilities to accommodate the additional occupants of the complex.

4. Justification of the Request: A full justification for this project was provided as part of the 2009-11 Capital Budget request. In general, this project will provide a permanent home for the men's and women's hockey program, and men's and women's swimming program. Currently, men's hockey practice space is leased from Dane County, but that lease expires in 2014. The women's hockey team practices in the Camp Randal Shell, but competes in the Kohl Center, which has a seating capacity that is far larger than needed for that sport's typical attendance. Moving the programs to a new facility at the Kohl Center will promote stronger integrated programs, provide a women's venue that is better suited to its actual attendance, and result in operational cost savings and efficiencies.

The men's and women's swimming teams primarily use the SERF for practice and the Natatorium for competition, but they do not have dedicated team locker rooms in either facility and must share locker space with general users of both facilities. The new

Hockey/Swim facility, which will include a connection to the SERF pool, will provide dedicated locker and team room spaces for the swimming programs as well as direct access to other support areas in the existing Kohl Center.

The existing program revenue supported borrowing was originally enumerated in 2001-03 as part of a \$15,560,000 (\$10,134,000 PRSB and \$5,426,000 Gifts/Grants) improvement project at the University Ridge Golf course. However, as Athletics moved forward with its plans, it became evident that market conditions could not support another 18-hole golf course, a nine-hole academy course, supporting facilities, and staff to operate two golf courses. Therefore, Athletics chose to improve the existing 18-hole course to be as competitive and as supportive of its golf teams and patrons as possible. The reduced scope of work was significantly less expensive than the originally enumerated project. As a result, nearly all of the approved bonding authority for the University Ridge Expansion project remains unused. Since Athletics does not anticipate any additional major golf course additions or renovations in the near future, it prefers to use the remaining enumerated bonding authority for the Hockey/Swim project. Athletics has incorporated both the debt service and ongoing operational expenses associated with the Hockey/Swim project into their long-term financial plan.

5. Budget and Schedule:

Budget	%	Cost
Construction		\$23,337,000
Contingency	2.1%	500,000
A/E Design Fees	8.1%	1,900,000
DSF Management Fee		950,000
Movable Equipment		430,000
Special Equipment		600,000
Percent for Art	0.25%	70,000
Total Project Cost		\$27,787,000

Board of Regent Approval	October 2010
State Building Commission Approval	October 2010
Bid Opening	December 2010
Construction Start	May 2011
Substantial Completion/Occupancy	October 2012

New Construction: 66,850 ASF/102,800 GSF    65% Efficiency  
 Remodeled Space: 5,400 GSF  
 Construction Cost per GSF    \$224  
 Project Cost per GSF    \$269

6. Fee Impact: The Division of Intercollegiate Athletics will pay for debt service with a variety of revenue streams, including, but not limited to: general operational dollars including ticket revenues; anticipated increases in conference revenue associated with the profitability of the Big Ten Network; conference expansion; and income from a projected

football conference championship game. Other potential revenue streams such as a renewed contract with an athletic apparel provider and increases in multi-media rights agreements may also be utilized.

7. Previous Action:

August 20, 2000 Resolution 8196	Recommended that the University Ridge - Phase III project be submitted to the Department of Administration and the State Building Commission as part of the UW System 2001-03 Capital Budget at an estimated project cost of \$15,560,000 (\$10,134,000 PRSB and \$5,426,000 Gift/Grant Funds). The project was subsequently enumerated at that level and those fund sources.
August 21, 2008 Resolution 9529	Recommended that the Kohl Center Hockey Facility Addition be submitted to the Department of Administration and the State Building Commission as part of the UW System 2009-11 Capital Budget at an estimated project cost of \$39,512,000 (\$19,756,000 PRSB and \$19,756,000 Gift/Grant Funds). The project was subsequently enumerated at \$27,787,000 Gift/Grant Funds.
June 5, 2009 Resolution 9647	Granted authority seek a waiver of Wis. Stat. § 16.855 under provisions of Wis. Stat. § 13.48 (19) to allow selection of a Construction Manager-at-Risk (CM) for construction of the Division of Intercollegiate Athletics Hockey/Swimming Facility at an estimated budget of \$27,787,000 Gift Funds.

Approval of the Design Report of the Porter Residence Hall Renovation Project and Authority to Seek a Waiver to Allow for Single Prime Bidding and Construct the Project, UW-Platteville

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, the Design Report of the Porter Residence Hall Renovation project be approved and authority be granted to: (1) seek a waiver of Wis. Stats s.16.855 under the provisions of s.13.48 (19) to allow single prime bidding and (2) construct the project for a total cost of \$4,776,000 Program Revenue Supported Borrowing.

# THE UNIVERSITY OF WISCONSIN SYSTEM

## Request for Board of Regents Action October 2010

1. Institution: The University of Wisconsin-Platteville
2. Request: Approval of the Design Report of the Porter Residence Hall Renovation project and authority to: (1) seek a waiver of Wis. Stats s.16.855 under the provisions of s.13.48 (19) to allow single prime bidding and (2) construct the project for a total cost of \$4,776,000 Program Revenue Supported Borrowing.
3. Project Description and Scope: This project will renovate Porter Residence Hall (54,445 GSF, Const. 1965) on the UW-Platteville campus. Porter Hall comprises a total of 265 beds, which will receive room lighting upgrades, accessibility upgrades, replacement of all closet side panels, slide-by windows, and resident room and lower level doors and hardware.

The hot-water radiant heat system will be replaced with a four-pipe system that will incorporate hot water and chilled water for future air conditioning. A fire suppression system will be installed throughout. Masonry block walls in resident rooms, resident floor corridors, main lobby and lower levels will receive a thin-coat plaster finish and paint. All resident room ceilings will be repainted and the floor corridor ceilings will have the ceiling tile removed and the surface refinished. Carpeting in the resident rooms, main corridors, and all lower level rooms will be replaced. The resident director's apartment will be renovated into a two bedroom apartment style layout.

Existing electrical, telephone, television, and data connections will be upgraded and relocated to the new exterior wall panel enclosures. Additional wireless access points throughout the building will be installed as well as infrastructure for security cameras and card access. The fire alarm system will be upgraded to connect with the new sprinkler system. An electrical generator designed to service Porter Hall and three other residence halls will be installed to provide emergency backup power.

The exterior of the building and surrounding grounds will have minimal modifications to correct storm water drainage problems. The south entrance area will be regraded and new storm water management devices will be implemented. New main entrance doors will be installed and concrete walks will be replaced where grading work is performed.

4. Justification: This project is the first in a series of residence hall renovations projects at the UW-Platteville campus. Porter Hall, which was constructed in 1965, is a four-story rectangular shaped building with a four foot high offset between the east and west wings. It contains 265 beds in block style corridors with centrally located restrooms on each wing. The campus presently manages nine, four-story traditional residence halls with 2,322 beds and one, six-story suite-style residence hall with 380 beds. All were constructed between 1961 and



1968, with the exception of the suite-style hall that was constructed in 2006. All updates to the resident rooms were limited to the installation of carpet, data wiring (1993), and repainting.

In 1998, a Residence Hall Infrastructure Study was completed to assess architectural concerns, telecommunications, fire alarm, lighting, electrical, HVAC, and plumbing systems. This study serves as the primary driving force behind the need for capital renewal. Various smaller projects and improvements were completed in some of the traditional residence halls (i.e. window replacements and fire alarm systems) but Porter Hall only received an upgraded fire alarm system.

This project was initially enumerated to receive only electrical upgrades in eight residence halls to be performed over two summers. Further study and review of building-wide upgrades to residence halls on other campuses informed the UW-Platteville campus that they would lessen disruption to the campus and the individual buildings if they performed a complete renovation to only one building per summer.

The request also includes a waiver for the use of single prime bidding. This project has a critical time schedule due to the fact that the work needs to be done during the summer break only. It is crucial that the project completion deadline be met because all UW-Platteville residence halls are now at capacity and the hotels in the city of Platteville are incapable of housing 265 student residents. Site access is restricted due to the surrounding residence halls that need to remain open for summer camps during this same construction period. The complicated coordination and sequencing of work during a short construction period and a tight site is best accomplished through the use of a single prime delivery method that allows a single entity to have both control of and responsibility for the site and schedule.

5. Budget and Schedule:

Budget	Cost
Construction	\$3,790,000
Hazardous Material Abatement	70,000
Contingency (10%)	379,000
A/E Design Fee	275,000
Other Fees	92,000
DSF Management (4%)	159,000
Percent for Art	11,000
Total	\$4,776,000

Schedule	
Final Review	December 2010
Bid Opening	February 2011
Start Construction	May 2011
Substantial Completion/Occupancy	August 2011

Fee Impact: The projected rates of the double-occupancy rooms for 2010-11 are \$3,106 per academic year. In 2011-12, it is anticipated that all room rates will increase by 4%. There will be an 8% increase in 2012-13, and an 8% increase in 2013-14 for the future phases of residence hall upgrade projects that are expected to be enumerated for 2011-13.

Housing Type	Current Room Rate 2010-11	Cumulative Rate Increase		
		2011-12	2012-13	2013-14
Double Room	\$3106	\$3230	\$3488	\$3766
Single Room	\$3906	\$4062	\$4386	\$4736
Suite Southwest Hall	\$4294	\$4508	\$4868	\$5258

6. Previous Action:

August 22, 2008  
Resolution 9529

Recommended that the Residence Hall Upgrades project be submitted to the Department of Administration and the State Building Commission as part of the UW System 2009-11 Capital Budget at an estimated total project cost of \$10,000.000 Program Revenue Supported Borrowing. The project was subsequently enumerated at that amount.

Authority to Construct All Agency  
Maintenance and Repair Projects,  
UW System

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$19,709,900 (\$5,944,500 General Fund Supported Borrowing; \$12,284,200 Program Revenue Supported Borrowing; and \$1,481,200 Program Revenue-Cash).

# THE UNIVERSITY OF WISCONSIN SYSTEM

## Request for Board of Regents Action October 2010

1. Institution: The University of Wisconsin System
2. Request: Authority to construct various maintenance and repair projects at an estimated total cost of \$19,709,900 (\$5,944,500 General Fund Supported Borrowing; \$12,284,200 Program Revenue Supported Borrowing; and \$1,481,200 Program Revenue-Cash).

### ENERGY CONSERVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
EAU	10C4M	Multi-Bldg Energy Conservation	\$ -	\$ 3,631,000	\$ -	\$ -	\$ -	\$ 3,631,000
MIL	09J4K	USRB Energy Conservation	\$ -	\$ 2,449,000	\$ -	\$ -	\$ -	\$ 2,449,000
PLT	10D2Z	Multi-Bldg Energy Conservation	\$ -	\$ 4,229,000	\$ -	\$ -	\$ -	\$ 4,229,000
STP	10C3Z	Heating Plant Pump Impr (Increase)	\$ -	\$ 58,100	\$ -	\$ -	\$ -	\$ 58,100
EC SUBTOTALS			\$ -	\$ 10,367,100	\$ -	\$ -	\$ -	\$ 10,367,100

### FACILITIES MAINTENANCE & REPAIR

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
OSH	10I1Z	Kolf Phys Ed Bleacher/Flooring Repl	\$ 913,700	\$ -	\$ 561,500	\$ -	\$ -	\$ 1,475,200
PKS	10H1M	Multi-Bldg Ext Envelope Maint & Repr	\$ 541,400	\$ -	\$ 51,900	\$ -	\$ -	\$ 593,300
FM&R SUBTOTALS			\$ 1,455,100	\$ -	\$ 613,400	\$ -	\$ -	\$ 2,068,500

### UTILITIES REPAIR & RENOVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
EAU	09C3M	Chippewa River Bridge Repr (Increase)	\$ 58,000	\$ -	\$ 42,000	\$ -	\$ -	\$ 100,000
LAX	10I2K	Htg Plnt Boiler No. 3 Repl	\$ 1,354,000	\$ 941,000	\$ -	\$ -	\$ -	\$ 2,295,000
MIL	09C4R	East Substation Breaker Repl (Increase)	\$ 1,041,000	\$ -	\$ 311,000	\$ -	\$ -	\$ 1,352,000
MSN	10A3V	Pit 17/9-Vet Med Steam Conduit Repl (Increase)	\$ 77,000	\$ -	\$ 25,700	\$ -	\$ -	\$ 102,700
OSH	10I1X	Campus Storm Water Improvements	\$ 366,900	\$ -	\$ 489,100	\$ -	\$ -	\$ 856,000
STP	09C3W	UWSTP Steam/Cond Repl Laterals	\$ 1,592,500	\$ 976,100	\$ -	\$ -	\$ -	\$ 2,568,600
UR&R SUBTOTALS			\$ 4,489,400	\$ 1,917,100	\$ 867,800	\$ -	\$ -	\$ 7,274,300

	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
OCTOBER 2010 TOTALS	\$ 5,944,500	\$ 12,284,200	\$ 1,481,200	\$ -	\$ -	\$ 19,709,900

3. Description and Scope of Project: This request provides maintenance, repair, renovation, and upgrades through the All Agency Projects Program.

### Energy Conservation

These projects implement energy conservation measures (ECMs) based on recently completed comprehensive investment grade energy audits. The debt service will be paid back from the annual energy savings from the fuel and utilities appropriation (Fund 109). These projects improve exterior envelope weather seals, renovate building operation systems, modify and optimize laboratory exhaust systems, and install temperature control improvements. Interior and exterior lighting will be upgraded or replaced, domestic water flows will be minimized where practical, and occupancy sensors will be installed on

vending machines.

Governor Doyle issued Executive Order 145 on April 11, 2006, relating to Conserve Wisconsin and the creation of high performance green building standards and energy conservation for state facilities and operations. The order included direction that the Department of Administration, in consultation with state agencies and the UW System, set energy efficiency goals for state facilities. The order requires a 10% reduction in energy conservation from FY05 levels by FY08 and a 20% reduction by FY10.

EAU - Multi-Building Energy Conservation (\$3,631,000): Project work includes implementation of a wide range of energy conservation measures throughout eight buildings (Brewer Hall, Hibbard Hall, Kjer Theater, McPhee Physical Education, McPhee Physical Education – Ade Olson Addition, Phillips Hall, Schneider Hall, and Zorn Arena) totalling approximately 720,000 GSF, and also includes some general campus-wide opportunities in twenty-one other campus buildings. This project installs a new air handling unit for the animal laboratory in Hibbard Hall and implements a new PC power management system.

This project assists UW-Eau Claire in complying with the energy reduction goals stipulated in Executive Order 145. The implementation of the ECMs identified in this request will result in an anticipated annual energy cost savings of approximately \$227,000 with a simple payback of 13.6 years. This is well below the simple payback requirement of 16 years or a 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

MIL - University Services and Research Building Energy Conservation (\$2,449,000): Project work includes implementation of four energy conservation measures throughout the University Services and Research Building. The project retro-commissions all HVAC and mechanical systems, retrofits air distribution systems with new occupancy sensors, and installs a new university owned chiller unit to replace the chilled water services purchased through an auxiliary entity.

This project request enables UW-Milwaukee to comply with the energy reduction goals stipulated in Executive Order 145 for the buildings covered in this contract. The implementation of the ECMs identified in this request will result in an anticipated annual energy cost savings of approximately \$140,000 with a simple payback of 16 years. This complies with the simple payback requirement or a 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

PLT - Multi-Building Energy Conservation (\$4,229,000): Project work includes implementation of a wide range of energy conservation measures throughout ten buildings (Brigham Hall, Center for the Arts, Gardner Hall, Giese Facility Management Building, Karrmann Library, McGregor Hall, Ottensman Hall, Pioneer Student Center, Royce Hall and Williams Fieldhouse) totalling approximately 700,000 GSF, and also includes some general campus-wide opportunities. This project recommissions building systems in the affected buildings, replaces the domestic hot water heating unit in Brigham Hall, installs occupancy ventilation controls in the Pioneer Student Center conference rooms, installs new renewable energy systems (which will be integrated into the Renewable Energy academic

minor currently under development), and installs an electronic campus dashboard that will record campus energy usage.

This project request enables UW-Platteville to comply with the energy reduction goals stipulated in Executive Order 145 for the buildings covered in this contract. The implementation of the ECMs identified in this request will result in an anticipated annual energy cost savings of approximately \$263,000 with a simple payback of approximately 12 years. This is well below the simple payback requirement of 16 years or a 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

STP - Heating Plant Condensate and Feedwater Pump Improvements (\$58,100 increase for a total project cost of \$205,400): This request increases the project scope and budget previously approved under the Small Projects Program as recommended by the design consultant. The proposed scope enhancements and increased budget will provide superior operating efficiencies and lower operating costs. The debt service will be paid back from the annual energy savings from the fuel and utilities appropriation (Fund 109).

Project work includes replacing two feed water pumps and three condensate pumps with new high efficiency variable frequency drive (VFD) pumps; repairing one feed water turbine; and installing a new human machine interface (HMI) control panel to operate the VFDs. The new HMI control panel will be mounted in the control room, and will include panel and display hardware, software, programming, and engineering testing prior to shipment. The new panel will be ethernet capable and compatible with future controls.

Currently, the feed water and condensate pumps operate at a fixed speed regardless of system demand, and operational efficiency is compromised to assure system demand is always met. The pumps are manually controlled by the operator and cycled to meet system demand. A new HMI panel will provide instantaneous, automatic control of the feed water and condensate pump pressures. The HMI will control pump speed to meet predetermined system settings. If additional pumps are needed, the HMI will automatically cycle the pump and control speed to meet demand. Completing this project will result in an anticipated annual energy cost savings of approximately \$6,404 with a simple payback of approximately 9 years. This is well below the simple payback requirement of 16 years or a 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

### **Facilities Maintenance and Repair Requests**

OSH - Kolf Physical Education Bleacher and Flooring Replacement (\$1,475,200): This project replaces the original telescoping bleacher system, installs a new synthetic sport flooring system, and refinishes the athletic wood flooring system in the field house. The new bleacher system will comply with all applicable American with Disabilities Act (ADA), International Building Code (IBC), and National Collegiate Athletics Association (NCAA) codes and safety standards. Project work includes the complete replacement of the motorized telescoping bleacher system with a new system of similar style and quality. Both bleacher banks are 168 LF long and 28 rows high with a total seating capacity of 6,048. The south bank of bleachers will be reduced to 154 LF in length to avoid conflict with the

floor mounted sand trap covers, and the overall seating capacity will be reduced to 5,180 with 37 ADA compliant seats. The new bleachers will include self-storing end rails, numbered seats, and platform areas for media equipment and the campus band. Minor electrical modifications will be required for the new motorized equipment and controls.

Approximately 43,700 SF of new synthetic sport flooring system will be installed over the existing synthetic sport flooring system. All athletic markings for courts and track events will be replicated on the new flooring surface. The concrete bleacher pads will be raised to be flush with the new flooring surface height. Approximately 11,850 SF of athletic wood flooring will be sanded, striped, and refinished.

The Kolf Physical Education Center was constructed in 1971 and is the primary athletics and recreation facility on campus. The bleachers are original to the facility and the structure was comprehensively renovated in 1991. The synthetic flooring was installed in 1992 and the athletic wood flooring was last refinished more than 10 years ago. The bleachers have exceeded their useful life and are significantly deteriorated and damaged. The gap between the floor board and the adjacent seat board creates a safety hazard and does not meet current code requirements.

The bleachers bind and drag when operated, which places additional strain on the structure and the motors, increases the wear on the flooring surfaces, and increases the risk of personal injury. Each structural section contains only four wheels, whereas a current bleacher system of identical size and weight would include 16 wheels per section to better distribute the weight and reduce the wear on the flooring surface. The motorized wheels are delaminating and losing their traction. This causes shear tears in the flooring as the bleachers are dragged during their operation. Several bleacher boards are broken and split, several fasteners are loose or missing, and the original bleacher boards have lost most of their structural strength and load bearing capacity.

The synthetic sport flooring is worn and deteriorated. Sections of the track surface have delaminated and broken apart. Although these sections have been patched, the areas of wear are extensive and further deterioration continues to degrade the track. The track surface poses a potential tripping hazard and is a safety concern.

PKS - Multi-Building Exterior Envelope Maintenance and Repair (\$593,300): This project corrects exterior building envelope deficiencies at Facilities Management Center, Greenquist Hall, Heating & Chilling Plant, Molinaro Hall, Sports & Activity Center, Student Center, Tallent Hall, University Apartments, and Wyllie Hall. All sealants will be replaced on some walls or areas of all buildings and tuckpointing will be performed on all buildings. Project work includes replacing glazing compound on all exterior windows, replacing select exterior doors, resealing all skylights, installing new roof safety anchors, repairing concrete fascias, repairing glazed curtain walls, repairing cracks in the campus skywalk, waterproofing underground utility tunnel structures, and reconstructing concrete pedestrian walkways.

Nine of the facilities were constructed between 1969 and 1975 and the University Apartments were constructed in 1986. The glazing compounds, sealants, skylight gaskets, and exterior door weatherstripping have failed; mortar joints have deteriorated and disintegrated; masonry units have cracked and spalled; exterior window frames leak; and operable window sashes have broken hardware that is neither repairable nor replaceable. Correcting these problems will restore the building envelope integrity and conserve energy.

Water infiltrates the basement levels of Communication Arts, Greenquist Hall, and Wyllie Hall. Several attempts were made during the past 20 years to correct these problems, however, each repair attempt failed to resolve the issue. This project will conduct a thorough evaluation to determine the cause(s) of water infiltration and propose appropriate remediation measures.

The concrete fasciae on Tallent Hall and the cementitious underside of the skywalk between Molinaro Hall and the Student Center have cracked and spalled. A large section of concrete (~18" x 18" x 12") has already sheared off the second floor fascia. The main academic building roof areas do not have OSHA required fall protection safety anchors. Both sets of exterior concrete stairs at the Heating & Chilling Plant entryways have settled, with cracks and fissures on the treads and risers. The asphalt pavement at the base of the Heating and Chilling Plant's main entryway has also settled, causing an unsafe condition due to the unusually high first step.

### **Utilities Repair and Renovation Requests**

EAU - Chippewa River Bridge Repair (\$100,000 increase for a total project cost of \$306,000): This request increases the project budget to match recent bid results. The project budget increase is needed to complete the originally approved project scope and intent.

LAX - Heating Plant Boiler No. 3 Replacement (\$2,295,000): This project replaces Boiler No. 3 and its associated stack in the Heating Plant. Project work includes replacing the 25,000 lbs/hr summer boiler with a new higher efficiency 30,000 lbs/hr natural gas boiler. The project includes an economizer and boiler stack, electrical wiring and new controls, new valves, and trim for the new boiler. Sizing of the boiler has been reviewed against current demand in order to optimize the annual operating hours while still meeting the minimum load requirements of the campus.

The 25,000 lbs/hr natural gas boiler is 47 years old. Repairs have become increasingly more difficult to make due to its age and replacement parts are harder to locate, which has rendered the boiler nonoperational. A new boiler will have higher efficiency than the current unit, resulting in significant energy savings. This unit is used primarily during the summer months, but will be increasingly used during the winter months as well to reduce the load on the two 60,000 lbs/hr coal boilers.



MIL - East Substation Breaker Replacement (\$1,352,000 increase for a total project cost of \$3,925,400): This request increases the scope and budget to fund the replacement and expansion of the East Substation 5 kV distribution system based on the Campus Master Plan study and the consultant's suggested options for expansion. The scope will be increased to allow replacement of the two 5 kV sheltered aisle switchgear units that house six feeder breakers with two new 5 kV sheltered aisle switchgear units that house 10 feeder breakers. The east substation brick screen wall will be relocated to the east, allowing the installation of longer switchgear units.

The Campus Master Plan recommended that the electrical distribution capacity in the eastern portion of campus be increased to support future buildings in this area of campus. This recommendation occurred subsequent to previous project approval.

MSN - Pit 17/9 to School of Veterinary Medicine Steam and Condensate Box Conduit Replacement (\$102,700 increase for a total project cost of \$252,060): This request increases the project budget and scope to address unforeseen conditions encountered during construction. This increase is needed to complete the originally approved project intent. Project work includes installing a new concrete box conduit in lieu of replacing 124 LF of existing concrete box conduit between Pit 17/9 and the School of Veterinary Medicine. The existing box conduit is adjacent to the foundation for the TomoTherapy addition. The existing box conduit will be abandoned in place and the new box conduit will be constructed along the east side of it with adequate clearance from the building foundation and footings. The relocation of the box conduit will provide a sound utility corridor while maintaining the structural integrity of the School of Veterinary Medicine building foundation.

OSH - Campus Storm Water Improvements (\$856,000): This project installs biofiltration devices to 12 parking lots and near two pedestrian plaza areas in compliance with the UW-Oshkosh Wisconsin Pollutant Discharge Elimination System (WPDES) storm water discharge permit. Project work includes developing biofiltration/bioretention areas for parking lots 7, 7A, 10, 11, 12, 18, 23, 25, 27, 29, 30, 32, and 34 and developing bio-retention basins in the pedestrian plazas at the Polk Library main entrance and adjacent to Gruenhagen Conference Center. These surface depressions will collect and treat storm water runoff through the engineered soil and vegetation layers established. Asphalt areas disturbed by the new biofiltration devices will be patched, seal coated, and restriped. The entire 1-inch wear surface of parking lots 7 and 7A will be replaced.

In 2007, the Wisconsin Department of Natural Resources (WDNR) issued UW-Oshkosh a Wisconsin Pollutant Discharge Elimination System (WPDES) Storm Water Discharge Permit. One requirement of the permit was that the university develop and implement a campus-wide storm water management program which includes, but is not limited to, the installation and maintenance of pollutant controls, or 'best management practices' (BMPs) for the reduction of total suspended solids (TSS) and phosphorous discharged from the campus municipal separate storm sewer systems (MS4) to the receiving waters of the state.

The university was given 24 months from issuance of the permit to achieve 20% TSS

reduction, and until March 10, 2013, to achieve 40% TSS reduction in its MS4 discharges. To assess pollutant reduction, the university conducted a water quality analysis using Source Loading and Management Model (SLAMM) software. Based on this analysis, it was determined that the university does not meet the 20% TSS reduction required by September of 2009, nor will it meet the 40% TSS reduction that will be required on March 10, 2013. The analysis identified biofiltration/bioretenention as the most practical way to achieve TSS reduction on campus, and completing the proposed work should achieve the 20% TSS reduction. Treating rooftop and pedestrian walkway sediment was determined to not be cost effective, nor would it contribute significantly to TSS reduction. Future capital projects will eliminate three parking lots (5A, 14, and 19) and further reduce the TSS on campus. The analysis also concluded it was not possible to meet the 40% TSS reduction implementing BMPs within the campus boundary, and that UW-Oshkosh would need to partner and cost share with other regional WPDES permit entities to meet the TSS reduction requirement. Upon completion of all planned capital projects that address storm water management, the campus will update its SLAMM analysis to determine the maximum achievable TSS reduction within the campus boundary.

STP - Steam and Condensate Return Laterals Replacement (\$2,568,600): This project replaces fifteen sections of underground steam conduits serving various campus facilities, originally installed within steel jackets, cast iron casings, and insulating concrete (Z-Crete). New concrete box conduits will be constructed to enclose the replacement steam and condensate piping sections, reusing the steam piping where possible. Project work includes replacing approximately 1,661 LF of lateral condensate return piping; removing the steel jackets from the high pressure supply steam pipe; and installing new thermal insulation on both supply and return piping. All asbestos containing insulation material will be abated as necessary. Sections of steam piping determined to require replacement after removal of the protective jacket and insulation will also be included. The new supply and return piping will be enclosed in an insulated, waterproof concrete box conduit.

Temporary isolation valves or blanks will be installed in each section to allow construction activities to occur without extended steam shutdowns to other buildings served by the distribution system. The project includes site restoration for all areas disturbed by project work, including turf, irrigation systems, nursery stock trees, pedestrian walkways, driveways, and street closings. The steam and condensate piping between Pit 29 and Steiner Hall will be redirected around a stand of mature oak and maple trees to minimize root damage. Steam Pit 12 at the southwest corner of the Dreyfus University Center will also be rebuilt.

Following the completion of project 07A2I in 2007, all 2.5 miles of primary steam and condensate piping on the campus loop system were excavated, repaired, and placed in concrete box conduits or reinstalled with direct buried steel casings when technical challenges existed. The remaining work included in this project replaces a number of laterals of various length, size, age, and types to individual buildings. The average age of this piping is more than 40 years old, and in most cases, they travel under sidewalks or roads and are subject to the same corrosive elements which caused failures along the entire length of the primary supply loop. Once the outer jacket fails, the piping thermal insulation

is ineffective. The roof cap of Pit 12 at the southwest corner of the Dreyfus University Center is spalled and reinforcing bars are exposed. The water integrity has been breached and the pit has standing water.

4. Justification of the Request: UW System Administration and the Division of State Facilities continue to work with each institution to develop a comprehensive campus physical development plan, including infrastructure maintenance planning. After a thorough review and consideration of approximately 450 All Agency Project proposals and over 4,500 infrastructure planning issues submitted, and the UW All Agency Projects Program funding targets set by the Division of State Facilities (DSF), this request represents high priority University of Wisconsin System infrastructure maintenance, repair, renovation, and upgrade needs. This request focuses on existing facilities and utilities, targets the known maintenance needs, and addresses outstanding health and safety issues. Where possible, similar work throughout a single facility or across multiple facilities has been combined into a single request to provide more efficient project management and project execution.

5. Budget:

General Fund Supported Borrowing	\$5,800,300
Program Revenue Supported Borrowing	9,746,800
Program Revenue-Cash .	<u>1,481,200</u>
Total Requested Budget.	\$17,028,300

6. Previous Action:

May 6, 2010 Resolution 9763	The Board of Regents previously approved the MSN - University Club and Annex Roof Replacement project at an estimated total cost of \$205,400 (\$139,700 General Fund Supported Borrowing and 65,700 Program Revenue-Cash).
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*Revised September 27, 2010*

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Friday, October 8, 2010  
Reeve Memorial Union  
UW-Oshkosh  
Oshkosh, Wisconsin

9:00 a.m.

II.

9:00 a.m.    All Regents, Reeve Union 227 (Ballroom)

1. Calling of the roll
2. Approval of the minutes of the August 19 and 20, 2010 meeting
3. Report of the President of the Board
  - a. Wisconsin Technical College System Board report
  - b. Additional items that the President of the Board may report or present to the Board
4. Report of the President of the System
  - a. New North, Inc. & NEW ERA Update
  - b. Additional items that the President of the System may report or present to the Board
5. Report and approval of actions taken by the Business, Finance, and Audit Committee
6. Report and approval of actions taken by the Capital Planning and Budget Committee
7. Report and approval of actions taken by the Education Committee
8. Election of new Assistant Trust Officer of the Board of Regents
9. Resolution of appreciation to UW-Oshkosh for hosting the October meeting
10. Communications, petitions, and memorials
11. Unfinished or additional business
12. Move into closed session to consider personal histories, as permitted by s. 19.85(1)(f), *Wis. Stats.*, related to the naming of facilities at UW-Madison and UW-Platteville; to consider salary for an interim UW-Milwaukee Chancellor, as

permitted by s. 19.85(1)(c), *Wis. Stats.*; to discuss collective bargaining activities at UW institutions, as permitted by s. 19.85(1)(e), *Wis. Stats.*; and to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*

*The closed session may be moved up for consideration during any recess in the regular meeting agenda. The regular meeting will reconvene in open session following completion of the closed session.*

## 2010 REGENT MEETING SCHEDULE

February 4 and 5, 2010: In Madison

April 8 and 9, 2010: Hosted by UW Colleges and UW-Extension at UW-Fond du Lac

May 6, 2010: One Day Meeting in Madison

June 10 and 11, 2010: At UW-Milwaukee (Annual Budget)

August 19 and 20, 2010: In Madison (Biennial Budget)

October 7 and 8, 2010: At UW-Oshkosh

November 4, 2010: One Day Meeting in Madison

December 9 and 10, 2010: Hosted by UW-Madison

**UW SYSTEM BOARD OF REGENTS  
REGULAR MEETING SCHEDULE -- 2011**

**February 10-11, 2011 – In Madison**

**March 10, 2011 – In Madison**

**April 7-8, 2011 – Hosted by UW-Platteville**

**June 9-10, 2011 – Hosted by UW-Milwaukee**

**July 14-15, 2011 – In Madison**

**September 8, 2011 – In Madison**

**October 6-7, 2011 – Hosted by UW-Green Bay**

**December 8-9, 2011 – Hosted by UW-Madison**

# BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

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Vice President – Michael Spector

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Judith Crain  
Danae Davis  
Michael Falbo  
Brent Smith  
Michael Spector

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Mark Bradley  
David Walsh  
Aaron Wingad  
Betty Womack

### **Education Committee**

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Tony Evers  
Jessica Schwalenberg

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Stan Davis  
Tom Loftus  
Ed Manydeeds

### **Personnel Matters Review Committee**

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Judith Crain  
John Drew  
Aaron Wingad

### **Committee on Student Discipline and**

#### **Other Student Appeals**

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Stan Davis  
Jessica Schwalenberg  
Betty Womack

### **Committee on Faculty and Academic Staff**

#### **Collective Bargaining**

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José Vásquez, Regent Member

### **Wisconsin Educational Communications Board**

Judith Crain, Regent Member

### **Wisconsin Partnership Program**

Roger Axtell, Regent Liaison

### **Higher Educational Aids Board**

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Aaron Wingad  
Betty Womack

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#### **Chancellor Search**

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Tony Evers  
José Vásquez  
Aaron Wingad

### **Special Regent Committee for UW-Superior**

#### **Chancellor Search**

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Stan Davis  
Ed Manydeeds  
Jessica Schwalenberg  
Brent Smith