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 29, 2011

TO: Each Regent

FROM: Jane S. Radue JSR

RE: Agenda for meetings of the Board of Regents to be held on October 6 and 7, 2011

PUBLIC MEETING NOTICE
Meetings of the UW System Board of Regents
to be held at UW-Green Bay University Union, 2420 Nicolet Drive
Green Bay, WI 54311

Thursday, October 6, 2011

10:00 a.m. All Regents – Phoenix AB

1. Presentation by UW-Green Bay Chancellor Thomas K. Harden: "UW-Green Bay: Deep Roots, Strong Wings"

2. Transfer in the UW System: Supporting Student Mobility through Continuous Improvement and Innovation

1:00 p.m. Joint Meeting of the Capital Planning and Budget Committee and the Business, Finance, and Audit Committee – Alumni AB

1:00 p.m. Education Committee – Phoenix AB

2:00 p.m. Business, Finance, and Audit Committee – Alumni AB

2:00 p.m. Capital Planning and Budget Committee – Phoenix C

Friday, October 7, 2011

9:00 a.m. All Regents – Phoenix AB

Information about agenda items can be found at http://www.uwsa.edu/bor/meetings.htm during the week of the meeting. The meeting will be webcast at http://www.uwex.edu/ics/stream/regents/meetings/ on Thursday, October 6, 2011 at 10:00 a.m. until approximately 12:00 p.m., and Friday, October 7, 2011 at 9:00 a.m. until approximately 12:00 p.m.

TRANSFER IN THE UW SYSTEM: SUPPORTING STUDENT MOBILITY THROUGH CONTINUOUS IMPROVEMENT AND INNOVATION

EXECUTIVE SUMMARY

BACKGROUND

Supporting student transfer and recognizing the reality of student mobility into and out of different colleges and universities have always been high priorities for the University of Wisconsin (UW) System. During the 2009-10 academic year, more than 17,000 students successfully transferred credits from another postsecondary institution into or within the UW System. This was the largest number of transfer students since the UW System was created in the early 1970s. The majority of transfer students (87%) were new transfer students who transferred to a UW System institution that they had not previously attended. Of the 14,755 new transfer students to the UW System in 2009-10: 38% transferred between UW institutions; 30% from out-of-state institutions; 23% from the Wisconsin Technical College System; 7% from Wisconsin private institutions; and 2% from international institutions. Among UW institutions, UW-Milwaukee received the most new transfer students (2,424), followed by UW-Madison (1,671), UW-Oshkosh (1,436), and the UW Colleges (1,429).

In recent months, the Board of Regents, UW institutions, and UW System Administration have worked to ensure that the System's transfer policy and guidelines are student-centered, conform to institutional mission and autonomy, and are responsive to the realities of student mobility in the second decade of the 21st century. In June 2011, the Education Committee heard a presentation summarizing the System's transfer data from 2009-2010. The full set of data may be found in the University of Wisconsin System *Informational Memorandum on Undergraduate Transfer Students for 2009-10*, prepared by the Office of Policy Analysis and Research, available at: http://www.wisconsin.edu/opar/reports/transfer/index.htm.

Also in June, the Committee endorsed revisions to the UW System's Undergraduate Transfer Policy, contained in Academic Information Series 6.0 and 6.2. The ACIS documents provide guidelines and procedures to all UW institutions related to students who transfer as undergraduates to UW institutions. At its July meeting, the Education Committee approved revisions to RPD 7-1, the Regent policy on undergraduate transfer in conjunction with the revised policies in the ACIS documents.

At the October 2011 meeting, the full Board will learn about ongoing systemwide transfer initiatives and innovative programs at UW institutions. The presentation will focus on an enhancement to the online Transfer Information System that allows transfer students to see how course work will transfer and apply toward a specific major. In addition, the Board will learn about creative strategies that UW institutions are using to attract, welcome, and support transfer students.

REQUESTED ACTION

No action requested; for information only.

DISCUSSION

Transfer Information System

The Transfer Information System (TIS) was first envisioned and funded in the late 1980s to assist students with transfer decisions. Since then, it has provided students and advisors in the University of Wisconsin System and Wisconsin Technical College System (WTCS) with comprehensive, accurate, up-to-date, and readily accessible information on courses, majors, and degrees at each institution, as well as an easy way to see how credits will transfer between UW System and WTCS institutions. For over two decades, TIS has been continuously improved to provide successively more complex and sophisticated transfer information, evolving from a system of sharing floppy disks, into a student-friendly Web interface used to plan a successful transfer process. Since TIS moved to the Web in 1996, overall usage has grown from 34,000 hits to its home page in the 1996-97 academic year to over 250,000 hits today.

In spring 2011, a further enhancement of TIS was made to begin providing transfer students with Transfer Plans, which are similar to the degree audits that native students have come to rely upon as they proceed through their college careers. A degree audit evaluates courses students have completed and tells them what degree and university-wide requirements those courses fulfill and what requirements remain to complete their degree. It is one of the most useful advising tools for assisting students in planning their college career and successfully completing a degree in a timely manner. TIS Transfer Plans provide transfer students and their advisors with the capability to see not only how courses will transfer, but also how these courses will fit within specific degree requirements. Transfer Plans can help students and families save money and time since students will be better able to select those courses that apply to their degree requirements, thus reducing credits and time to degree. Transfer plans also allow students to get high-quality advising on degree-completion issues even before transferring to the institution where they will be completing the degree.

Because this is a large undertaking, the Transfer Plan enhancement to TIS will occur over a number of years. This enhancement began in 2010-2011 with UW-Madison as the first institution able to provide Transfer Plans to students transferring from UW Colleges, Madison Area Technical College, Milwaukee Area Technical College, or Nicolet Technical College. By December 2011, students transferring from all UW and WTCS institutions will be able to receive a Transfer Plan for a UW-Madison program. Going forward, two to three more UW institutions each year will be able to offer Transfer Plans to incoming transfer students, with the goal that by 2015-2016, all UW institutions will have the capability.

When fully implemented, this enhancement to TIS has the potential to attract transfer students from private colleges and universities that use the same software system. Currently, this software system includes transfer equivalencies from 13 states, including Illinois and Minnesota. This could mean that students who have attended a participating institution in these 13 states could use TIS Transfer Plans to determine how the courses they have completed out of state could apply toward a degree program at a UW institution.

Transfer Innovations at UW Institutions

UW institutions have also been implementing continuous improvements on campus to identify transfer students and serve them better. Examples include:

- To determine if there were inequities between transfer students of color and white transfer students, UW institutions participating in the Transfer Equity Study compared transfer pathways from Wisconsin two-year institutions to UW institutions.
- UW-Oshkosh has collaborated with UW-Fox Valley and UW-Fond du Lac to develop a transfer center on the UW-Oshkosh campus and office space on the UW Colleges campuses, to reach potential transfer students early in their educational careers. By meeting the students while they are still on the UW Colleges campus, transfer advisors introduce students to the UW-Oshkosh learning outcomes and help them plan to take advantage of the opportunities for study abroad, undergraduate research, and other "high impact practices" available at UW-Oshkosh.
- UW-Oshkosh has revised its Honors Program and added a track for transfer students after realizing that the requirements for admission to the Honors Program made it very difficult for transfer students to participate.
- UW-Green Bay has worked closely with Northeast Wisconsin Technical College (NWTC) to develop easy-to-understand, web-based program guides showing transfer pathways from specific NWTC programs of study, to the UW-Green Bay Bachelor of Applied Studies Degree.
- UW-Stevens Point and UW-Marathon County worked together to offer a bachelor's degree with a major in business administration at the Marathon County campus.

These are just a few examples of the ways in which all UW institutions are reviewing their academic offerings and policies with the goal of attracting and serving transfer students. At the October Board of Regents meeting, several UW institutions and their transfer partner institutions will share the research that has led them to the improvements being made, the results of these initiatives, and their plans for the future.

RELEVANT REGENT AND SYSTEM POLICIES

Regent Policy Document 7-1: the University of Wisconsin System Undergraduate Transfer Policy

Regent Policy Document 7-3: the University of Wisconsin System Freshman Admissions Policy (Adopted 7/14/11)

Regent Policy Document 4-16: Criteria for Approval of Wisconsin Technical College System Collegiate Transfer Programs (Adopted 2/9/07)

Academic Information Series 6.0, University of Wisconsin System Undergraduate Transfer Policy (revised June 2011)

Academic Information Series 6.2, University of Wisconsin System Guidelines for Articulation Agreements between UW System Institutions and WTCS Districts, (revised June 2011)

September29, 2011

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.1. Education Committee - Thursday, October 6, 2011
University Union – Phoenix AB
UW-Green Bay
Green Bay, Wisconsin

10:00 a.m. All Regents – Phoenix AB

1. Presentation by UW-Green Bay Chancellor Thomas K. Harden – "UW-Green Bay: Deep Roots, Strong Wings"

2. Transfer in the UW System: Supporting Student Mobility through Continuous Improvement and Innovation

12:00 p.m. Lunch – Weidner Center for the Performing Arts Grand Foyer

1:00 p.m. Education Committee – Phoenix AB

a. Consent Agenda:

   1. Approval of the Minutes of the July 14, 2011, 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-Milwaukee: Revised Faculty Personnel Rules.
      [Resolution I.1.a.(3)]

b. UW-Parkside: Presentation of Campus Academic Plan.

c. UW-Green Bay Presentation: "UW-Green Bay's Vision and the Cofrin Center for Biodiversity."

d. Report of the Senior Vice President:

   1. Changes to Academic Affairs as Outlined in the President's Response to the Report of the Advisory Committee on the Roles of UW System Administration.

   2. Review of Regent and UW System Policy Relating to Academic Program Planning and Review.

   3. Education Committee Priorities for 2011-12.

APPOINTMENT 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. The Plan 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). Through OAC and MERC, 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), authorizing the appointment of Dr. Philip Farrell to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, to fill an unexpired term ending October 31, 2012, effective immediately.

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. Philip Farrell to the UW School of Medicine and Public Health (UW SMPH) Oversight and Advisory Committee to an unexpired term ending October 31, 2012.

Philip Farrell, M.D., Ph.D., is a Professor Emeritus in the Departments of Pediatrics and Population Health Sciences in the UW SMPH. Dr. Farrell has been a central participant in the activities of the Wisconsin Partnership Program since its inception. During his tenure as Dean of the UW SMPH, he chaired the OAC during the committee's initial four years and continued as an active member until his retirement. Most recently, Dr. Farrell has been the medical leader of the OAC's targeted initiative to address the challenging issue of infant mortality among African Americans in Milwaukee, Racine, Kenosha, and Beloit. His leadership of the initiative's steering committee, composed of representatives of the four communities, and his interactions with the health care providers and governmental and community organizations in southeastern Wisconsin, have resulted in a strong commitment from the public and private sectors to improve birth outcomes.

UW SMPH Dean Robert Golden strongly endorses the nomination of Dr. Farrell and recommends him to the Board of Regents for membership on the OAC.

Dr. Farrell's resume follows.

RECOMMENDED ACTION

UW System Administration recommends approval of Resolution I.1.a.(2), appointing Dr. Philip Farrell to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, to fill an unexpired term ending October 31, 2012, effective immediately.

Corrected Resolution

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

EDUCATION COMMITTEE

Resolution I.1.a.(2):

That, upon the 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. Philip Farrell to the UW School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program, to fill an unexpired term ending October 31, 2012, effective immediately.

BIOGRAPHICAL SKETCH

Provide the following information for the key personnel and other significant contributors in the order listed on Form Page 2.
Follow this format for each person. **DO NOT EXCEED FOUR PAGES.**

NAME	POSITION TITLE
Farrell, Philip Marshall	
eRA COMMONS USER NAME pmfarrel	Professor of Pediatrics and Population Health Sciences

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, and include postdoctoral training.)*

INSTITUTION AND LOCATION	DEGREE *(if applicable)*	YEAR(s)	FIELD OF STUDY
St. Louis Univ. College of Arts/Sci., St. Louis, MO	A.B.	1967	Chemistry/Biology
St. Louis University Medical School, St. Louis, MO	M.D.	1970	Medicine
St. Louis University Grad. School, St. Louis, MO	Ph.D.	1970	Biochemistry
Univ. of MI School of Public Health, Ann Arbor, MI	Certificate	1993	Epid./Health Policy
London School Hygiene & Tropical Med., England	Certificate	1993	Epidemiology/Biostatistics

A. HONORS AND POSITIONS

1974-75 Senior Investigator, Pediatric Metabolism Branch National Institute of Arthritis, Metabolism and Digestive Diseases, National Institutes of Health, Bethesda, MD
1975-77 Chief, Section on Developmental Biology and Clinical Nutrition Neonatal and Pediatric Medicine Branch, National Institute of Child Health and Human Development, NIH, Bethesda, MD
1975-77 Chief, Neonatal and Pediatric Medicine Branch, National Institute of Child Health, Bethesda, MD
1975-77 Assistant Professor, Department of Child Health, George Washington Univ., Washington, D.C.
1977-78 Assistant Professor, Department of Pediatrics, Univ. of Wisconsin Medical School, Madison, WI
1977-85 Director, Cystic Fibrosis Center, Univ. of Wisconsin-Madison, Madison, WI
1978-82 Associate Professor, Department of Pediatrics, Univ. of Wisconsin-Madison Medical School, WI
1981-06 Affiliate Faculty, Department of Nutritional Sciences, Univ. of Wisconsin-Madison, WI
1981-86 Director, Pediatric Pulmonary Specialized Center of Research, Univ. of Wisconsin-Madison, WI
1982-06 Professor, Departments of Pediatrics and Nutritional Sciences, Univ. of Wisconsin-Madison, WI
1985-94 Chairman, Department of Pediatrics, University of Wisconsin-Madison, WI
1995-06 Dean, School of Medicine, University of Wisconsin-Madison, WI
2001-06 Vice Chancellor for Medical Affairs, University of Wisconsin-Madison, WI
2001 Joseph B. Goldberger Award in Clinical Nutrition, American Medical Associates
2004 Affiliate Faculty, Department of Population Health Sciences, Univ. of Wisconsin-Madison, WI

Other Experience and Professional Certification and Licensure:

1964-65 NIH Medical Science Fellowship - laboratory research on vitamin E deficiency
1967-70 USPHS MD-PhD (MSTP) Traineeship in Biochemistry (protein chemistry and enzymology)
1970-72 Residency in Pediatrics, University of Wisconsin Hospitals, Madison, WI
1972-74 NIH Fellow, Pediatric Metabolism Branch, NIAMDD - Associate of Dr. Paul di Sant' Agnese
1971 National Board of Medical Examiners; 1971, Medical Licensure, State of Wisconsin; 1977 American Board of Pediatrics; Sub-Boards of Neonatal-Perinatal Medicine ('79) and Pediatric Pulmonology ('86,'95)

B.REPRESENTATIVE RECENT PEER-REVIEWED PUBLICATIONS (from over 200 articles):

1. Farrell PM, Kosorok MR, Laxova A, Shen G, Koscik RE, Bruns, T, Splaingard M and Mischler EH. Nutritional benefits of newborn screening for cystic fibrosis. New Eng J Med 337:963-969,1997.
2. Gregg RG, Simantel A, Farrell PM, Koscik RE, Kosorok MR, Laxova A, Laessig RH, Hoffman GL, Hassemer DJ, Newborn screening for cystic fibrosis in Wisconsin: comparison of biochemical and molecular methods. Pediatrics 99:819-824, 1997.
3. Farrell PM, Kosorok MR, Rock MJ, Laxova A, Zeng L, Lai HC, Hoffman G, Laissig RH, and Splaingard ML. Early diagnosis of cystic fibrosis through neonatal screening prevents severe malnutrition and improves long-term growth. Pediatrics, 107:1-12, 2001.
4. Bobadilla JL, Macek M, Fine JP, and Farrell PM. Cystic fibrosis: a worldwide analysis of *CFTR* mutations – correlation with incidence data and application to screening. Human Mutation.19: 575-606, 2002.
5. Kosorok MR, Zeng L, West SHE, Rock MJ, Splaingard ML, Laxova A, Green, CG, Collins, J, and Farrell PM. Acceleration of lung disease in children with cystic fibrosis after *Ps. aeruginosa* acquisition. Pediatr

Pulmonol 32:277-287, 2001.
6. West SHE, Zeng L, Bee LL, Kosorok MR, Laxova A, Rock MJ, Splaingard MJ, and Farrell PM. Respiratory infections with *Pseudomonas aeruginosa* in children with cystic fibrosis: Early detection by serology and assessment of risk factors. J Am Med Assoc. 287:2958-2967, 2002.
7. Lai HC, Kosorok MR, Laxova A, Makholm LM and Farrell PM. Delayed diagnosis in females with cystic fibrosis in the United States. Am J Epidemiol. 156:165-173, 2002.
8. Lee DS, Rosenberg MA, Peterson A, Makholm LM, Hoffman G, Laessig RH, and Farrell PM. Analysis of the costs of diagnosing cystic fibrosis with a newborn screening program. J Pediatr 142:617-23, 2003.
9. Farrell PM, Li Zhanhai, Kosorok MR, Laxova A, Green CG, Collins J, Lai HC, Makholm LM, Rock MJ, and Splaingard ML. Longitudinal evaluation of bronchopulmonary disease in children with cystic fibrosis. Pediatr Pulmonol. 36:1-11, 2003.
10. Farrell PM, Li Z, Kosorok MR, Laxova A, Green CG, Collins J, Lai H-C, Rock MJ and Splaingard ML. Bronchopulmonary disease in children with cystic fibrosis after early or delayed diagnosis. Am J Resp Crit Care Med. 168:1-9, 2003.
11. Koscik RL, Farrell PM, Kosorok MR, Zaremba KM, Laxova A, Lai HC, et al. Cognitive function of children with cystic fibrosis: deleterious effect of malnutrition. Pediatr. 113:1549-1558,2004.
12. Lai, HC, Cheng Y, Cho H, Kosorok MR, and Farrell PM. Association between initial disease presentation, lung disease outcomes and survival in patients with cystic fibrosis. Am J Epidemiol. 159:537-546,2004.
13. Li A, Lai HC, Kosorok MR, Laxova A, Rock MJ, Splaingard ML, Farrell PM. Longitudinal pulmonary status of cystic fibrosis children with meconium ileus. Pediatr Pulmonol, 38:277-284, 2004.
14. Johnson SC, Marshall DJ, Harms G, Miller CM, Sherrill CB, Beaty EL, Lederer SA, Roesch EB, Madsen G, Hoffman GL, Laessig RH, Kopish GJ, Baker MW, Benner SA, Farrell PM, and Prudent JR. Multiplexed genetic analysis using an expanded genetic alphabet. Clinical Chemistry, 50:2019-2027, 2004.
15. Dillard JP, Carson CL, Bernard CJ, Laxova A, and Farrell PM. An analysis of communication following newborn screening for cystic fibrosis. Health Communication, 16:195-206, 2004.
16. Li Z, Kosorok MR, Farrell PM, Laxova A, West SHE, Green CG, Collins J, Rock MJ, and Splaingard ML. Longitudinal development of Mucoid Pseudomonas aeruginosa infection and lung disease progression in children with cystic fibrosis. JAMA, 293:581-588, 2005.
17. Tluczek A, Koscik RL, Farrell PM, and Rock MJ. Psychosocial risk associated with newborn screening for cystic fibrosis: parents'experience while awaiting sweat test appointment. Pediatrics 115:1692-1703, 2005.
18. Farrell PM, Lai HC, Li Z, Kosorok MR, Laxova A, Green CG, Collins J, Hoffman G, Laessig R, Rock MJ, and Splaingard ML. Evidence on improved outcomes with early diagnosis of cystic fibrosis through neonatal screening: Enough is enough. J Pediatr. 147:S30-S36, 2005.
19. Koscik RL, Douglas JA, Zaremba K, Rock MJ, Splaingard ML, Laxova A, and Farrell PM. Quality of life of children with cystic fibrosis. J Pediatr.147:S64-S68, 2005.
20. Rosenberg MA and Farrell PM. Assessing the cost of cystic fibrosis diagnosis and treatment. J Pediatr. 147:S101-S105, 2005.
21. Lai HC, Cheng Y and Farrell PM. The survival advantage of cystic fibrosis patients diagnosed through neonatal screening: Evidence from the US Cystic Fibrosis Foundation Registry data.J Pediatr.147:S57-S63, 2005.
22. Koscik RL, Lai HC, Laxova A, Zaremba KM, Kosorok MR, Douglas JA, Rock MJ, Splaingard ML, Farrell PM. Preventing early, prolonged vitamin E deficiency: an opportunity for better cognitive outcomes via early diagnosis through neonatal screening. J. Pediatr. 147: S50-S56, 2005.
23. Rock MJ, Hoffman GL, Laessig RH, Kopish GJ, Litsheim TJ, Farrell PM. Newborn screening for cystic fibrosis in Wisconsin: nine years' experience with routine trypsinogen/DNA testing. J Pedatr. 147: S73-S77, 2005.
24. Corech R, Rao A, Laxova A, Moss J, Rock MJ, Li Z, Kosorok MR, Splaingard ML, Farrell PM, and Barbieri JT. Early immune response to the Type-III System of *Pseudomonas aeruginosa* in children with cystic fibrosis. J. Clin. Microbiol. 43: 3956-3962, 2005.
25. Brody AS, Kosorok MR, Li Z, Broderick LS, Foster JL, Laxova A, Bandla H, and Farrell, PM. Reproducibility of a scoring system for computed tomography scanning in cystic fibrosis. J. Thorac Imag. 2:14-21, 2006.
26. Grosse SD, Rosenfeld M, Devine OJ, Lai HC, and Farrell PM. Potential impact of newborn screening for cystic fibrosis on child survival: a systematic review and analysis. J Pediatr. 149:362-6, 2006.

C. ONGOING RESEARCH PROJECTS:

"Pulmonary Benefits of Cystic Fibrosis Neonatal Screening"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: NIH NIDDK
Type: R01 DK34108-21A1 Period: 01/01/07-12/31/11
Renewal. This is a comprehensive, randomized clinical trial and research program addressing the hypothesis that early diagnosis of CF through neonatal screening will be medically beneficial without major risks. Specific aims include assessment of the benefits of early screening, analysis of nutritional status and studies of the epidemiology of *Pseudomonas aeruginosa* infections in young children with CF.
Role: P.I.

"Pulmonary Benefits of Cystic Fibrosis Neonatal Screening"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: NIH NIDDK
Type: R01 DK34108-21 Period: 5/15/01-03/31/07
This is a no-cost extension for the comprehensive, randomized clinical trial and research program addressing the hypothesis that early diagnosis of CF through neonatal screening will be medically beneficial without major risks. Specific aims include assessment of the benefits of early screening, analysis of nutritional status, communication during genetic counseling, quality of life, and studies of the epidemiology of *Pseudomonas aeruginosa* infections in young children with CF.
Role: P.I.

"Pulmonary Benefits of CF Neonatal Screening"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: Cystic Fibrosis Foundation
Type: FARREL06A0 Period: 4/1/06-3/31/11
This study will address neuropsychological functioning, school functioning and quality of life of adolescent patients with cystic fibrosis relating to a combination of factors including variables from early life, markers of disease severity and parent factors.

"Pediatric Pulmonary Center (U.W.-Madison)"
Principal Investigator: Mary Schroth, MD
Agency: DHHS-PHS-HRSA
Type: (Renewal of T72 MC00008) Period: 07/01/05-06/30/10
The goal of the PPC is to provide exemplary interdisciplinary and disciplinary training for students in pediatric pulmonary medicine, nursing, social work, nutrition, pharmacy and respiratory therapy in the care of the child and family with chronic pulmonary disease.
Role: Clinical effort

COMPLETED RESEARCH PROJECTS DURING THE LAST 3 YEARS:

"Pulmonary Benefits of Cystic Fibrosis Neonatal Screening"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: NIH NIDDK
Type: R56 DK34108-21 (Interim Funding) Period: 4/01/06-12/31/06
This was interim funding to support clinical and basic personnel costs for the comprehensive, randomized clinical trial and research program addressing the hypothesis that early diagnosis of CF through neonatal screening will be medically beneficial without major risks. Specific aims include assessment of the benefits of early screening, analysis of nutritional status, and studies of the epidemiology of *Pseudomonas aeruginosa* infections in young children with CF.
Role: P.I.

"University of Wisconsin, General Clinical Research Center"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: NIH NCRR
Type: MO1 RR03186 Period: 12/01/04-11/30/07
The major goals of this project are to provide resources necessary for the conduct of clinical research by NIH funded UW-Madison investigators.
Role: P.I.

"Career Development Program in Molecular Mechanisms of Disease"
Principal Investigator: Philip M Farrell, MD, PhD
Agency: Howard Hughes Medical Institute
Type: HHMI (76296-551201)Period: 01/01/00-12/31/04
The purpose of the this project is to facilitate the career development of junior faculty and physician scientists by stimulating innovative research, with emphasis on molecular genetics, neuroscience and cell biology.

Amendments to
Faculty Personnel Rules
University of Wisconsin-Milwaukee

EDUCATION COMMITTEE

Resolution I.1.a.(3):

That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the amendments to Chapters 2 and 5 of the UW-Milwaukee Faculty Personnel Rules.

FACULTY PERSONNEL RULES
UNIVERSITY OF WISCONSIN-MILWAUKEE

EXECUTIVE SUMMARY

BACKGROUND

Section UWS 2.02, Wisconsin Administrative Code ("Faculty Rules: Coverage and Delegation") requires that rules, policies, and procedures developed by each institution in the System pursuant to Chapters UWS 3, 4, 5, 6, 7 and 8 must be approved by the Board of Regents before they take effect.

The proposed amendments to the UW-Milwaukee Faculty Personnel Rules have been approved by the appropriate faculty governance bodies, and are recommended by Chancellor Michael R. Lovell. These revisions are consistent with the Wisconsin Administrative Code, and have been reviewed by the UW System Office of the General Counsel and the Office of Academic Affairs.

The proposed amendments were adopted by the Faculty Senate on April 21, 2011, to bring clarity and consistency to the language in Chapters 2 and 5 of the UW-Milwaukee Faculty Policies and Procedures.

REQUESTED ACTION

Approval of Resolution I.1.a.(3), approving the amendments to the UW-Milwaukee Faculty Personnel Rules.

DISCUSSION

Following are proposed revisions to four sets of UW-Milwaukee Faculty Documents. They each contain three versions of the relevant sections of the UW-Milwaukee Faculty Policies and Procedures: (A) as currently written; (B) with proposed additions in bold and proposed deletions crossed out; (C) as these sections would read subsequent to Board approval. The proposed changes are minor.

The first set of changes is to Chapter 2: The Faculties of the Colleges and Schools. The proposed changes render the language from section 2.02 on "Membership in College and School Faculties" (Faculty Document # 2782), consistent with that contained in Chapter 4.02: Departmental Faculty Membership.

The next three sets of changes are to Chapter 5: Faculty Personnel. The proposed changes to section 5.13 on "Calculating the Probationary Periods" (Faculty Document # 2784), clarify language, as do the proposed changes to section 5.136 on "Notification of Decision of Tenure by Executive Committee" (Faculty Document 2786). The proposed changes to section 5.135 on the "Extension of probationary period" (Faculty Document 2785), add a time limit to

the filing of appeals, thus making the section consistent with other institutional policies on appeals.

RECOMMENDATION

UW System Administration recommends approval of Resolution I.1.a.(3), approving the amendments to the UW-Milwaukee Faculty Personnel Rules.

University of Wisconsin – Milwaukee
Policies and Procedures, August 2011 edition
Chapter 2: The Faculties of the Colleges and Schools

A - Original Version

2.02 Membership in College and School Faculties

(1) The Faculty of each college or school consists of the Chancellor, the dean, and all members of the Faculty as defined in 1.01(1) who hold appointments in the college or school. In addition, the Faculty of each college and school may designate faculty members as defined in 1.01(1) who hold appointments in other colleges or schools as voting members of its college or school. (The Faculty of the Graduate School is defined in 2.06(1).)

(2) The Graduate School Faculty includes all voting members of the University Faculty-Milwaukee as defined in 1.01(1)(a) who meet qualifications established by the Graduate Faculty Committee. The Graduate Faculty Committee shall obtain from each department a list with supporting evidence of its members who continue to meet these qualifications, by annual schedules established by the Graduate Faculty Committee. Nominations for additions or deletions from the list are submitted at the same time. Lists are submitted by department and other faculty bodies which sponsor graduate work with copies to the Dean of the Graduate School, dean of the appropriate program/budget school or college, and chairperson of the Graduate Faculty Committee. The Committee periodically reviews submitted lists of members of the faculty of the Graduate School and recommends to the Graduate Faculty Committee approval the names of individuals who meet the qualifications for categories of Graduate School Faculty membership.

(3) Subject to the approval of the Faculty Senate, the Faculty of non-departmentalized schools or colleges may designate full-time members of its instructional academic staff who have probationary or indefinite appointments as voting members of its faculty; subject to an affirmative recommendation by the department and approval of the Faculty Senate, the Faculty of departmentalized schools or colleges may designate full-time members of its instructional academic staff who have probationary or indefinite appointments and who have voting rights in the department as voting members of the school or college. The foregoing does not deny voting rights to any person holding same prior to enactment of this legislation. Such definition does not imply University Faculty status as defined in l.0l(l).

(Document 1306, 4/22/82; UWM Administration approval, 4/29/82
(Document 1618, 5/10/88; UWM Administration approval, 5/20/88)
(Document 2563, 3/15/07; UWM Administration approval, 5/11/07)

B - Version with Edits

2.02 Membership in College and School Faculties

(1) No changes

(2) No changes

(3) **a.** Subject to the approval of the Faculty Senate**:**

1. the Faculty of non-departmentalized schools or colleges may designate ~~full-time~~ members of its ~~instructional~~ academic staff ~~who have probationary or indefinite appointments~~ **with training, experience and responsibility comparable to those in the faculty ranks** as voting members of its faculty;

2. ~~subject to~~ an affirmative recommendation by the department ~~and approval of the Faculty Senate~~, the Faculty of departmentalized schools or colleges may designate ~~full-time members of its instructional~~ academic staff **with training, experience and responsibility comparable to those in the faculty ranks** ~~who have probationary or indefinite appointments~~ and who have voting rights in the department as voting members of the school or college.

b. The foregoing does not deny voting rights to any person holding same prior to enactment of the legislation. Such definition does not imply University Faculty status as defined in 1.01(1).

(Document 1306, 4/22/82; UWM Administration approval, 4/29/82
(Document 1618, 5/10/88; UWM Administration approval, 5/20/88)
(Document 2563, 3/15/07; UWM Administration approval, 5/11/07)

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C - Clean Version Revised

2.02 Membership in College and School Faculties

(3) a. Subject to the approval of the Faculty Senate:

1. the Faculty of non-departmentalized schools or colleges may designate members of its academic staff with training, experience and responsibility comparable to those in the faculty ranks as voting members of its faculty;

2. an affirmative recommendation by the department, the Faculty of departmentalized schools or colleges may designate academic staff with training, experience and responsibility comparable to those in the faculty ranks and who have voting rights in the department as voting members of the school or college.

b. The foregoing does not deny voting rights to any person holding same prior to enactment of this legislation. Such definition does not imply Faculty status as defined in 1.01 (1).

(Document 1306, 4/22/82; UWM Administration approval, 4/29/82
(Document 1618, 5/10/88; UWM Administration approval, 5/20/88)
(Document 2563, 3/15/07; UWM Administration approval, 5/11/07)

RATIONALE:

The new language for 2.02(3) is to bring it in line with the current language in 4.02: Departmental faculty membership

> All person holding appointments in a department at the rank of professor, associate professor, assistant professor, or instructor, and as determined by the Departmental Executive Committee, departmental academic staff members with training, experience and responsibility comparable to those in the faculty ranks shall have the right to vote or participate otherwise in departmental faculty meetings, provided that this rule shall not be construed to withdraw any membership understanding or arrangements in effect at the time this rule was adopted.

(Document 909, 2/27/75; UWM Administration approval, 3/29/75; Regent approval, 3/5/76)
(Document 1618, 5/10/88; UWM Administration approval, 5/20/88)

University of Wisconsin – Milwaukee
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Chapter 5: Faculty Personnel

A – Original Version

5.13 Calculating the Probationary Periods

(1) Previous full-time service in other accredited colleges or universities in a rank equivalent to assistant professor or above at the University or previous full-time teaching service as a member of the academic staff at this University, is taken into account in computing a person's probationary service at the University, so that the probationary period shall not exceed seven (7) years in all; provided that if a person receives a probationary appointment after service of more than three (3) years in one or more institutions, a person's probationary status in the University may extend for as long as four (4) years, even though the total probationary period is thereby extended beyond the normal maximum of seven (7) years. In the case of less than full-time appointments, the provisions of 5.l3(3) apply. Prior probationary service must be established in writing at the time a faculty appointment is offered.
(Document 1090, 4/20/78, 5/11/78, 11/16/78; UWM Administration approval, 11/22/78; Regent approval, 6/6/80)

(2) In cases of transfers from other institutions or from the teaching academic staff at this University, with the consent of the person concerned, the department and the dean, it may be agreed in writing at the time the appointment is made, that one whose previous full-time service was performed in those institutions before receiving the doctoral degree (or the degree typically considered terminal in a given discipline), and while a candidate for this degree, may be granted a maximum seven-year probationary period in the University.

(3) The probationary period for assistant professors and instructors on at least one-half time but not more than three-fourths time appointment is counted as one-half year probationary service; service of greater than three-fourths time is counted as a full year. In no case shall the probationary period exceed fourteen (14) calendar years.

(Document 1189, 2/21/80; UWM Administration approval, 2/27/80; Regent approval, 6/6/80)

(4) The period of leave of absence is excluded in calculating the probationary period.

(Document 1484, 12/12/85; UWM Administration approval, 12/26/85; Regent approval, 2/7/86)
(Document 2656, 3/12/09; UWM Administration approval, 4/6/09)

B - Version with Edits

5.13 Calculating the Probationary Periods

(1) Previous full-time service in other accredited colleges or universities in a rank equivalent to assistant professor or above ~~at the University~~ or previous full-time teaching service as a member of the academic staff at this University, is taken into account in computing a person's probationary service at ~~the~~ **this** University, so that the probationary period shall not exceed seven (7) years in all. ~~; provided that~~ ~~I~~if a person receives a probationary appointment after service of more than three (3) years in one or more institutions, a person's probationary status ~~in the~~ **at this** University may extend for as long as four (4) years, even though the total probationary period is thereby extended beyond the normal maximum of seven (7) years. In the case of less than full-time appointments, the provisions of 5.l3(3) apply. Prior probationary service must be established in writing at the time a faculty appointment is offered.

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(Document 1090, 4/20/78, 5/11/78, 11/16/78; UWM Administration approval, 11/22/78; Regent approval, 6/6/80)
(Document 2656, 3/12/09; UWM Administration approval, 4/6/09)

(2) No changes

(3) No changes

(4) No changes

C – Clean Version Revised

5.13 Calculating the probationary period

(1) Previous full time service in other accredited colleges or universities in a rank equivalent to assistant professor or above or previous full-time teaching service as a member of the academic staff at this University, is taken into account in computing a person's probationary service at this University, so that the probationary period shall not exceed seven (7) years in all. If a person receives a probationary appointment after service of more than three (3) years in one or more institutions, a person's probationary status at this University may extend for as long as four (4) years, even though the total probationary period is thereby extended beyond the normal maximum of seven (7) years. In the case of less than full-time appointments, the provisions of 5.13(3) apply. Prior probationary service must be established in writing at the time a faculty appointment is offered.

(Document 1090, 4/20/78, 5/11/78, 11/16/78; UWM Administration approval, 11/22/78; Regent approval, 6/6/80)
(Document 2656, 3/12/09; UWM Administration approval, 4/6/09)

(2) No changes

(3) No changes

(4) No changes

RATIONALE:
Editorial changes to clarify language.

University of Wisconsin – Milwaukee
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A – Original Version

5.135 Extension of the Probationary Period

Certain circumstances may impede a faculty member's progress toward achieving tenure, including responsibilities with respect to childbirth/adoption, significant responsibilities with respect to elder/dependent care obligations, disability/chronic illness, or circumstances beyond the control of the faculty member. Written requests for extensions of the probationary period should be made in a timely manner, proximate to the events or circumstances which occasion the request, and include appropriate documentation. A request for extension of the probationary period with respect to childbirth and adoption responsibilities carries with it the presumption of approval. More than one request may be granted but the total time granted for extensions may not ordinarily exceed one year. Multiple extension requests granted for childbirth/adoption may exceed one year. Pursuant to UWS 3.04, Wis. Adm. Code, the procedures for requesting an extension are:

(1) The faculty member provides a written request to the department executive committee, which forwards the request with its recommendation to the dean and Provost. In cases of childbirth and adoption as well as requests that are related to disability or chronic illness, the faculty member provides a written request directly to the Provost.

(2) Requests for probationary period extension may be approved by the Provost, after review by the executive committee and the dean and upon consultation with the University Committee. Requests in cases of childbirth/ adoption and those that are related to disability or chronic illness that are provided directly to the Provost shall be approved only after consultation with the University Committee and the department executive committee, as well as notification of the dean. Except to obtain necessary consultative assistance on medical or legal issues, only the Provost and the ADA Coordinator will have access to documentation pertaining to a request related to disability or chronic illness.

(Document 2430, 4/15/04; UWM Administration approval, 4/26/04)

(3) All requests for probationary period extensions shall be made prior to commencing with a tenure or contract renewal review. With respect to contract renewals, it is presumed that executive committees will extend the contractual period for a minimum of the recommended and approved probationary period extension. With respect to requests related to disability or chronic illness,

executive committees will extend the contractual period for a period of time that coincides with the approved probationary period extension.

(4) If a probationary period extension is approved, a reduction in scholarly productivity during the period of time addressed in the request should not prejudice a subsequent renewal decision. Any faculty member in probationary status more than seven (7) years because of extensions shall be evaluated as if the faculty member had been on probationary status for seven (7) years.

(5) A denial of a request shall be provided in writing to the faculty member, the department executive committee, and the dean, and shall be based upon clear and convincing reasons. If the request is related to disability or chronic illness and denied by the Provost, only the requesting faculty member will receive notification of the denial.

(6) A faculty member who believes that a request has been denied unfairly may file an appeal with the University Committee for referral to the Faculty Appeals and Grievances Committee [Section A2.3(3)].

(Document 1949, 10/20/94; UWM Administration approval, 11/14/94; Regent approval, 3/10/95)
(Document 2180, 2/18/99; UWM Administration approval, 4/12/99; Regent approval, 5/7/99)

B – Version with Edits

5.135 Extension of the probationary period

Certain circumstances may impede a faculty member's progress toward achieving tenure, including responsibilities with respect to childbirth/adoption, significant responsibilities with respect to elder/dependent care obligations, disability/chronic illness, or circumstances beyond the control of the faculty member. Written requests for extensions of the probationary period should be made in a timely manner, proximate to the events or circumstances which occasion the request, and include appropriate documentation. A request for extension of the probationary period with respect to childbirth and adoption responsibilities carries with it the presumption of approval. More than one request may be granted but the total time granted for extensions may not ordinarily exceed one year. Multiple extension requests granted for childbirth/adoption may exceed one year. Pursuant to UWS 3.04, Wis. Adm. Code, the procedures for requesting an extension are:

(1) No changes

(2) No changes

(3) No changes

(4) No changes

(5) No changes

(6) A faculty member who believes that a request has been denied unfairly may file an appeal with the University Committee for referral to the Faculty Appeals and Grievances Committee. **The appeal must be filed** within 60 business days of the request being denied.[Section A2.3(3)]

(Document 1949, 10/20/94; UWM Administration approval, 11/14/94; Regent approval, 3/10/95)
(Document 2180, 2/18/99; UWM Administration approval, 4/12/99; Regent approval, 5/7/99)

C – Clean Version Revised

5.135 <u>Extension of the probationary period</u>

Certain circumstances may impede a faculty member's progress toward achieving tenure, including responsibilities with respect to childbirth/adoption, significant responsibilities with respect to elder/dependent care obligations, disability/chronic illness, or circumstances beyond the control of the faculty member. Written requests for extensions of the probationary period should be made in a timely manner, proximate to the events or circumstances which occasion the request, and include appropriate documentation. A request for extension of the probationary period with respect to childbirth and adoption responsibilities carries with it the presumption of approval. More than one request may be granted but the total time granted for extensions may not ordinarily exceed one year. Multiple extension requests granted for childbirth/adoption may exceed one year. Pursuant to UWS 3.04, Wis. Adm. Code, the procedures for requesting an extension are:

(1) No change

(2) No change

(3) No change

(4) No change

(5) No change

(6) A faculty member who believes that a request has been denied unfairly may file an appeal with the University Committee for referral to the Faculty Appeals and Grievances Committee. The appeal must be filed within 60 business days of the request being denied.

<u>RATIONALE:</u>
Unlike all other requests for appeals, there was no time limit in 5.135.

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A – Original Version

5.136 Notification of Decision of Tenure by Executive Committee

(1) A decision of tenure, favorable or unfavorable, must be made at least 12 months prior to the completion of the maximum probationary period (or equivalent), unless the right is waived, in writing, by the candidate. The Executive Committee must initiate the review process soon enough to allow for the required notification listed in 5.19 (3) to take place following a negative decision. If the decision is negative, the appointment for the following year becomes a terminal one.

(2) After a negative decision, the executive committee may agree, but is not required, to conduct another tenure review and render a decision during the terminal year. A decision to conduct a tenure review in the terminal year will be communicated to the candidate in writing.

(3) A faculty member who waives his/her right for tenure review or who submits their resignation, may serve out the terminal year without a tenure decision being rendered.

(4) A faculty member who waives his/her right for a tenure review prior to the terminal year, may request, in writing, to be reviewed during their terminal year. The executive committee, at its discretion, may or may not agree to conduct a tenure review during the terminal year. Its decision will be communicated to the candidate in writing.

(Document 2553, 4/19/07; UWM Administration, 4/30/07)

B – Version with Edits

5.136 <u>Notification of Decision of Tenure by Executive Committee</u>

(1) No changes

(2) After a negative decision **or the waiving of the right for a decision**, the executive committee may agree, but is not required, to conduct a~~nother~~ tenure review and render a decision during the terminal year. A decision to conduct a tenure review in the terminal year will be communicated to the candidate in writing.

(3) No changes

(4) No changes

C – Clean Version Revised

5.136 Notification of Decision of Tenure by Executive committee

(2) After a negative decision or the waiving of the right for a decision, the executive committee may agree, but is not required, to conduct a tenure review and render a decision during the terminal year. A decision to conduct a tenure review in the terminal year will be communicated to the candidate in writing.

RATIONALE:

Editorial changes to clarify language.

UNIVERSITY OF WISCONSIN-PARKSIDE
PRESENTATION OF CAMPUS ACADEMIC PLAN

EXECUTIVE SUMMARY

BACKGROUND

Beginning in 2008, the UW System Board of Regents Education Committee and the Office of Academic Affairs instituted a new process whereby UW institutions would periodically present their campus academic plans to the Committee. These plans have varied from institution to institution, typically addressing academic programming and array, re-accreditation, and other strategic initiatives underway, as appropriate. The presentation of these academic plans has allowed 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 have been presented to the Education Committee for information only. Currently, individual academic program proposals continue to follow the program approval process outlined in Academic Information Series-I (ACIS-1 Revised) and are subject to Board approval. As recommended by President Kevin Reilly, and endorsed by the Board of Regents in September, 2011, the process of academic program planning and review will be restructured in coming months, resulting in both a revised program approval process and revisions to how institutional academic plans are reviewed by the Board of Regents. The University of Wisconsin-Parkside is the last degree-granting UW institution to present its academic plan to the Education Committee under the current process.

The UW-Parkside Academic Plan summarizes both academic and strategic planning processes underway, each of which will enable the university to better meet the needs of its diverse student body and Southeastern Wisconsin.

REQUESTED ACTION

For information purposes only; no action is required.

DISCUSSION

Founded in 1968, the University of Wisconsin-Parkside was the vision of community members who believed that Southeastern Wisconsin needed a four-year, baccalaureate institution to serve the citizens of the region. According to the Fall 2010 headcount enrollment, the institution serves 5,160 students, primarily coming from (and returning to) the surrounding counties of Kenosha, Racine, and Walworth. With students of color comprising 25.2% of its Fall 2010 enrollment, UW-Parkside is the most diverse campus in the System. While the campus is enriched by the diversity of its student body, it is challenged to ensure that the diversity of its graduating class reflects the diversity of its incoming class. UW-Parkside recognizes that its first-to-second year retention rate (65.9%) and its six-year graduation rate (31.6%) are unacceptably low and several initiatives are underway to address student success.

In 2009, UW-Parkside received a U.S. Department of Education Title III grant award of $1.67 million over five years to support a variety of student success initiatives addressing the challenges and barriers that students face, with a special focus on interventions in the first year. Aimed at strengthening programs that assist at-risk students, the Title III grant is helping the university expand its capacity to help low-income students persist in their education through to graduation. Through the Title III initiatives, as well as the System-led Equity Scorecard and Leading Indicators projects, the university has a better understanding of the effectiveness of current interventions, as well as opportunities for further interventions.

Nearly three years ago, UW-Parkside began its current strategic planning process, which identified six strategic directions in the areas of student success, enrollment management, academic achievement, inclusiveness and diversity, campus culture and climate, and community engagement. Parallel to this process, the campus initiated a faculty-led process of academic planning with the goal of aligning the academic program array, curriculum, and pedagogy with the students and the region served by UW-Parkside. The university's Committee on Academic Planning has carefully studied data on the students served and the needs of the region, evaluated the campus's program array, and assessed its high-impact pedagogies. The process of academic planning at UW-Parkside has generated important conversations about the institution's mission, role, and identity within the University of Wisconsin System and, more specifically, Southeastern Wisconsin. The purpose of the academic planning process, and the emerging academic plan itself, is to provide a roadmap to a vibrant future with stable and sustained enrollments and equity in student success.

A major initiative in academic planning at UW-Parkside is the development of a new teacher preparation program. In May 2010, the faculty voted to support the Chancellor's resolution to suspend admission to the current teacher licensure program and dissolve the academic department of teacher education, to sunset the current program as of spring 2012, and to develop new teacher preparation and professional development programs that will meet the 21st century needs of the region served. In Phase I of the Teacher Preparation initiative, individual academic plans were developed for each student in the program to ensure their successful completion of licensure requirements by Spring 2012. Teacher education faculty were reassigned to alternative academic homes. An Office of Teacher Preparation and Professional Development was created in order to administer the current program through Spring 2012 and to oversee and coordinate the development of the new program.

Phase II of the Teacher Preparation initiative is well underway, led by a Coordinating Council comprised of UW-Parkside faculty and staff, as well as area school district leaders, teachers, business-people, and community members. The Coordinating Council is managing the work of several design teams and working groups, involving over one-hundred faculty and staff members, students, school district personnel, and community members in the process. The design teams are developing "pathways" to licensure based on the needs of the student and the region. The pathways under development will be flexible to respond to the changing landscape of teacher education needs in Wisconsin, including both preparation of initial educators as well as alternate routes to licensure. The university's goal is to begin roll-out of these pathways in Fall 2013.

In order to achieve the goals of UW-Parkside's academic plan, the university must reorganize its academic structures. The current academic structure of UW-Parkside includes one college and one school, each led by academic deans who report to the Provost. The College of Arts and Sciences houses thirty-two departments interdisciplinary programs, whereas the School of Business and Technology houses two departments, business and computer sciences. The campus has recognized that in order to manage and administer academic programs more effectively, the College of Arts and Sciences should be divided into two or three separate colleges. Final decisions about reorganization will be made in Fall 2011 and searches for founding deans of the new colleges will be launched thereafter.

In Spring 2013, UW-Parkside will have its fifth regional accreditation by the Higher Learning Commission of the North Central Association. The university has launched the self-study process in preparation for the Spring 2013 site visit. The strategic and academic planning processes, as well as the self-study process, have given the institution the opportunity to reflect on its accomplishments, while setting bold goals for its future.

REGENT POLICIES

Academic Information Series 1.0: University of Wisconsin System Academic Program Planning and Review (revised April 2010)

REVIEW OF REGENT AND UW SYSTEM POLICY RELATING TO ACADEMIC PROGRAM PLANNING AND REVIEW

EXECUTIVE SUMMARY

BACKGROUND

In May 2011, UW System President Kevin P. Reilly convened the President's Advisory Committee on the Roles of UW System Administration, charged with considering how UW System Administration might best be reorganized in order to better serve core stakeholders, including the Board of Regents, UW System institutions, and the people of Wisconsin. The Advisory Committee completed its charge with a report submitted to President Reilly in August; the President then prepared a written response to the report.

At its September 8, 2011 meeting, the Board of Regents discussed both the Report of the President's Advisory Committee on the Roles of UW System Administration, and President Reilly's response to the Advisory Committee Report. The Board endorsed President Reilly's response and expressed its strong support for the policy changes and actions recommended in the response.

Included in President Reilly's response was the recommendation to restructure the process of academic program planning and review, an area that had been highlighted by the Advisory Committee as warranting revision. President Reilly proposed to restructure the process of reviewing and approving new undergraduate and graduate degrees by placing quality decisions in the hands of UW institutions and accrediting organizations, and towards the goal of decreasing the length of the process in order to enable UW institutions to be more responsive to the demand for new degree programs.

At its October 6 meeting, the Board of Regents Education Committee will begin consideration of how the academic program planning and review process should be restructured.

REQUESTED ACTION

For information only; no action requested at this time.

DISCUSSION

The reevaluation of how academic programming is conducted in the UW System will entail the review of those policies that relate to academic program planning, approval, and review. These policies include both Regent Policy Documents and UW System policy, which typically elaborates on and directs UW institutions in the implementation of the Board's policy. UW System policy on academic program review is contained in the set of documents from the Academic Information Series (ACIS) and the Academic Planning Statements (ACPS). It is anticipated that the process of reviewing and revising the various policies will take time and involve multiple stakeholders, including Regents, and personnel from UW System Administration and the institutions, including Chancellors, Provosts, faculty, and others.

The policy review is but one facet of the overall reevaluation process; it will also need to include the reconsideration of the roles heretofore played by the Board of Regents, UW institutions, and the UW System Administration, in particular the Office of Academic Affairs. In his response to the Advisory Committee, President Reilly suggested specific changes to the role played by UW System Administration, redirecting its focus towards maintaining the proper *array of degree options* across the state, and away from assessing *academic quality*, which would be left to UW institutions. Such a change will also impact how the Regents make decisions on new academic programs that are brought to them for their approval.

Overview of Regent Policy Documents Relating to Academic Program Review

Regent leadership, in collaboration with the Board of Regents Office staff, has developed a process for the review of Regent Policy Documents. Each policy under review is to be analyzed in light of its original purpose, whether that purpose still exists, and the likely effects of any revisions. Of paramount importance in considering changes to each RPD is the promotion of administrative flexibility and efficiency. The Board of Regents Office has also developed a set of guiding principles to direct the analysis of the Regent Policy Documents. These principles include consideration of the extent to which a policy establishes a fundamental principle, serves as an enduring statement, or communicates the Board's expectations for the UW System and/or UW institutions.

There are a number of Regent Policy Documents (RPDs) pertaining to Academic Policies and Programs and many of them have not been reviewed since their adoption, in some cases as many as 24 years ago. They include:

- Regent Policy Document 4-12: Planning and Review Principles for New and Existing Academic Programs and Academic Support Programs (Adopted 5/9/97)
    - RPD 4-12 essentially adopts ACIS 1.0 (see below) as policy for how UW System institutions plan, implement, and review new academic programs. It does not meet the newly established principles for what constitutes an RPD.

- Regent Policy Document 4-4: Minimum Requirements for an Associate Degree (Adopted 7/10/87)
    - RPD 4-4 establishes the minimum requirements for the associate degree at UW institutions. Adopted in 1987, these requirements are currently undergoing a comprehensive review by a systemwide working group charged with their revision, which will result in a revision to the Regent policy.

- Regent Policy Document 4-5: Principles on Accreditation of Academic Programs (Adopted 3/5/99)
    - RPD 4-5 was adopted in 1999 to address a time-specific issue regarding the accreditation of UW institutions and academic programs by external accrediting agencies. A reassessment of the need for this policy is appropriate.

- Regent Policy Document 5-1: Academic Quality Program Assessment (Adopted 9/11/92)

  - RPD 5-1, dating from 1992, provides specific guidelines for how UW institutions shall be held accountable for academic quality program assessment. Changes over time to the UW System's annual accountability reporting suggest that this policy should be reevaluated.

- Regent Policy Document 15-2: Distance Education Standards (Adopted 6/00)
  - RPD 15-2 approved standards for academic and student support services in distance education, along with guidelines for distance education credit program array and approval. Adopted in 2000, the standards and guidelines are a part of ACIS 1.0 (see below). A working group was convened to update these standards, streamline them for the more efficient expansion of distance delivery at UW institutions, and align them with recently revised requirements for distance education degree programs from the Higher Learning Commission. The working group has completed its revisions and will bring a revised RPD 15-2 before the Education Committee in the next few months.

<u>Overview of UW System Administration Policy Documents Relating to Academic Program Review</u>

Among the UW System policy documents that will need to be reevaluated in concert with Regent policies on academic program review are:

- Academic Information Series 1.0: University of Wisconsin System Academic Program Planning and Review (revised April 2010)
  - ACIS 1.0 has been considered the statement of the Regent Policy on Academic Program and Review, providing guidance for how program planning, review, and approval is conducted by UW institutions, the UW System Office of Academic Affairs, and the Board of Regents. The document specifies the roles each of these entitities plays in the process of requesting, entitling, authorizing, implementing and reviewing new academic programs. ACIS 1.0 currently determines the process for academic program planning in the UW System.

- Academic Information Series on Distance Education Standards for Academic and Student Support Services and Guidelines for Distance Education Credit Program Array and Approval (June 2009)
  - As mentioned above, the standards and guidelines for Distance Education programs in the UW System, were adopted as RPD 15-2 in 2000 and are considered a part of ACIS 1.

- Academic Planning Statement 1: University of Wisconsin Planning Principles (February 1975)
  - ACPS 1 established guidelines for long-range academic planning to be conducted by the UW System and each UW institution, with specific roles and plans mandated by the Regents as part of a "balanced delegation of responsibility" to address the System's need for comprehensive academic planning. ACPS directs that UW System and the institutuions to develop both five- and ten-year academic

plans, in accordance with their missions. Over time, many of the elements of the planning process in ACPS 1 have been subsumed by ACIS 1.0; other elements have not been attended to in recent years.

- Academic Planning Statement 1.1: Entitlement to Plan Supplement (February 1976)
    - ACPS 1.1 was issued one year after ACPS 1 as a supplement mandating long-range academic planning in the form of institutional plans by each UW institution that would be reviewed by UW System Administration and brought to the Board of Regents for its approval. The institutional plans were to include a prioritized listing of new academic programs identified as vital to institutional development for a projected period of years. Regent approval of these institutional plans constituted the entitlement of the new academic programs. The process spelled out in ACPS 1.1 still required Regent approval of individual programs. ACPS 1.1 has not been followed in recent years and the entitlement of new programs, as put forth in ACIS 1.0, is currently done by the Office of Academic Affairs and does not require Board approval.

- Academic Planning Statement 2: The Application of Job Market and Placement Information to Academic Planning (February 1975)
    - ACPS 2 was a time-specific response to questions from the Department of Administration on the role of job placement and market conditions in academic planning decisions.

All UW institutions currently follow the policy, procedures, and guidelines articulated in the ACIS documents, which, over time, have supplanted the ACPS documents, in terms of actual practice. As these documents are reviewed as part of the reconfiguration of academic program planning in the UW System, it may be helpful to delve more deeply into their history to determine how and why the process has evolved over time. It may also be appropriate to archive some of them.

<u>Evolving Roles of UW Institutions, the Board of Regents, and UW System Administration in Academic Program Review</u>

Currently, the academic program planning and review process followed by UW institutions, the Office of Academic Affairs, and the Board of Regents—as established in ACIS 1.0—provides a role for the UW System Administration in assessing the overall quality of academic program proposals. This assessment has included attention paid to such categories as: relation to mission; diversity of the proposed program's students, faculty, and curriculum; need and market demand; comparable programs in Wisconsin and neighboring states; external reviews; and budget, among others. In his response to the Advisory Committee, President Reilly recommended placing decisions regarding the quality of new academic programs in the hands of UW institutions: "With ample oversight by Deans, Provosts, Chancellors, and higher education accreditation agencies, UW faculty experts are in the best position to develop and implement high-quality degree offerings in ways that leverage academic strengths and respond to emerging workplace needs." His response also stated, "UW System Administration should focus on ensuring that necessary programs are available to serve the needs of the region and state,

avoiding unnecessary and inefficient duplication across the System, while also identifying gaps that may need to be filled." (President Reilly's response may be found at: http://www.wisconsin.edu/uwsa-roles-committee/Roles/Report-and-Presidents-Response_2011-09-02.pdf.)

In moving forward with the implementation of President Reilly's recommendations, the Regents will also face changes in how they act on the new academic programs that are brought to them for their approval. Many questions will arise from these changes, including: what will the Regents need from UW institutions in order to approve new academic programs, once the intermediary role of UW System Administration is no longer part of the process.

At the October meeting, Education Committee members will discuss with the Senior Vice President for Academic Affairs and UW Provosts a process and timeline for moving forward with the restructuring of academic program review, including the reevaluation of the policies delineated above.

RELEVANT REGENT AND UW SYSTEM POLICIES

Regent Policy Document 4-12: Planning and Review Principles for New and Existing Academic Programs and Academic Support Programs (Adopted 5/9/97)

Regent Policy Document 4-4: Minimum Requirements for an Associate Degree (Adopted 7/10/87)

Regent Policy Document 4-5: Principles on Accreditation of Academic Programs (Adopted 3/5/99)

Regent Policy Document 5-1: Academic Quality Program Assessment (Adopted 9/11/92)

Regent Policy Document 15-2: Distance Education Standards (Adopted 6/00)

Academic Information Series 1.0: University of Wisconsin System Academic Program Planning and Review (revised April 2010)

Academic Information Series on Distance Education Standards for Academic and Student Support Services and Guidelines for Distance Education Credit Program Array and Approval (June 2009)

Academic Planning Statement 1: University of Wisconsin Planning Principles (February 1975)

Academic Planning Statement 1.1: Entitlement to Plan Supplement (February 1976)

Academic Planning Statement 2: The Application of Job Market and Placement Information to Academic Planning (February 1975)

September 28, 2011

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business, Finance, and Audit Committee

Thursday, October 6, 2011
University of Wisconsin-Green Bay
Alumni AB, University Union
Green Bay, Wisconsin

10:00 a.m. <u>All Regents – Phoenix AB</u>

1. UW-Green Bay Chancellor Thomas K. Harden – "UW-Green Bay: Deep Roots, Strong Wings"

2. Transfer in the UW System: Supporting Student Mobility through Continuous Improvement and Innovation

12:00 p.m. <u>Lunch – Weidner Center for the Performing Arts Grand Foyer</u>

1:00 p.m. <u>Joint Meeting of the Business, Finance, and Audit Committee and the Capital Planning and Budget Committee – Alumni AB</u>

- UW-Green Bay Presentation: "A 21st Century Library for 21st Century Learning" – Paula Ganyard, Library Director

- UW-Platteville Master Plan Update

- UW-River Falls Master Plan Update

2:00 p.m. <u>Business, Finance, and Audit Committee – Alumni AB</u>

a. Operations Review and Audit
   1. Adoption of the Operations Review and Audit Charter
      [Resolution I.2.a.1.]
   2. Program Review of the Higher Education Location Program (HELP)
   3. Quarterly Status Update

b. Trust Funds
    1. Asset Allocation Analysis
    2. 2011 Proxy Voting Season Results
    3. Acceptance of New Bequests Over $50,000
        [Resolution I.2.b.3.]

c. Committee Business
    1. Approval of the Minutes of the July 14, 2011 Meeting of the Business, Finance, and Audit Committee
    2. Report on Quarterly Gifts, Grants, and Contracts (4^{th} Quarter)

d. Report of the Senior Vice President
    1. Changes to Administration and Fiscal Affairs as Outlined in the President's Response to the Report of the Advisory Committee on the Roles of UW System Administration
    2. Human Resources System Status Update
    3. Business, Finance, and Audit Committee Priorities for 2011-12

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopts the Operations Review and Audit Charter consistent with the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing*.

ADOPTION OF THE OPERATIONS REVIEW AND AUDIT CHARTER

EXECUTIVE SUMMARY

BACKGROUND

The Office of Operations Review and Audit provides objective review and analysis services in order to add value to, protect, and strengthen the University of Wisconsin System. The *International Standards for the Professional Practice of Internal Auditing* state that the purpose, authority, and responsibility of the internal audit activity be formally defined in an internal audit charter, consistent with the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing*.

REQUESTED ACTION

Approval of Resolution I.2.a.1. adopting the Operations Review and Audit Charter

DISCUSSION

The Operations Review and Audit Charter (Charter) was prepared in accordance with requirements established within the *International Standards for the Professional Practice of Internal Auditing*, which represents authoritative guidance promulgated by the Institute of Internal Auditors. This Charter represents a formal document that defines the purpose, authority, and responsibility of the internal audit activity of University of Wisconsin System Administration. More specifically, this Charter establishes the Office of Operations Review and Audit's position within the University of Wisconsin System; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; defines the scope of internal audit activities; and identifies the standards of audit practice expected for personnel within the Office of Operations Review and Audit.

RELATED REGENT POLICIES

None

UNIVERSITY OF WISCONSIN SYSTEM
OPERATIONS REVIEW AND AUDIT CHARTER

MISSION

The mission of the Office of Operations Review and Audit is to provide independent, objective assurance and consulting services designed to add value to, protect, and strengthen the management of the University of Wisconsin System and its colleges, universities, and extension.

PURPOSE

The purpose of the Office of Operations Review and Audit is to determine whether the University of Wisconsin System's risk management, control, and governance processes, as designed and implemented by management, are adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- Interaction with various governance groups occurs as needed.
- Financial, managerial, and operating information is accurate, reliable, and timely.
- Employee actions are in compliance with University policies and procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are incorporated in the University of Wisconsin System's control process.
- Significant legislative or regulatory issues impacting the University of Wisconsin System are recognized and addressed appropriately.

RESPONSIBILITIES

The Office of Operations Review and Audit will:

- Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or control concerns identified by management, and submit the plan to the Business, Finance, and Audit Committee of the Board of Regents.
- Implement the audit plan, as approved by the Business, Finance, and Audit Committee of the Board of Regents, including as appropriate any special tasks or projects requested by management and the Board of Regents.
- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Evaluate and assess significant new or changing services, processes, operations, and control processes coincident with their development, implementation, and/or expansion.
- Review the status of Board of Regents policy implementation.
- Review the effectiveness with which University of Wisconsin institutions or the University of Wisconsin System Administration has implemented state or federal requirements.
- Conduct research and analysis in operational areas of interest to the Board of Regents or University of Wisconsin institutions.
- Issue periodic reports to the Business, Finance, and Audit Committee of the Board of Regents summarizing the results of audit activities.
- Provide to management and the Business, Finance, and Audit Committee of the Board of Regents information related to emerging trends and successful practices in internal auditing.
- Assist University of Wisconsin System management by conducting targeted studies to assist management in meeting its objectives, the nature of which is agreed to with management, and for which the Office of Operations Review and Audit assumes no management responsibility.

- Assist in the investigation of suspected fraudulent activities within the University of Wisconsin System and notify the management and Business, Finance, and Audit Committee of the Board of Regents of the results, as appropriate.
- Request from individuals responsible for the subject matter of reports of the Office of Operations Review and Audit a response to specific findings and recommendations, including a timetable for anticipated completion of corrective action(s) to be taken or an explanation for any corrective action(s) that will not be implemented.
- Establish a follow-up process to monitor and identify whether corrective actions have been effectively implemented, or whether senior management has accepted the risk of not taking action.
- Consider the scope of work of the external auditors and regulators as appropriate for the purpose of providing optimal audit coverage to the institution.
- Review and update the Operations Review and Audit Charter, as necessary, and periodically provide to the Business, Finance, and Audit Committee of the Board of Regents for review and approval.
- Coordinate training opportunities for and provide assistance to Institutional Auditors within the University of Wisconsin System, as appropriate.
- Review audit plans and copies of reports prepared by Institutional Auditors within the University of Wisconsin System, as appropriate.

AUTHORITY

The Office of Operations Review and Audit is authorized to:

- Have unrestricted access to all functions, records, property, and personnel relevant to engagements.
- Audit the accounts of all organizations required to submit financial statements to the University of Wisconsin System.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel in areas of the University of Wisconsin System where audits are being performed, as well as other specialized services from within the University of Wisconsin System.
- Maintain the independence necessary to render objective reports by assuring all audit activities (including audit scope, procedures, frequency, timing, and report content) are free from influence by auditee.
- Have full and unencumbered access to the President of the University of Wisconsin System and Business, Finance, and Audit Committee of the Board of Regents.

The Office of Operations Review and Audit is not authorized to:

- Perform any operational duties for the University of Wisconsin System, its campuses, or its affiliates. Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair internal auditor's independence of judgment.
- Initiate or approve accounting transactions external to the Office of Operations Review and Audit.
- Develop or install systems or procedures, prepare records, make management decisions, or engage in any other activity that could be reasonably construed to compromise the Office of Operations Review and Audit's independence or impair its objectivity.
- Direct the activities of any organization employee not employed by the Office of Operations Review and Audit, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors.

Internal audit reviews do not, in any way, substitute for or relieve other University of Wisconsin System personnel from their assigned responsibilities.

ORGANIZATION

The Office of Operations Review and Audit will report administratively to the Vice President for Finance, and will have full and unencumbered access to the President of the University of Wisconsin System and the Business, Finance, and Audit Committee of the Board of Regents.

STANDARDS OF AUDIT PRACTICE

The Office of Operations Review and Audit will exercise professional objectivity in gathering, evaluating, and communicating information about the activity or process subject to audit. Furthermore, the staff of the Office of Operations Review and Audit will strive to make a balanced assessment of all the relevant circumstances and not be unduly influenced by personal interests or by others in forming judgments.

The Office of Operations Review and Audit will carry out its responsibilities in accordance with University of Wisconsin System policies, state law, and federal law. Additionally, the Office of Operations Review and Audit recognizes the mandatory nature of the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing,* which are part of the International Professional Practice Framework (IPPF), which is the conceptual framework that organizes authoritative guidance promulgated by the Institute of Internal Auditors. All policies and procedures implemented by the Office of Operations Review and Audit will adhere to the IPPF.

APPROVAL

The Operations Review and Audit Charter was approved by the Business, Finance, and Audit Committee of the Board of Regents on [insert date of approval].

OFFICE OF OPERATIONS REVIEW AND AUDIT
PROGRAM REVIEW OF THE
HIGHER EDUCATION LOCATION PROGRAM (HELP)

EXECUTIVE SUMMARY

BACKGROUND

The Office of Operations Review and Audit provides objective review and analysis services in order to add value to, protect, and strengthen the University of Wisconsin System. In accordance with the *2010 Review and Audit Plan*, as approved by the Business, Finance, and Audit Committee, the Office of Operations Review and Audit conducted a review of the organization and practices of the UW Higher Education Location Program (HELP), an office located in UW-Extension.

REQUESTED ACTION

This item is for information only.

DISCUSSION

HELP was established to serve as a system-wide resource to inform prospective students, parents, high school counselors, and others about higher education opportunities within the UW System by conducting outreach and promotional efforts that include providing broad information on academics, programs, student services, access, and affordability at all UW institutions.

The objectives of this review were to provide information about: 1) the role and mission of HELP, including a description of the program's organizational and reporting structure; 2) programmatic resources and practices, including types of media and other activities that are utilized to implement the program; and 3) the degree to which the program is aligned or integrated with other UW System programs, initiatives, and promotional efforts.

Based upon review procedures performed, this review identified that HELP effectively meets its intended program objectives, and is generally perceived to be a valuable program by external users and members of the UW System. Additionally, five recommendations were identified, which are intended to further enhance HELP's ability to serve external users and members of the UW System, improve oversight, strengthen accountability, and clarify the use of resources and system-wide priorities.

RELATED REGENT POLICIES

None

Office of Operations Review and Audit

Program Review

University of Wisconsin System
Higher Education Location Program (HELP)

Report Control Number 2011-07
September 2011

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EXECUTIVE SUMMARY

In accordance with the *2010 Review and Audit Plan*, as approved by the Business, Finance, and Audit Committee of the Board of Regents of the University of Wisconsin (UW) System, the Office of Operations Review and Audit conducted a review of the organization and practices of the UW Higher Education Location Program (HELP), an office located in UW-Extension.

HELP was established to serve as a system-wide resource to inform prospective students, parents, high school counselors, and others about higher education opportunities within the UW System by conducting outreach and promotional efforts that include providing broad information on academics, programs, student services, access, and affordability at all UW institutions. Based upon procedures performed, our review identified that HELP effectively meets its intended program objectives, and is generally perceived to be a valuable program by external users and members of the UW System. However, we have identified five recommendations that are discussed more completely within the Discussion and Recommendations section of this report, and which are intended to further enhance HELP's ability to serve external users and members of the UW System, improve oversight, strengthen accountability, and clarify the use of resources and system-wide priorities. Specifically, we recommend that:

1) HELP evaluate the potential implementation of web analytics software that will allow staff to better track website usage patterns and modify how information is presented on its website;

2) HELP work with UW institutions and UW System Administration to define and clarify its roles and responsibilities and the types of services it will provide to institutions;

3) the Dean of Continuing Education, Outreach and E-Learning identify services and information that may be available through multiple websites offered by UW-Extension and evaluate methods of improving coordination;

4) the UW System Office of Academic Affairs and UW-Extension revise the memorandum of understanding to reflect current oversight and management responsibilities and authority as well as to ensure that HELP is continuing to meet its core obligations; and

5) the decision-making process regarding how future budget surpluses and deficits are handled be clarified within the memorandum of understanding between UW System Administration and UW-Extension, and if deemed appropriate, clarified within memoranda of understanding with each UW institution.

SCOPE, OBJECTIVES, AND APPROACH

The University of Wisconsin (UW) System Office of Operations Review and Audit reviewed the organization and practices of the UW Higher Education Location Program (HELP), an office located in UW-Extension that serves as a system-wide resource to inform prospective students, parents, high school counselors, and others about higher education opportunities within the UW System. HELP conducts outreach and promotional efforts that include providing broad information on academics, programs, student services, access, and affordability at all UW institutions.

The objectives of the review were to provide information about: 1) the role and mission of HELP, including a description of the program's organizational and reporting structure; 2) programmatic resources and practices, including types of media and other activities that are utilized to implement the program; and 3) the degree to which the program is aligned or integrated with other UW System programs, initiatives, and promotional efforts.

To complete this review, we researched promotional efforts by other university systems and reviewed available data on website utilization and phone contacts with HELP staff. We interviewed staff from HELP, UW System Administration, and UW institutions about the services provided by HELP, the organizational and reporting structure, and linkages to other UW System and institution initiatives, programs, and efforts. We also conducted a focus group of high school students regarding the usability of the HELP website.

In addition, we conducted a survey of high school counselors in Wisconsin and surrounding states regarding how they use the services and information provided by HELP. We surveyed approximately 300 high school counselors in Wisconsin who were familiar with HELP's services due to their receipt of a newsletter published by HELP and received a response rate of 32 percent. We similarly surveyed approximately 150 high school counselors from other Midwestern states who receive HELP's newsletter and received a response rate of 18 percent. Respondents were asked questions about the services and products they use, how frequently they use them, and whether they found them useful. We also sought additional comments about how HELP serves their current needs and how HELP might better serve the needs of their school district and students.

BACKGROUND

The role of HELP is to increase access to UW System institutions, which is largely accomplished by providing general and comparative information regarding UW institutions. The program utilizes print and digital media, including a website (see http://uwhelp.wisconsin.edu/); conducts outreach efforts, including annual information sessions with high school counselors at various regional locations throughout the state; advises potential students and others about educational options; and supports various institution and system-wide efforts.

Several other university systems have also established centralized resources intended to provide information about their institutions. For example, the State University of New York (SUNY) system provides a "Which SUNY are You?" web portal to prospective students (found at http://www.suny.edu/student/) directing them to campus websites and other information about attending college based on their interests and preferences. The University of Colorado System provides a brief, system-wide overview of several areas that may be of interest to prospective students such as academic programs, research, online education, and credit transfer (see https://www.cu.edu:443/content/prospective-students). The University of Nebraska System provides an interactive website at http://collegeboundnebraska.com/ that orients high school students to the college experience, directs them to campus resources, and provides a focus on financial aid. However, HELP is fairly unique in that it consolidates several activities beyond information sharing, such as advising, outreach, and the development of integrated computer software applications and print publications, into one central office resource.

History and Evolving Roles of HELP

HELP was established in 1973 to provide prospective students with information and advising on educational opportunities within the UW System. HELP's core function as an information broker has remained since its inception, although HELP now utilizes more sophisticated technology to disseminate information. The program was originally housed in UW System Administration but was moved in 1985 to UW-Extension, becoming a unit within the Division of Continuing Education. In 1995 Wisconsin Act 27, the 1995-97 biennial budget act, the Legislature established §36.25(36), Wis. Stats., which states that "the Board [of Regents] shall maintain in the extension a higher education location program to provide information on undergraduate admission requirements, degree programs, enrollment, student financial aid, student housing and admission forms."

The program expanded throughout the 1990s and added several new features, including the HELP website in 1996 and responsibility for managing a newly developed electronic application for undergraduate admission, which was first used in 1997. In the fall of 1998, HELP became part of Learner Services for UW Learning Innovations within UW Extension's Division of Continuing Education. HELP continued to expand web-based projects and services by adding a database of all majors offered at UW System institutions, an online directory of pre-college programs, and electronic admissions applications for international, special, and graduate students. HELP also oversaw the development of a tool that allowed information from the electronic admission applications to be directly downloaded into each institution's student information system.

In 2003, UW System Administration tasked HELP with assuming responsibility for publishing and distributing several publications targeted to potential students, including the *Introduction to the UW System*, *Gearing up for College*, and the *UW System Application for Undergraduate Admission* (paper-based).

HELP has increasingly participated in collaborative initiatives involving other UW System offices and external partners, including the development of the online veterans portal, which serves as a clearinghouse for higher education information targeted to veterans; the eCampus initiative, which is the gateway to online education offerings from UW System institutions; and a project to encourage high schools to submit student transcripts electronically.

Funding and Staffing

Until 1995, HELP was funded entirely through general purpose revenue (GPR). Cuts proposed as part of the 1995-97 biennial budget would have eliminated HELP, but proponents of HELP were able to negotiate changes to §36(3)(d)3., Wis. Stats., increasing the application fee from $25 to $28 and earmarking this $3 increase to fund HELP. Although the statutory requirement to provide HELP with $3 from each application fee has not changed, UW System Administration now designates approximately $10 from each $44 application fee to fund HELP's services. This application fee currently generates approximately $1.5 million annually. Over the years, HELP has also been funded through supplemental funding in the form of grants and other assistance.

HELP is currently staffed by one full-time equivalent (FTE) student affairs director, five FTE student service coordinators, one FTE program assistant, three FTE programmer/analysts, and a 0.2 FTE information technology supervisor position that is organizationally located with the information technology office of the Division of Continuing Education, Outreach and E-Learning. Three limited term employment (LTE) students also work for HELP. HELP staffing has grown over time as additional functions, particularly related to information technology initiatives such as the website and the electronic application for admission, have been added to HELP's responsibilities.

DISCUSSION AND RECOMMENDATIONS

The number of services provided by HELP has grown over time from its core function of providing information about UW System institutions to managing system-wide publications and information technology applications, including a website. As HELP works to meet the evolving needs of UW-Extension, UW System Administration, and other UW institutions, clarifying its role and relationship with these entities will be necessary in order to ensure its continued effectiveness.

HELP SERVICES AND USER PERCEPTIONS

HELP provides information to prospective students, parents, high school counselors, and others through a variety of means, including HELP's advising service, its outreach efforts, and numerous publications targeted at various audiences. More recently, HELP has added the development and maintenance of information technology services to its responsibilities.

Advising and Outreach

HELP provides advising and outreach services to students, parents, school counselors, UW System staff, and others through direct contact, telephone, email, an Internet presence, and other methods. HELP's records indicate that in 2010, more than 40,000 individuals contacted HELP via email and telephone to receive advice and information on attending UW System institutions.

HELP's advising function is designed to provide information about the admissions process, financial aid, and the types of programs and services provided at each institution in a value-neutral way that does not promote one institution over another but allows students and parents to make their own choices about which institution meets their needs. These decisions may be based on such factors as educational program offerings, campus services, affordability, geography, or other factors and circumstances that may be unique to each student.

HELP's most visible method of providing outreach is its website, which contains more than 800 pages and 1,800 links. The website serves as a coordinated access point to resources for those interested in learning more about UW System institutions and provides a connection to HELP's advising services. Eighty-nine percent of Wisconsin high school counselors who responded to our survey either agreed or strongly agreed that the HELP website was useful to them.

In addition to maintaining a broad, electronic presence, HELP staff meet face-to-face with students and their families at career and college fairs and through presentations at high schools. These sessions focus on information about how to prepare to enter college in the UW System and how to use the electronic application and the website.

HELP also annually conducts statewide workshops for high school counselors, which are typically held at seven UW institutions and other locations near Madison, Chicago, and Minneapolis. HELP's records indicate that in 2010, more than 900 high school counselors and other educators participated in these workshops. A primary purpose of these workshops is to offer representatives from each UW institution an opportunity to provide information/updates on their institution. Additionally, these workshops provide details about HELP's pre-college advising services, information on how to use the electronic application and the web site, publications, and other information related to attending a UW System institution. According to a survey developed by HELP as part of its evaluation of these workshops, 70 percent of participants rated the workshops as excellent and 26 percent said the workshops were good.

Further, 96 percent of high school counselors from Wisconsin responding to our survey, and 78 percent from other states, indicated that their experience with HELP staff by phone or in person was either good or excellent. No respondents indicated that their experience with HELP staff had been poor.

Publications

In addition to providing services, HELP also develops, distributes, and maintains several electronic and print publications. For example, HELP produces:

- *Introduction to the UW System*, which provides a brief overview of each institution, the admissions process, financial aid, housing, and academic programs;
- the UW System *Majors* poster, which lists the majors offered at each institution;
- *Gearing Up For College*, a brochure for 8th and 9th graders in English, Spanish, and Hmong;
- *The Byline*, an electronic newsletter issued several times a year targeted to high school counselors;
- *The Adult Student Guide*, which targets information to adult and returning students; and
- the *UW System Application for Undergraduate Admission.*

Although high school counselors in Wisconsin surveyed for this report indicated that it was difficult to precisely track how often they used HELP's publications, they reported using several publications frequently during certain times of the year. For example, 58 percent of respondents reported using *Introduction to the UW System* on a weekly basis. Other publications were typically used less frequently, such as on a monthly or yearly basis. Only 17 percent of those polled indicated that they had never used HELP's publications that are geared toward the high school population. In addition, approximately 71 percent of respondents either agreed or strongly agreed that many HELP publications or services—including *Introduction to the UW System*, *The Byline*, *Gearing Up for College*, the *Majors* poster, the online application for admission, and the MajorMania database—were useful.

Development and Maintenance of Information Technology Applications

Advances in technology have led to an increase in the role of HELP in developing and maintaining information technology applications that support its advising and outreach services. Two functions requiring the most information technology support are the electronic application for admission and the website.

Electronic Application for Admission

Over time, HELP has been given information technology responsibilities outside of its core functions. Specifically, HELP was instrumental in developing and continues to dedicate substantial resources to manage UW System's online electronic applications for admission. In fact, the UW System's online electronic application is perceived as one of the most beneficial resources that HELP offers UW institutions. Approximately 175,000 applications were submitted electronically in 2010-11, which represents about 95 percent of all applications received by UW institutions. HELP convenes a UW System Application Committee composed of admissions officers and UW System Administration staff on an annual basis to modify and enhance the application.

To support the electronic application for admission, HELP worked with the Division of Information Technology at UW-Madison to develop software that uploads application information into the student information systems at each institution. Student application information is stored in a central database and is electronically transferred to the institutions on a daily basis. HELP coordinates any necessary changes to the software to ensure continued compatibility with institutional information technology systems.

Wisconsin high school counselors surveyed for this report were highly supportive of the online application for admission: 100 percent of respondents either agreed or strongly agreed that the online application for admission was useful.

Website Utilization

Although HELP updates information on its website on an as-needed and often daily basis, since the inception of the website in 1997, HELP has revised its design and functionality through four major projects in 1999, 2001, 2004, and 2010. In order to better understand how the website is perceived by users, we convened a focus group of nine high school students who were participating in the Information Technology Academy, which is a pre-college program sponsored by UW-Madison. While these students' prior knowledge of HELP and other observations cannot be generalized to represent the opinions of all high school students or be considered statistically valid, several themes were identified. We have provided a more complete listing of insights provided by the focus group to HELP under separate cover. However, we will highlight major themes herein.

Overall, the students found the design of the HELP website to be clear and attractive. They noted that information was easy to find and terminology was appropriate for them. Most of the students noted that the process of following links—both within the site and to institutional websites—provided a consistent transition. Similarly, the students generally felt that the number of links they needed to follow to find desired information was appropriate. Six of the students indicated that the amount of information provided overall was about right, while two indicated that the amount was slightly excessive and one indicated that the amount of information was slightly less than what was desired. One suggestion was to have more information on job opportunities that may be available to freshman in one central place, with links to campus-specific information.

Several students noted that they liked having pictures of each institution on the home page, particularly if they included photos of students or something unique about each institution. However, a number of students thought that some of the photos were dull and could have been more colorful or highlighted more activities. The photo related to UW-Extension also caused some confusion, as students did not understand how Extension fit in with the other institutions and limited information was readily available on the site to explain its role. Only one student was familiar with HELP's website prior to the focus group, and most students indicated that they tended to use the WisCareers website in their high school guidance counselors' offices, possibly

because its scope was broader than just UW institutions. Although the small size of the focus group limits the ability to generalize the usage and familiarity of HELP's website to the target population of all high school students, HELP should monitor that its target audience has adequate familiarity with the HELP website.

UW-Extension staff track the number of visitor "hits" to the HELP website in order to analyze the total amount of web traffic. While these numbers can be useful in providing an indication of the sheer number of visitors to various web pages, they do not provide a more refined understanding of the specific characteristics of the web traffic, such as how visitors navigate through the site. Web analytic software, which is not currently being used by HELP, is increasingly being used by institutions of higher education nationally to track who their visitors are, what they are attempting to find, their success in finding information, and why they fail to find what they are looking for. Institutions are increasingly using data provided by web analytic tools to evaluate the effectiveness of web sites and to identify potential revisions.

For example, Bethel College used Google Analytics software to track the critical paths of different types of prospective students and how they could better optimize the web interface in order to take advantage of prospective student web-surfing characteristics and behaviors. One measurement used by Bethel College to investigate interest in web content was the rate at which users left a page without selecting any option. In 2010, Bethel College used this information to redesign its website, clarifying where different prospects could go and adding a new explanation about the steps required to submit an application. According to Bethel College, visitors have become more engaged and are more effective at efficiently navigating the main admissions portal page, which is believed to have helped increase the number of applicants to Bethel College.

We recommend that HELP evaluate the potential implementation of web analytics software that will allow staff to better track website usage patterns and modify how information is presented on its website (recommendation #1). This would help to ensure that the ability of users to effectively navigate the website is optimized. HELP may also wish to consider convening focus groups of students to capture more qualitative information about the website's design and usability.

ADMINISTRATIVE CHALLENGES

Although HELP is organizationally located in UW-Extension, HELP provides services to and on behalf of UW institutions and UW System Administration. This requires HELP to meet multiple, and sometimes undefined, expectations from numerous partners. Although HELP's expertise is viewed as useful in improving the value of many types of projects, clarifying HELP's roles could ensure it continues to be effective in performing its core functions.

Alignment with UW Institution Initiatives

HELP's role requires that it be in continual communication with UW institutions. HELP must communicate with the institutions so that potential students are referred to institutions in which they may have an interest in enrolling, and institutions must communicate with HELP to ensure that HELP staff have the most current information on institution programs and services.

HELP also occasionally provides advice and assistance to institutions regarding their own recruitment and promotional efforts. While each institution determines its own marketing and branding strategy, HELP may assist institutions, if requested, by providing insights into the overall System perspective. For example, a campus may choose a color or design element for its website or brochure and be unaware that the same elements are being used by another campus for its branding efforts. HELP can assist the institutions in avoiding such conflicts.

Despite the potential utility of these services to the institutions, maintaining the appropriate balance between serving as a conduit to match potential students with institutions and encroaching upon each institution's desire to manage its own message can be a challenge. We contacted four institutions—UW-Madison, Oshkosh, Platteville, and Richland—in order to better understand the relationship between HELP and the institutions.

Overall, staff at all four institutions found HELP to be supportive of their institution's mission, programs, and promotional efforts. However, institution staff noted several circumstances in which the role of HELP has been unclear. For example:

- At what point should HELP remove itself from advising students if they have already committed to an institution?

- At what point do HELP's promotional efforts begin to duplicate those of the institutions, creating conflict with an overall message or inefficiency?

- Is HELP's presence necessary at informational fairs held throughout Wisconsin if representatives of a UW institution will be in attendance?

To the extent that institutions lack clarity on certain HELP functions, overall system-wide inefficiencies could result. Therefore, ***we recommend that HELP work with UW institutions and UW System Administration to define and clarify its roles and responsibilities and the types of services it will provide to institutions (recommendation #2).*** Such clarification could be documented through a memorandum of understanding with each UW institution.

Alignment and Coordination with UW System Initiatives

HELP is regularly represented on system-wide committees and initiatives that impact policy and the delivery of services. For example, HELP participated in a working group that revised the freshman admission policy; a working group regarding the collection and reporting of student data following a change in federal reporting requirements related to racial and ethnic heritage; the efforts of the Committee on Baccalaureate Expansion (COBE) to encourage students to return to UW institutions to complete their degrees; and the development of eCampus, a web portal providing information about online degree programs and non-degree certificate programs offered across the UW System. HELP staff also participated in the development of the online Veterans Wisconsin Education Portal, which also included representatives from UW System Administration, the Wisconsin Technical College System, the state Department of Veterans Affairs, and others. HELP developed the content and design of the website, developed promotional brochures, and maintains the website.

HELP's involvement in system-wide initiatives frequently focuses on improving communication, such as through website revisions and the development of publications. Participation also is intended to keep HELP staff abreast of System priorities related to student recruitment, allow HELP to align its work with those priorities, and add value through HELP's broad knowledge of activities and processes at the institutions. HELP's role on these projects has generally been viewed as valuable by UW System Administration staff with whom we spoke.

In order to evaluate HELP's coordination with other UW System initiatives, we compared three separate websites that provide information on distance learning and/or online learning programs: the HELP website, the eCampus website, and the Distance Learning website, which is also maintained by UW-Extension. The objective of our comparison was to ensure the consistency of information across multiple websites. While performing this comparison, certain inconsistencies related to the type of and specific program offerings were identified, even when accounting for differences in the terms "distance learning" and "online learning."

In order to mitigate potential confusion to prospective students when researching UW System offerings, to ensure the most efficiently accumulated and accurate information is available to prospective students, and to improve efficiency, ***we recommend that the Dean of Continuing Education, Outreach and E-Learning identify services and information that may be available through multiple websites offered by UW-Extension and evaluate methods of improving coordination (recommendation #3).***

Organizational Structure and Oversight

In 1985, HELP was organizationally relocated from UW System Administration to UW-Extension and, as previously noted, language was specifically added to state statutes in 1995 requiring this service be located in UW-Extension. Since 1985, a formal memorandum of understanding (MOU) has been in place to define the roles, responsibilities, and expectations of both parties as it relates to funding, staffing, services, communication, and oversight of HELP. No similar MOU exists between UW-Extension and UW institutions.

Over time, HELP's role within UW-Extension has been modified as needs and priorities of the UW System have changed. For example, HELP has supported various collaborative degree programs, such as the Bachelor of Science degree in Sustainable Management, which is a partnership of UW-Extension and four other UW institutions. HELP's assistance in providing information on collaborative degree programs to students is expected to increase as UW-Extension expands its partnerships with UW institutions to develop similar programs.

The MOU, which was last updated in 2008, represents the formal agreement of responsibilities between the UW System and UW-Extension. Therefore, ensuring its accuracy is important in ensuring that UW System Administration, UW-Extension, and UW institutions have a shared understanding of HELP's goals and priorities. While performing a review of the MOU, it was identified that it may not fully address all services provided by HELP, including HELP's role in supporting collaborative degree programs and other UW-Extension initiatives, and also does not accurately reflect staffing levels. Therefore, ***we recommend that the UW System Office of Academic Affairs and UW-Extension revise the memorandum of understanding to reflect current oversight and management responsibilities and authority as well as to ensure that HELP is continuing to meet its core obligations (recommendation #4).***

Another area a revised MOU should address is the allocation and use of funding, and specifically, the manner in which surpluses and/or deficits will be handled. As shown in Appendix A, since fiscal year 2001-02, surpluses ranging between $42,523 and $535,583 have been recognized in eight of ten years. Deficits of $7,948 and $20,690 were recognized in the remaining two of ten years. Because of HELP's role in serving the needs of the entire UW System, UW institutions and UW System Administration should be involved in decisions related to the use of surpluses and/or handling of deficits. Therefore, ***we recommend that the decision-making process regarding how future budget surpluses and deficits are handled be clarified within the memorandum of understanding between UW System Administration and UW-Extension, and if deemed appropriate, clarified within memoranda of understanding with each UW institution (recommendation #5).***

CONCLUSION

HELP provides a set of services that are fairly unique in higher education and largely perceived to be valuable by the staff at UW System Administration and by the institutions with which we spoke. High school counselors responding to our survey concurred that HELP's services are beneficial to them and the high school students they serve. If HELP's history serves as an indicator of future trends, HELP will continue to evolve, incorporating new information and new technologies as the landscape of higher education continues to change. To meet these challenges, HELP could take a number of steps to better analyze the use of its website and to clarify its relationship with UW institutions. In addition, UW System Administration and UW-Extension need to update and strengthen their partnership as outlined in the MOU. Such actions will improve oversight, strengthen accountability, and clarify the use of resources and system-wide priorities.

Appendix A

UW-Extension Continuing Education, Outreach & E-Learning
University of Wisconsin HELP Program Revenues and Expenses
Fiscal Year 2002 through 2011

	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	(Unaudited) Fiscal Year 2010-11
Revenues										
Base Funding	$ 1,001,000	$ 1,001,000	$ 1,001,000	$ 1,001,000	$ 1,001,000	$ 1,001,000	$ 1,001,000	$ 1,501,000	$ 1,501,000	$ 1,501,000
Additional grants and earmarks in support of HELP	113,240	275,950	235,351	327,959	306,038	379,978	513,542	75,462	100,500	89,200
Total Revenues	1,114,240	1,276,950	1,236,351	1,328,959	1,307,038	1,380,978	1,514,542	1,576,462	1,601,500	1,590,200
Expenses										
Payroll and fringe benefits:										
Payroll	410,916	367,200	421,195	508,970	621,409	625,108	703,546	617,968	589,621	547,080
Fringe benefits	121,344	108,434	139,879	178,140	228,306	234,853	265,167	237,794	225,707	209,422
Subtotal, payroll and fringe benefits	532,260	475,634	561,074	687,110	849,715	859,961	968,713	855,762	815,328	756,502
Operating expenses:										
Publications/collateral materials printing	122,394	118,173	121,208	101,334	126,788	127,964	146,949	165,433	214,922	115,424
Computer consulting/contract programming	83,045	76,031	84,246	42,232	126,574	257,002	258,587	187,321	130,188	90,411
Postage and shipping	4,814	29,765	29,216	34,527	35,233	40,772	53,179	53,249	43,123	40,039
Office rent	0	0	0	82,850	48,866	37,284	39,267	45,856	45,887	50,064
Publications/collateral materials design services	20,740	10,479	20,865	14,125	11,181	20,228	16,649	17,500	31,648	4,875
Travel and employee expenses	14,074	10,969	11,261	18,027	29,935	16,043	18,077	12,762	12,968	12,619
Telecommunication services	12,212	12,911	9,200	7,485	10,622	8,069	7,864	8,557	8,166	7,404
Other operating expenses	10,199	7,405	21,023	22,708	25,601	21,603	25,947	34,114	41,790	30,806
Subtotal, operating expenses	267,478	265,733	297,019	323,288	414,800	528,965	566,519	524,792	528,692	351,642
Total expenses	799,738	741,367	858,093	1,010,398	1,264,515	1,388,926	1,535,232	1,380,554	1,344,020	1,108,144
Funding Surplus / (Deficit)	$ 314,502	$ 535,583	$ 378,258	$ 318,561	$ 42,523	$ (7,948)	$ (20,690)	$ 195,908	$ 257,480	$ 482,056

Source: UW HELP Program Funding and Expenditure History

Appendix B

MANAGEMENT'S RESPONSES TO RECOMMENDATIONS

The recommendations included within this program review have been discussed with the appropriate members of management, and are intended to improve internal control or result in other operational improvements. Management's responses to the written recommendations are included below.

1) **We recommend that HELP evaluate the potential implementation of web analytics software that will allow staff to better track website usage patterns and modify how information is presented on its website.**

   Management's Response:
   Web analytics are currently being used or are available albeit in a limited capacity. Administrative users will be queried regarding what metrics would be informative for decision making and the responses compiled. A review of available web analytic systems will be conducted and the system that best fits our needs will be implemented by the end of fiscal 2012.

2) **We recommend that HELP work with UW institutions and UW-System Administration to define and clarify its roles and responsibilities and the types of services it will provide to institutions.**

   Management's Response:
   HELP will draft an agreement of services to be provided to the UW institutions based upon input from both the UW institutions and UW-System Administration. These services will be explicitly stated in a memorandum of understanding which will be drafted and ready for signatures by HELP and UW-System Administration by the end of fiscal year 2012.

3) **We recommend that the Dean of Continuing Education, Outreach and E-Learning identify services and information that may be available through multiple websites offered by UW-Extension and evaluate methods of improving coordination.**

   Management's Response:
   This evaluation and review will be conducted along with the process described in the response to the first recommendation. While gathering information for the web analytics described in the first response, websites and the content therein will be reviewed, updated and redesigned. The emphasis will be on designs that show similarities between website structures yet eliminate redundancies and inconsistencies in content. This extensive examination will come to fruition by the end of fiscal year 2012.

4) **We recommend that the UW System Office of Academic Affairs and UW-Extension revise the memorandum of understanding to reflect current oversight and management responsibilities and authority as well as to ensure that HELP is continuing to meet its core obligations.**

   Management's Response:
   The memorandum of understanding between the UW System Office of Academic Affairs and UW-Extension will be updated clarifying the oversight and management responsibilities pertaining to HELP. The updated memorandum of understanding will ensure that HELP continues to meet its core obligations and will be ready for signatures by the end of fiscal year 2012.

5) **We recommend that the decision-making process regarding how future budget surpluses and deficits are handled be clarified within the memorandum of understanding between UW-System Administration and UW-Extension, and if deemed appropriate, clarified within memoranda of understanding with each UW institution.**

   Management's Response:
   The memorandum of understanding with UW-System Administration referred to in response number four, will include the decision-making process addressing how future budget surpluses and deficits are to be handled. This memorandum of understanding will be based upon input from both the UW institutions and UW-System Administration. For transparency and consistent treatment of all UW institutions, this process will be explicitly stated, available and applicable to all UW institutions and be ready for signatures by HELP and UW System by the end of fiscal year 2012.

OFFICE OF OPERATIONS REVIEW AND AUDIT
QUARTERLY STATUS UPDATE

EXECUTIVE SUMMARY

BACKGROUND

This report is presented to the Board of Regents Business, Finance, and Audit Committee to provide: (1) a status report on the major projects the UW System Office of Operations Review and Audit is conducting, and (2) an update on Legislative Audit Bureau projects in the UW System.

REQUESTED ACTION

For information only.

STATUS REPORT ON MAJOR PROJECTS

Recently Issued Engagement Reports

The following represents a summary of engagement reports issued since July 8, 2011, which represents the most recent Office of Operations Review and Audit Status Update provided to the Business, Finance, and Audit Committee of the Board of Regents:

Engagement Number	Engagement Title, Description, and Status
2011-07	**Higher Education Location Program (HELP)** – The objectives of this engagement include describing the role and mission of HELP; understanding programmatic resources and practices; and evaluating the degree to which the program is aligned or integrated with other UW System programs, initiatives, and promotional efforts. This engagement report was issued in September 2011, and included five recommendations.

Active Engagements

The following represents a summary of active engagements that are currently in process:

Engagement Number	Engagement Title, Description, and Status
2011-08	**Review of Family Educational Rights and Privacy Act (FERPA) Implementation** – The objectives of this compliance review engagement include identifying how institutions structure and provide oversight for FERPA implementation; reviewing institutions' FERPA policies and procedures; understanding the types of FERPA-related training offered; and evaluating practices in such areas as the release of information, directory information, and record access. This engagement report was provided to institutions in draft form in September 2011 for comment, and should be completed in October 2011. The engagement results are expected to be presented at the December 2011 meeting of the Business, Finance, and Audit Committee of the Board of Regents.
2011-09	**NCAA Division III Athletics – La Crosse –** The objectives of this engagement include evaluating the design and effectiveness of the processes and controls related to various aspects of Division III athletics at the University of Wisconsin – La Crosse for the year ended June 30, 2011, including compliance with state and NCAA regulations. The final report should be completed in October 2011. The engagement results are expected to be presented at the December 2011 meeting of the Business, Finance, and Audit Committee of the Board of Regents.
2011-10	**NCAA Division III Athletics – Eau Claire** – The objectives of this engagement include evaluating the design and effectiveness of the processes and controls related to various aspects of Division III athletics at the University of Wisconsin – Eau Claire for the year ended June 30, 2011, including compliance with state and NCAA regulations. An entrance conference was held in September 2011, and fieldwork is currently underway. Upon completion of fieldwork in November 2011, the engagement report will be drafted and an exit conference scheduled.
2011-11	**Policies Affecting Students with Disabilities** – The objectives of this engagement include identifying services and accommodations for disabled students; obtaining an understanding of funding and institutional resources dedicated to providing disability services; obtaining an understanding of institutional procedures to comply with Board of Regent Policy Document 14-10, the related *Guidelines for Policy 14-10,* and the American with Disabilities Act; and testing the effectiveness of implemented procedures identified. Fieldwork for this engagement concluded in September 2011, and the engagement report is currently being drafted. The results are expected to

be presented at the December 2011 meeting of the Business, Finance, and Audit Committee of the Board of Regents.

Engagement Number	Engagement Title, Description, and Status
2011-12	**Undergraduate Academic and Career Advising** – The objectives of this engagement include evaluating the organization and staffing of the University of Wisconsin System's academic and career advising programs; obtaining an understanding of policies and procedures used to guide academic and career advising services, including evaluating whether such policies and guidelines provide adequate guidance that is consistent with industry standards; and gathering information regarding student utilization of academic and career advising services. The engagement memorandum was issued in September 2011, after which time fieldwork commenced.
2011-13	**Privacy Controls Related to Personally Identifiable Information**– The objectives of this engagement include evaluating the University of Wisconsin System's policies, processes, and procedures related to the protection of personally identifiable information of its employees, including comparing established policies, processes, and procedures to reputable privacy frameworks. The engagement memorandum was issued in September 2011, after which time fieldwork commenced.

Other Significant Projects

In addition to performing engagements described above, the Office of Operations Review and Audit has actively participated in various other initiatives and internal projects. A summary of significant projects is as follows:

- **Enterprise Risk Management (ERM) Pilot Project** – As defined by the Institute of Internal Auditors, "ERM is a structured, consistent, and continuous process for identifying, accessing, deciding on responses to, and reporting on opportunities and threats that affect the achievement of organization objectives." Members of the Office of Operations Review and Audit provide ongoing ERM Pilot Project Support, and assist in the coordination of the ERM Pilot Project in collaboration with members of the UW System Administration offices of Academic Affairs, Administrative Services, Financial Administration, and General Counsel. ERM initiatives are currently being scheduled for fall 2011 at UW-River Falls.

- **Changes to the Shared Financial System (SFS) –** On a quarterly basis, the Office of Operations Review and Audit conducts an audit of programming changes made to the Shared Financial System. These audits are intended to ensure that incompatible duties are appropriately separated in the program change process.

LEGISLATIVE AUDIT BUREAU PROJECTS

The Legislative Audit Bureau is working on the annual audit of UW System's financial statements for fiscal year 2010-11 and the annual compliance audit of federal grants and expenditures, including student financial aid, for fiscal year 2010-11. The Legislative Audit Bureau is also conducting a performance evaluation audit of the economic development programs administered by state agencies.

UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS STRATEGIC ASSET ALLOCATION AND SPENDING PLAN REVIEW: LONG TERM AND INTERMEDIATE TERM FUNDS

EXECUTIVE SUMMARY

BACKGROUND

The single most important decision in the investment process is that of asset allocation; that is, deciding how assets are to be allocated among the major investment categories (or asset classes). Studies indicate that some 90 percent of a portfolio's return can be explained simply by its asset allocation. The strategic, policy asset allocation should represent long-term "equilibrium" or "normal" asset class positions, positions that under normal conditions are expected to best meet an investment portfolio's objectives. Also, in the case of an endowment fund (e.g., the Long Term Fund), decisions regarding the spending policy, in conjunction with reasonable return expectations, impact the long term sustainability of the fund. Both strategic asset allocation and spending policy for the UW Trust Funds' Long Term and Intermediate Term Funds are therefore critical investment policies, for which the Business, Finance, and Audit Committee has ultimate responsibility. As such, both elements are to be periodically reviewed.

REQUESTED ACTION

This item is for informational purposes only.

DISCUSSION

The attached report provides a description of the methodologies and processes involved in conducting quantitative asset allocation analyses for the Funds. Two general types of quantitative analysis were employed in this year's asset allocation review: *mean-variance optimization*, and *Monte Carlo simulation*. The report provides detailed output from these analyses, discusses the results, and offers some initial conclusions.

Generally, the primary conclusions are the following: the current strategic, policy asset allocation targets for both the Long Term and Intermediate Term Funds (adopted in 2007) continue to look reasonable and desirable in terms of their expected risk/return profiles and their expected ability to satisfy Fund objectives; and, the current spending policy (i.e., a four percent annual distribution) for the Long Term (endowment) Fund continues to be reasonable and prudent. However, additional analysis will take place over the next couple of months. Then, as part of the annual review of the *Investment Policy Statement* at the December Board meeting, recommendations for revisions, if any, to the strategic, policy asset allocation targets for both the Long Term and Intermediate Term Funds will be offered. At this time, more minor tweaks than significant shifts are anticipated.

RELATED REGENT POLICIES

University of Wisconsin System Trust Fund's Investment Policy Statement

UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS
Strategic Asset Allocation and Spending Plan Review: Long Term and Intermediate Term Funds

Introduction

This report is a review of the strategic, or policy, asset allocations and spending distribution plans for the UW System Trust Funds' *Long Term Fund* and *Intermediate Term Fund*. The strategic, policy asset allocation should represent the long-term or "normal" asset class positions for the portfolios, positions that under normal (or "equilibrium") conditions are expected to best meet the Funds' investment objectives. The single most significant decision in the investment process is that of asset allocation; that is, deciding how assets are to be allocated among the major investment categories (or asset classes). Studies indicate that some 90 percent of a portfolio's return can be explained simply by its asset allocation. Asset allocation and spending policies then become important elements of the Investment Policy Statement (IPS).

As suggested in the IPS, although strategic asset allocation reviews focus on long-term capital market assumptions, they should nevertheless be conducted on a periodic basis of perhaps every three to five years. Certainly if there are fundamental changes to the structure and functioning of capital markets, or to the uses and objectives of the investment portfolios, asset allocation reviews may be more immediately warranted. UW System Trust Funds last conducted an in-depth asset allocation review in 2007.

Strategic Asset Allocation Analysis: Process and Methodologies

Given estimates of the expected returns, volatilities (standard deviations), and correlations for and among various asset classes, *optimal portfolios* can be mathematically derived. Optimal portfolios are those that will theoretically produce the highest return for any given level of risk, or the lowest risk for any given level of return. When graphically presented, this continuous series of portfolios make up what is called the "efficient frontier." The optimization process used to derive these portfolios is called "mean-variance optimization" (MVO). When conducting strategic asset allocation analyses, MVO has historically been the most common approach used by institutional investors and consultants. However, there are certainly limitations to relying solely on MVO output to draw conclusions.

Limitations to MVO analysis include the following: there is uncertainty associated with the assumptions; there is significant sensitivity to small changes in assumptions; correlations change over time and under more extreme conditions; MVO essentially looks simply at one-year investment periods; MVO assumes that the simple "point-estimates" of assumptions are known with certainty and that the outcomes are therefore known with certainty (i.e., outcomes do not reflect the probabilities that significantly different outcomes may occur); and, MVO assumes that all asset class returns are described by a normal distribution (e.g., they do not exhibit any skewness, or "fat tails"). Also, it is important to note that unless some constraints are employed in the modeling (i.e., reasonable minimums and maximums by asset class), the optimizer will generate many, if not mostly, portfolios that are intuitively unacceptable (e.g., 50 percent or

more to *real assets* or *private equity*). (And, as some of the sample portfolios in the analysis presented here will show, even reasonably constrained modeling may produce intuitively undesirable asset mixes.)

Nevertheless, despite its limitations, MVO analysis is at least a useful and informative exercise. For instance, it prompts an investor to carefully review expected returns and volatilities of various asset classes, their implied risk premiums, their relationship to each other, whether these all make intuitive sense for capital markets, and to "stretch" in terms of giving consideration to new or more non-traditional asset classes, etc. Also, mean-variance optimization can lend some quantitative support to what intuitively seems to make good sense and suggest whether you are at least "heading in the right direction."

Another methodology employed to help address some of the limitations of MVO is the use of *Monte Carlo simulation*. The primary deficiency of MVO that Monte Carlo simulations try to address is that MVO output essentially looks only at average expected results for one-year periods and gives no indication as to the possible range of outcomes, and their probabilities, over longer, more relevant, timeframes. In fact, this is a deficiency in looking at any portfolio in terms only of its expected (average) annual return and its standard deviation. For instance, consider a portfolio of 100% *large cap equities*, whose expected (average) annual return might be 10% and its standard deviation 18%. This tells us only that its expected (average) annual return is 10% and that there is a 67% probability that the actual annual return will fall within the range of -8% to +28% (assuming a normal, non-skewed distribution). But what about the full range of possible outcomes and their probabilities over not just one year, but over five, ten, or 20 years? Monte Carlo simulations try to provide answers to some of these questions.

Generally in such simulations, a starting condition is specified (e.g., the beginning market value of portfolio) and perhaps certain on-going parameters (e.g., a constant spending policy and/or level of new contributions). A Monte Carlo simulation might then use the same capital market assumptions employed in MVO. However here, a simulation program makes random selections from the assumed normal distributions for each asset class to determine individual asset class and overall portfolio returns for the initial period. After these returns and any spending/new contribution "rules" are applied, the market value at the beginning of the subsequent year is derived. A rebalancing rule might also dictate that the portfolio be rebalanced to its target asset class weightings at the start of each year. Repeating the simulation process, the market value of the portfolio at the end of the subsequent year is determined. This may be repeated for something like 20 years, providing only *one* specific 20-year path of investment and portfolio results. But then the random simulation process is run iteratively thousands of times to produce thousands of possible paths and outcomes. The resulting set of thousands of possible ending market values provides an approximate probability distribution for those values. From such data, one can further estimate the probability of achieving (or failing to achieve) certain specific goals such as, to preserve the purchasing power of an endowment portfolio over a 20-year timeframe.

David Swenson, CIO of Yale University, provides this excellent summation of the challenges, limitations, and rewards from conducting asset allocation analyses as discussed above in his book, *Pioneering Portfolio Management:* "Mean-variance optimization, run in isolation, produces a set of efficient portfolios. The fund manager, faced with these efficient combinations of assets, has little idea which portfolio might best address the fund's needs. How should investors choose between … portfolio A, with an expected return of 5.9 percent and standard

deviation of 9.5 percent, and portfolio B, with an expected return of 7.3 percent and standard deviation of 12.5 percent? …. By employing simulations, the mean-variance abstraction of a set of portfolios that provide the highest expected return for a given level of risk as measured by one-year standard deviation of returns gives way to concrete measures of the degree to which portfolios meet investor goals….. Failure to achieve investment goals defines portfolio risk in the most fundamental way. Goals, and risks following therefrom, must be described in a manner allowing investment fiduciaries to understand trade-offs between various portfolios. By evaluating portfolios in terms of maintaining purchasing power and providing stable spending streams, fiduciaries understand and choose among alternatives defined in the context of criteria directly relevant to institutional objectives."

Mr. Swenson goes on to caution that limitations still exist even when using mean-variance and simulation approaches together, as they both rely heavily on uncertain assumptions; nevertheless, he suggests that the exercises are still well worth the effort. He closes his book's chapter, *Asset Allocation,* with the following observations: "Questions regarding the nature of distributions of security returns and stability of relationships between asset classes pose serious challenges to quantitative modeling of asset allocation. Nonetheless, the process of quantifying portfolio analysis provides discipline lacking in less rigorous approaches to portfolio construction.

A systematic quantitative portfolio construction process lies at the heart of portfolio management activity, providing a disciplined framework within which qualitative judgments inform portfolio decisions. By recognizing and affirming the centrality of policy asset allocation targets, fund managers sensibly focus on the most powerful investment management tool. Ultimately, thoughtful asset allocation work provides the basis for building a successful investment program."

Asset Class Specification

Before capital market assumptions can be developed and the asset allocation process conducted, one must first determine which asset classes are to be included and how they are to be specified. Although there are certain standard broad classifications (e.g., equities and bonds), there remains some controversy over what constitutes a distinct asset class. However, the criteria given below provide a good starting point for asset class specification (this is taken from the CFA Institute's text on portfolio management, Chapter 5, "Asset Allocation," by Sharpe, Chen, Pinto and McLeavy):

- *Assets within an asset class should be relatively homogenous.* Assets within an asset class should have similar attributes. [And they should be subject to the same principal risk factors.]
- *Asset classes should be mutually exclusive.* [That is, they should not overlap.]
- *Asset classes should be diversifying.* For risk-control purposes, an included asset class should not have extremely high expected correlations with other asset classes or with a linear combination of the other asset classes. Otherwise the included asset class will be effectively redundant in a portfolio because it will duplicate risk exposures already present. In general, a pair-wise correlation above 0.95 is undesirable.
- *The asset classes as a group should make up a preponderance of world investable wealth.*

- *The asset class should have the capacity to absorb a significant fraction of the investor's portfolio without seriously affecting the portfolio's liquidity.* Practically, most investors will want to be able to reset or rebalance to a strategic asset allocation without moving asset class prices or incurring high transaction costs.

The asset classes utilized in most of the analyses presented here are as follows:

Growth and High Yielding Assets (i.e., higher risk "return drivers")
Global Large Cap Equities
Global Small/Mid Cap Equities
Emerging Market Equities
Global Private Equity (e.g., venture capital, leveraged buyouts, other private capital)
High Yield Debt (e.g., high yielding corporate debt or bank loans)
Emerging Market Debt (e.g., sovereign or corporate, in dollars or local currencies)

Income and Event Risk/Deflation Hedge Assets (i.e., lower risk income orientation, and/or "catastrophe insurance"-like)
U.S. Investment Grade Credit
U.S. Treasurys
U.S. Cash
Absolute Return (e.g., market-neutral, or relative-value hedge funds)

Real and Inflation Hedge Assets (i.e., physical and inflation-protected financial assets)
U.S. TIPS (Treasury Inflation Protection Securities)
Global Real Assets (e.g., commercial real estate, timber, commodities, infrastructure)

Note also that asset classes are grouped into certain "super-categories" based on the primary roles those asset classes are expected to play within the overall portfolios. It is recognized that expected returns, volatilities, and pair-wise correlations are inherently imperfect representations of true underlying risks and returns. Therefore, optimal portfolios generated using only these inputs may lack some needed judgmental, qualitative assessment of broad risk factors and risk control. This is where it may also be helpful to consider what levels of assets might be prudently devoted to each such "super-category."

Long Term and Intermediate Term Fund Profiles: Uses, Objectives, and Constraints

Another necessary exercise prior to beginning an asset allocation study for any portfolio is a review of the portfolio's intended uses, objectives, and constraints (particularly in terms of liquidity and cash flow requirements). Given below are descriptions of the Long Term and Intermediate Term Funds along these dimensions.

Long Term Fund

Used primarily for investing endowed (perpetual) assets and other monies with expected investment horizons of seven to ten years or more, the principal investment objective of the Long Term Fund is to achieve, net of administrative and investment expenses, significant and attainable "real returns;" that is, nominal returns net of expenses, over and above the rate of inflation. By distributing a significant real return stream, disbursements for current expenditure

will grow with the rate of inflation so as to maintain their purchasing power and support level into perpetuity. Assets invested in the Long Term Fund receive an annual "spending rate" distribution of a set percentage (currently 4%) of the average market value over the prior twelve quarters (three years).

Generally then, the Fund only has an obligation or liability to pay out the spending rate, 4% of the Fund annually or 1% quarterly, plus expenses, less new contributions. To a limited extent, some quasi-endowments (or fully expendable assets) are invested in the Long Term Fund, which results in the occasional need to liquidate Fund "principal" as well. An analysis of the Fund over the past six years indicates that quarterly cash flows have ranged from -1.3% to +0.6% of the Fund, with an average quarter-end cash flow of -0.8%. The limited nature of quarterly withdrawal requirements coupled with the perpetual time horizon of the Fund suggests that significant allocations can be made to "illiquid" asset classes.

Intermediate Term Fund

The Intermediate Term Fund is used predominately for the following: (1) gifts/bequests for which neither the donor nor the institutions have restricted the use of "principal" (i.e., so-called quasi-endowments which are fully expendable), and the expected investment horizon is approximately two to five years; (2) other monies with similar investment horizons; and (3) excess unspent Income Fund balances, which are annually swept into the Intermediate Term Fund. The primary objective of the Intermediate Term Fund is to provide competitive investment returns consistent with very moderate levels of volatility (ideally, equal to or lower than that expected from an intermediate, investment-grade bond portfolio) and low probability of loss of "principal." Furthermore, the Fund seeks to maximize its expected return for any given targeted level of volatility.

This Fund also permits withdrawals and contributions on a quarterly basis; however, the quarterly cash flows are less certain since all assets are fully expendable. An analysis of the Fund over the past six years indicates that quarterly cash flows have ranged from -6.4% to +9.6% of the Fund, with an average quarter-end cash flow of +0.9%. Given the greater quarterly cash flow uncertainty of this Fund, the fact that all assets are in theory immediately expendable and that the expected average investment horizon is only two to five years, "illiquid" asset classes do not make sense.

Assumptions and Results for the MVO Analysis

Employing the capital market assumptions given in ***Attachment 1*** and some "reasonable" investment constraints as shown in ***Attachment 2***, hundreds of optimal portfolios were generated (i.e., a series of portfolios exhibiting the highest expected annual return for any given level of risk). However, as some of the sample portfolios will show, even reasonably constrained modeling may produce intuitively undesirable optimal portfolios. Therefore, some alternative and more intuitively acceptable asset allocations were "force fed" into the model.

Attachment 3 presents the results for some of these strategic asset allocation alternatives for the Long Term Fund. Also included are results for the Fund's actual current asset allocation, its current strategic target asset allocation (adopted in 2007), and a more simple, traditional portfolio (i.e., a 70% stock/30% bond portfolio). ***Attachment 4*** shows graphically the evolution of the

Long Term Fund's strategic asset allocation targets over time. Finally, ***Attachment 5*** presents some strategic asset allocation alternatives for the Intermediate Term Fund, along with the Fund's actual current asset allocation, its current strategic target asset allocation (adopted in 2007), and a more simple, traditional portfolio (i.e., a 100% intermediate, investment-grade bond portfolio). For each portfolio illustrated in all of these attachments, the following data is shown: expected annualized return, expected risk (standard deviation), and Sharpe ratio (essentially return per unit of risk, as one measure of portfolio "efficiency").

Methodology, Assumptions, and Results for Commonfund's *Allocation Planning Model*

Commonfund is a private, non-profit, organization that manages investments for many colleges, universities and secondary schools, foundations, hospitals and other philanthropic and tax-exempt organizations. Founded in 1971 as a nonprofit, membership organization with a grant from the Ford Foundation, Commonfund currently manages over $25 billion for more than 1,500 institutions. Commonfund also provides various investment education and consultative services and information to the institutional investment community. For instance, they provide frequent investment conferences and seminars, partner with NACUBO to produce an annual survey of endowments and foundations, and maintain the Higher Education Price Index (HEPI).

Commonfund has also recently developed a proprietary, Monte Carlo simulation-based asset allocation model, which they call the *Commonfund Allocation Planning Model* (APM). APM analysis is freely offered to their clients and prospective clients. UW System Trust Funds has taken advantage of this offer, and an APM analysis has been included as part of this strategic asset allocation review.

Provided in ***Attachment 6*** is Commonfund's full report, which includes a robust description of the methodology and assumptions employed in the APM. The model was used only for the Long Term Fund, and the results depicted are for the following portfolios only: the current strategic target asset allocation; the simple, more traditional 70/30 portfolio; and two strategic asset allocation alternatives, A and B, which correspond to portfolios A and B as depicted in the MVO analysis on Attachment 3.

Some Conclusions

<u>Long Term Fund</u>
For the Long Term Fund, results from both the MVO and Commonfund APM analyses indicate that while the current actual asset allocation and the more traditional 70/30 portfolio are significantly less efficient and desirable than more diverse alternatives, both analyses suggest that the *current target asset allocation* (adopted in 2007) is "moving in the right direction." Furthermore, the various alternative allocation targets depicted in ***Attachment 3*** show little, if any, improvement over the current target allocation. Sharpe ratios (return per unit of volatility) can be improved fairly significantly (e.g., from 0.40 now to 0.45 to 0.47), but this would involve a reduction in expected annual return of some 0.50% (i.e., from around 7% now to around 6.5%). Also, these more efficient portfolios (e.g., portfolios D and E) reflect significantly higher allocations to *absolute return* investments (i.e., market-neutral, relative-value type hedge funds) and/or *global real assets*, with commensurate reductions to *growth and high yielding assets*.

Although not shown in the attachments provided here, the results of completely unconstrained MVO are indeed quite amazing. For instance, the portfolio at the very upper right of the efficient frontier (highest expected return with the lowest possible volatility for that level of return) is one comprised of around 50% *emerging market equities* and 50% *global private equity*! This portfolio has an expected return of 9%, standard deviation of around 24%, and a Sharpe ratio of 0.276. The portfolio with the highest level of return per unit of volatility (i.e., the highest Sharpe ratio) is one comprised of around 50% *investment grade bonds*, 30% *absolute return (hedge funds)*, and 20% *global real assets*. This portfolio has an expected return of 5.36%, volatility of 3.63%, and a Sharpe ratio of 0.789.

Interestingly, what has changed most from the 2007 analysis (MVO only) is that overall portfolio return expectations have fallen while expected volatilities have risen. Whereas in the 2007 analysis, the expected annual return for the *current target allocation* was 7.61% (with volatility of 9.66%), the analysis here suggests a return expectation of 6.95% (with volatility of 10.99%). Is such a lowered return expectation large enough, and reliable enough, to warrant a re-evaluation of the current *4%* spending policy for the Long Term Fund at this time? Overall, we think it is not. As similarly presented in the 2007 analysis, the table below depicts the basis for this overall conclusion.

Achievable Market Return ("Beta")	7.00%
Expected Excess Return ("Alpha")	1.00%
Inflation (CPI, HEPI)	(2.50) – (3.50)%
Investment & Administrative Expenses	(1.00)%
Implied Spending Rate	***3.50% - 4.50%***

Of all the numbers presented in the table above, perhaps the least certain or most questionable is the "excess return" assumption. Excess return, if any, will be achieved when the selected investment managers are consistently able to outperform the average market returns for the markets or asset classes in which they operate. Also, excess return might be achieved through conscious tactical departures from the strategic asset allocation weightings. Overall, we believe that a long-term excess return of 1% is achievable.

Although this level of excess return may be difficult in some very efficient public markets (e.g., publicly-traded, investment-grade bonds), excess returns beyond this level should be achievable particularly in private markets and various "alternative" asset classes (e.g., private equity, directly-held real assets, etc.). Furthermore, we are firm believers that asset classes as a whole can at times become much more over- or under-valued than can individual securities and assets, and that thoughtful, disciplined shifts and tilts toward undervalued asset classes and away from overvalued asset classes can provide meaningful excess return. Finally, by investing "opportunistically" on occasion, additional excess return can be generated. (The Investment Policy Statement provides for and more fully describes "opportunistic investments.")

We turn our attention now to the results of Commonfund's APM analysis to see whether it provides support, or possibly counterpoints, to some of the conclusions drawn from the MVO analysis regarding what asset allocations might be more "optimal," or at least more desirable

from perspectives other than just expected annual returns and standard deviations. First, the APM 20-year simulated output very strongly demonstrates that a more traditional portfolio (simple 70/30) is inferior from virtually all perspectives to portfolios diversified more significantly and especially to more "non-traditional" asset classes. Whether in terms of expected long-term returns, volatility, "value at risk" (VaR), up and down capture, maximum drawdown, average recovery time, distributions of returns and ending market values, or cumulative spend, etc., more diverse, more non-traditional portfolios are significantly superior. (Note: The new terms mentioned in the preceding sentence, such as VaR, are all defined in the APM report.) The only perspective from which a simple 70/30 portfolio is "superior," is in terms of liquidity. Although this is not an inconsequential benefit, for a perpetual endowment fund with limited and stable cash drawdown requirements, this benefit would likely be far outweighed by the opportunity costs involved.

Second, the APM analysis as well as discussions with Commonfund representatives, suggest that the Long Term Fund's *current target strategic asset allocation* is a good example of more desirable, highly-diversified portfolios and that we are "moving in the right direction" as we work our way into this allocation over time. Furthermore, they suggested the consideration of only modest tweaks, which are reflected in alternative portfolios A and B. These tweaks involve a somewhat higher allocation to hedge funds, specifically *market-directional hedge funds*, and a specific allocation to *commodities*. (The APM defines these as separate and distinct asset classes, whereas they are essentially rolled into broader asset class categories in the MVO analysis.) However, alternative portfolios A and B show only slight improvements from only some perspectives versus the current target allocation.

Intermediate Term Fund

For the Intermediate Term Fund, only the MVO analysis was employed. To provide some additional history here, it should be noted that prior to the 2007 asset allocation review, this Fund was invested 100% in investment-grade, intermediate-maturity U.S. bonds. In 2007, its target asset allocation was revised to include relatively small allocations to *global large cap equities, U.S. high yield debt, U.S. cash, absolute return*, and *U.S. TIPS.* This asset allocation significantly improved the risk/return profile of the Fund, giving it a higher expected return *and* lower expected volatility. This is demonstrated again in this year's analysis by comparing in ***Attachment 5***, the results for the *current target allocation* versus those for the *simple benchmark* portfolio. Also presented for consideration are some further strategic asset allocation alternatives. However, as with the MVO analysis for the Long Term Fund, none of the asset allocation alternatives presented reflect any significant improvement over the current target allocation.

Next Steps

Over the next couple of months, we intend to further consider these analyses, allow the Board to do the same, and perhaps model a few more scenarios using MVO and/or Commonfund's APM. Then, as part of the annual review of the *Investment Policy Statement* at the December Board meeting, we will present final recommendations for revisions, if any, to the strategic, policy asset allocation targets for both the Long Term and Intermediate Term Funds. At this time, we anticipate more minor tweaks than significant shifts.

Attachment 1

CAPITAL MARKET ASSUMPTIONS

	EXPECTED LONG TERM RETURN [1]	EXPECTED SHORT TERM RETURN [2]	EXPECTED VOLATILITY	CORRELATIONS[1]												
				Global Large Cap Equities	Global Small/Mid Cap Equities	Emerging Market Equities	Global Private Equity	U.S. Treasury's	U.S. TIPS	U.S. Investment Grade Corporate	U.S. High Yield Debt	Emerging Market Debt	U.S. Cash	Global Real Assets	Hedge Funds - Diversified	Inflation
Global Large Cap Equities	7.75%	5.00%	16.50%	1.00												
Global Small/Mid Cap Equities	8.25%	1.50%	20.00%	0.86	1.00											
Emerging Market Equities	9.00%	8.00%	25.00%	0.85	0.79	1.00										
Global Private Equity	9.00%	8.00%	24.75%	0.81	0.91	0.79	1.00									
U.S. Treasurys	3.50%	2.00%	4.70%	-0.25	-0.24	-0.19	-0.27	1.00								
U.S. TIPS	3.75%	2.25%	3.00%	0.03	0.01	0.15	0.05	0.59	1.00							
U.S. Investment Grade Credit	4.75%	3.25%	6.25%	0.03	0.01	0.15	0.24	0.56	0.70	1.00						
U.S. High Yield Debt	6.50%	4.00%	11.50%	0.67	0.67	0.71	0.71	-0.14	0.31	0.57	1.00					
Emerging Market Debt	6.50%	4.00%	10.00%	0.52	0.47	0.58	0.46	0.27	0.56	0.74	0.71	1.00				
U.S. Cash	2.50%	1.50%	0.50%	-0.07	-0.08	0.05	-0.12	0.02	-0.02	-0.08	-0.16	-0.11	1.00			
Global Real Assets[3]	7.00%	7.00%	8.75%	0.35	0.37	0.30	0.36	0.01	0.15	0.22	0.35	0.30	-0.02	1.00		
Absolute Return[4]	6.25%	5.00%	7.25%	0.66	0.65	0.78	0.67	-0.26	0.19	0.34	0.62	0.50	0.07	0.19	1.00	
Inflation	2.50%	2.50%	1.50%	0.03	0.03	0.04	0.07	-0.35	0.08	-0.19	0.13	0.00	0.10	0.04	0.21	1.00

[1] Long-term return and all volatility and correlation assumptions are primarily provided by J.P. Morgan Asset Management, as 10-15 year expectations.

[2] Short-term return assumptions are based on figures supplied by GMO (7-year forecasts) and UBS (3-year forecasts).

[3] For Global Real Assets, JP Morgan's assumptions for U.S. Direct Real Estate are used as a proxy for this "super" asset category, which can also include Timber, Natural Resources, Commodities, and Infrastructure.

[4] For Absolute Return, JP Morgan's assumptions for Hedge Funds-Relative Value are used.

Attachment 2

CONSTRAINTS

	LONG TERM FUND		INTERMEDIATE TERM FUND	
Growth and High-Yielding Assets	Min	Max	Min	Max
Global Large Cap Equities	15%	30%	0%	20%
Global Small/Mid Cap Equities	5%	25%	0%	15%
Emerging Market Equities	5%	20%	0%	10%
Global Private Equity	5%	20%	0%	0%
U.S. High Yield Debt	0%	15%	0%	15%
Emerging Market Debt	0%	10%	0%	10%
Income and Event Risk/Deflation Hedge Assets	Min	Max	Min	Max
U.S. Investment Grade Credit	5%	25%	15%	100%
U.S. Treasury Bonds	5%	25%	15%	100%
U.S. Cash	0%	10%	0%	25%
Absolute Return	0%	20%	0%	10%
Real and Inflation-Hedge Assets	Min	Max	Min	Max
U.S. TIPS[1]	5%	25%	0%	100%
Global Real Assets	5%	25%	0%	0%

[1] Since filling the Real Assets allocation will likely take significant time, due to the nature of the investment vehicles involved (e.g., limited partnerships offered only periodically) and concerns over current valuations in some cases, potential "interim" asset allocations with Real Assets constrained to 0% are also analyzed.

Attachment 3

LONG TERM FUND

2011 Strategic Asset Allocation ("SAA") Analysis[1]

	Current Allocation	Current Target SAA	Simple 70/30	Some SAA Alternatives							Highest Return	Highest Sharpe
				A	B	C	D	E	F	G	H	I
Growth and High Yielding Assets												
Global Large Cap Equities	*37.2%*	*18.5%*	*70.0%*	18.8%	18.0%	15.0%	10.0%	10.0%	15.0%	15.0%	15.0%	15.0%
Global Small/Mid Cap Equities	*7.0%*	*9.0%*	*0.0%*	5.0%	4.0%	5.0%	5.0%	7.5%	10.0%	10.0%	25.0%	5.0%
Emerging Market Equities	*12.2%*	*10.0%*	*0.0%*	8.8%	8.0%	15.0%	5.0%	7.5%	10.0%	10.0%	20.0%	5.0%
Global Private Equity	*11.9%*	*10.0%*	*0.0%*	10.0%	10.0%	10.0%	10.0%	10.0%	12.5%	15.0%	20.0%	5.0%
U.S. High Yield Debt	*6.0%*	*7.5%*	*0.0%*	7.5%	5.0%	0.0%	5.0%	0.0%	7.5%	7.5%	0.0%	0.0%
Emerging Market Debt	*0.0%*	*0.0%*	*0.0%*	0.0%	5.0%	0.0%	5.0%	0.0%	5.0%	7.5%	0.0%	0.0%
	74.3%	*55.0%*	*70.0%*	50.0%	50.0%	45.0%	40.0%	35.0%	60.0%	65.0%	80.0%	30.0%
Income and Event Risk/Deflation Hedge Assets												
U.S. Investment Grade Credit	*3.5%*	*0%*	*15%*	0.0%	0.0%	10.0%	10.0%	10.0%	0.0%	0.0%	5.0%	5.0%
U.S. Treasury Bonds	*5.5%*	*10%*	*15%*	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	0.0%	5.0%	22.0%
U.S. Cash	*1.6%*	*0%*	*0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Absolute Return	*8.1%*	*10%*	*0%*	15.0%	20.0%	10.0%	15.0%	15.0%	10.0%	15.0%	0.0%	13.1%
	18.7%	*20.0%*	*30.0%*	25.0%	30.0%	30.0%	35.0%	35.0%	20.0%	15.0%	10.0%	40.0%
Real and Inflation Hedge Assets												
U.S. TIPS	*6.4%*	*7.5%*	*0.0%*	7.5%	5.0%	5.0%	7.5%	10.0%	5.0%	0.0%	5.0%	5.0%
Global Real Assets	*0.6%*	*17.5%*[2]	*0.0%*	17.5%	15.0%	20.0%	17.5%	20.0%	15.0%	20.0%	5.0%	25.0%
	7.0%	*25.0%*	*0.0%*	25.0%	20.0%	25.0%	25.0%	30.0%	20.0%	20.0%	10.0%	30.0%
	100.0%	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*
Results with Long Term Assumptions (10-15 years)												
Expected Return	7.21%	6.95%	6.66%	6.83%	6.83%	6.86%	6.46%	6.51%	7.04%	7.55%	7.78%	6.23%
Standard Deviation	13.72%	10.99%	11.70%	10.28%	10.06%	10.54%	8.48%	8.83%	11.40%	12.69%	16.54%	7.39%
Sharpe Ratio[3]	0.34	0.40	0.36	0.42	0.43	0.41	0.47	0.45	0.40	0.40	0.32	0.50
Results with Short Term Assumptions (3-7 years)												
Expected Return	4.97%	5.05%	4.29%	5.16%	5.16%	5.36%	4.84%	4.91%	5.06%	5.65%	5.05%[4]	4.74%[4]
Standard Deviation	13.72%	10.99%	11.70%	10.28%	10.06%	10.54%	8.48%	8.83%	11.40%	12.69%	16.54%	7.39%
Sharpe Ratio[3]	0.18	0.23	0.15	0.26	0.26	0.27	0.28	0.27	0.22	0.25	0.15	0.30

[1] This analysis focuses on Fund assets not devoted to either "Global Tactical Asset Allocation" (currently 25% of the overall Fund) or any "opportunistic" allocations (currently 1.5% of the Fund); that is, it focuses on Fund assets where more a strategic, long-term, static allocation is to be applied.

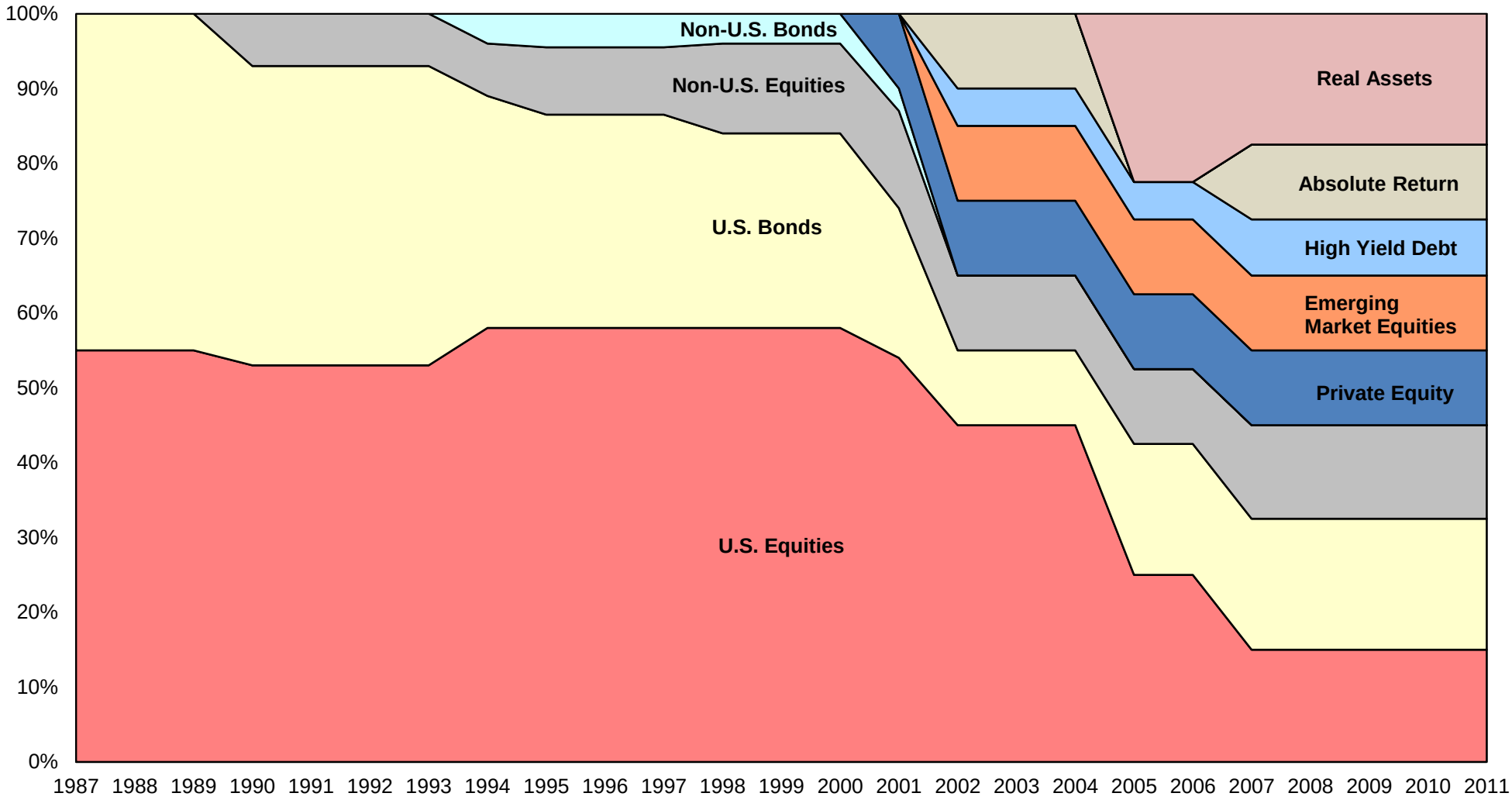
[2] The current SAA recommended allocation of 17.5% to Real Assets consisted of the following: 10% Real Estate and 7.5% Timber.

[3] The ratio of the portfolio's excess return (over the market risk-free rate) to the portfolio's risk (standard deviation). This ratio seeks to measure the total risk of the portfolio by considering portfolio risk rather than market risk.

[4] Short-term results shown here are for the high return/high Sharpe portfolios shown above, which were generated using long-term assumptions.

Attachment 4

Long Term Fund: Asset Allocation Targets 1987-2011



Attachment 5

INTERMEDIATE TERM FUND

2011 Strategic Asset Allocation ("SAA") Analysis[1]

	Current Allocation	Current Target SAA	Simple Benchmark	Some SAA Alternatives							Highest Return	Highest Sharpe
				A	B	C	D	E	F	G	H	I
Growth and High Yielding Assets												
Global Large Cap Equities	*16.6%*	*15.0%*	*0.0%*	10.0%	10.0%	15.0%	15.0%	15.0%	20.0%	15.0%	20.0%	5.8%
Global Small/Mid Cap Equities	*0.0%*	*0.0%*	*0.0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.0%	1.3%
Emerging Market Equities	*0.0%*	*0.0%*	*0.0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%
Global Private Equity	*0.0%*	*0.0%*	*0.0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
U.S. High Yield Debt	*5.6%*	*5.0%*	*0.0%*	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	7.5%	15.0%	0.0%
Emerging Market Debt	*0.0%*	*0.0%*	*0.0%*	0.0%	5.0%	5.0%	5.0%	5.0%	5.0%	7.5%	10.0%	0.0%
	22.2%	*20.0%*	*0.0%*	15.0%	20.0%	25.0%	25.0%	25.0%	30.0%	30.0%	70.0%	7.1%
Income and Event Risk/Deflation Hedge Assets												
U.S. Investment Grade Credit	*54.6%*	*22%*	*55%*	27.5%	22.0%	22.0%	27.5%	22.0%	22.0%	22.0%	15.0%	15.0%
U.S. Treasury Bonds	*6.6%*	*18%*	*45%*	22.5%	18.0%	18.0%	22.5%	18.0%	18.0%	18.0%	15.0%	15.0%
U.S. Cash	*1.0%*	*10%*	*0%*	5.0%	5.0%	10.0%	5.0%	5.0%	5.0%	5.0%	0.0%	18.3%
Absolute Return	*0.0%*	*10%*	*0%*	15.0%	15.0%	10.0%	10.0%	5.0%	10.0%	15.0%	0.0%	10.0%
	62.2%	*60.0%*	*100.0%*	70.0%	60.0%	60.0%	65.0%	50.0%	55.0%	60.0%	30.0%	58.3%
Real and Inflation Hedge Assets												
U.S. TIPS	*15.6%*	*20.0%*	*0.0%*	15.0%	20.0%	15.0%	10.0%	25.0%	15.0%	10.0%	0.0%	34.6%
Global Real Assets	*0.0%*	*0.0%*	*0.0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	15.6%	*20.0%*	*0.0%*	15.0%	20.0%	15.0%	10.0%	25.0%	15.0%	10.0%	0.0%	34.6%
	100.0%	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*	*100.0%*
Results with Long Term Assumptions (10-15 years)												
Expected Return	5.09%	4.79%	4.19%	4.82%	4.91%	4.93%	5.03%	4.86%	5.19%	5.25%	6.55%	4.17%
Standard Deviation	5.73%	4.47%	4.94%	4.38%	4.53%	4.81%	5.05%	4.74%	5.47%	5.43%	10.59%	3.03%
Sharpe Ratio[1]	0.45	0.51	0.34	0.53	0.53	0.51	0.50	0.50	0.49	0.51	0.38	0.55
Results with Short Term Assumptions (3-7 years)												
Expected Return	3.26%	2.99%	2.35%	3.21%	3.25%	3.21%	3.29%	3.11%	3.39%	3.48%	3.81%[2]	2.65%[2]
Standard Deviation	5.50%	4.09%	4.60%	4.38%	4.53%	4.81%	5.05%	4.74%	5.47%	5.43%	10.59%	3.03%
Sharpe Ratio[1]	0.14	0.12	-0.03	0.16	0.17	0.15	0.16	0.13	0.16	0.18	0.12	0.05

[1] The ratio of the portfolio's excess return (over the market risk-free rate) to the portfolio's risk (standard deviation). This ratio seeks to measure the total risk of the portfolio by considering portfolio risk rather than market risk.

[2] Short-term results shown here are for the high return/high sharpe portfolios shown above, which were generated using long-term assumptions.

Attachment 6

commonfund

Commonfund Allocation Planning Model for University of Wisconsin System

Strategic AA, Standard Benchmark, Scenarios A & B

Prepared on: 9/19/2011

Using the Commonfund Allocation Planning Model™

- **APM is only a model.** The returns depicted by the APM are **hypothetical** and do not represent the actual returns earned by any investor or investment fund or product. The APM does not guarantee or assure any future investment results.

- **What is the APM?** The APM is an analytic tool that can assist investors in thinking about the potential distribution of returns of various investment strategies.

- **What isn't the APM?** The APM should not be treated as a recommendation concerning any specific investment or asset class, or any mix thereof, or as a tool that can predict specific investment outcomes.

- **How does the APM work?** The APM takes the starting yield curve, uses Monte Carlo simulation to project 1,000 different yield curves for next year by changing economic factors that affect the curve, and projects returns for each of 20 asset classes in each of the "new" yield curve environments. The projected returns are based on the regression of the historical relationship between these asset classes and the yield curve. The model then takes each of the 1,000 "new" yield curves as the next starting point and simulates a new yield curve, building another 1,000 yield curves, and projecting returns in those environments. The model runs these simulations for twenty years into the future.

- **The APM doesn't account for fees and expenses.** The return distributions calculated by the APM are based on historical data of the performance of specified market indexes. This data does not take into account the impact of investment fees and expenses. In the case of an actual investment portfolio, fees and expenses would reduce returns (to the extent that they exceeded any performance above the relevant index returns generated by active management strategies.)

- **The APM's output will vary.** The APM's output will vary with each use (based upon changes in input assumptions and in the historical performance data on which the APM output is based) and over time.

- **Investment Risks:** The investment asset classes depicted in the APM involve varying degrees of investment risk. Alternative assets in particular may involve reduced liquidity and risky investment strategies. Investors in any of these asset classes could lose some or all of their principal. In particular cases (including investments on margin, short selling and similar strategies), investors could lose more than their principal investment. See "Explanatory Notes".

- **Definitions and details:** Certain terms used in the following presentation (such as "standard deviation" and "mean variance optimization"), together with complete details of the assumptions underlying the APM, are included in "Explanatory Notes".

Commonfund Allocation Planning Model (APM)

- **IMPORTANT: The projections or other information generated by the APM regarding the likelihood of various investment outcomes are hypothetical in nature, do no reflect actual investments and are not guarantees of future results.**
- **A financial forecasting tool that, based on the regression of historical data, simulates future economic scenarios and asset class returns within those economic scenarios.**
- **Term Structure model that uses Monte Carlo simulation to project future yield curves (economic environments) for up to 20 years.**
- **Model calculates asset class results relative to the projected yield curves**
- **Starting point of the simulations is the US yield curve as of December 31 2010**
  - 30 Day T- Bill 0.059%
  - 1yr BBB Corp Bond 1.77%
  - 10yr Tsy Note 3.295%
  - 10yr BBB Corp Bond 5.29%
- **Monte Carlo simulation - changing 5 factors (inflation, Gross Domestic Product (GDP), short term and long term treasury and corporate yields) to project different possible economic scenarios**
  - 1,000 scenarios for each year in a 20 year period
  - Model projects annual returns for each asset class for each year for each scenario
  - Each asset class has 20,000 projected annual returns (1,000 scenarios times 20 years)
- **Model generates Total Portfolio results over 5, 10, 15, and 20 years**
  - Returns (real, nominal)
  - Market values (real, nominal)
  - Spending values
- **Intergenerational Equity is calculated as the state in which the nominal market value (after spending) is equal to or greater than the inflation adjusted market value (grown at CPI or HEPI). When the net market value is 0, the portfolio has maintained real purchasing power or equilibrium.**
- **Skewness explains to what degree, positively or negatively, the distribution median is shifted from the average.**
  - Measured using Pearson's coefficient: 3*(Mean - Median) / StandardDeviation

Explanatory Notes:
Commonfund's Allocation Planning Model (APM)

Commonfund's Allocation Planning Model ("APM") is a proprietary financial simulation tool that can help investors understand the expected outcomes and potential risks of an investment strategy and the interrelationships of the underlying asset classes comprising that investment strategy.

Commonfund's APM is a forward-looking, yield curve-based model that simulates potential future economic scenarios and asset class returns within those economic scenarios. The APM can therefore help investors examine portfolio choice alternatives under different conditions of economic uncertainty on a forward-looking basis.

How does it work?

The APM is, at the core, a "term structure model." That is, the model is based on the term structure of the interest rates. We believe that the investment returns of the asset classes included in the model have been and will continue to be a function of the economic environment and in particular, changes in the yield curve. Fundamentally there are two principal processes at work in the APM: simulating the term structure and defining the asset classes in terms of their historical relationship to the factors of the term structure and the individual asset classes.

Simulating the Term Structure:
Our model takes a starting yield curve (defined on the previous page) and uses Monte Carlo simulation to project 1,000 different yield curves each year for 20 years. This is accomplished by changing the factors that affect the curve including:

- Inflation
- Gross Domestic Product (GDP)
- 30 day U.S. T-Bill
- 10 Year U.S. Treasury Note
- 1 Year BBB Corporate Yield
- 10 Year BBB Corporate Yield

The Monte Carlo simulation that is used in the APM generates random economic conditions that change the yield curve. These changes can be aggressive and incorporate literally thousands of scenarios of low inflation - high GDP growth, low inflation - low GDP growth, high inflation - low GDP growth, etc.

However, the evolution of the yield curve in each scenario will not generate in one year drastic or "unreasonable" changes such as a change in one year from negative inflation (deflation) to hyperinflation.

Calculating the Asset Class Returns:
The second fundamental process in the APM is generating projected asset class returns for each term structure scenario. This process begins with the selection of a representative index for each asset class. Data may go back as far as 1970 for certain indices but only as recently as 1993 for newer indices. Where no representative index exists, we have used historical data from Commonfund's experience as an investor in this particular asset class (e.g. natural resources). Each asset class' returns are then regressed against the term structure model. The regression analysis generates excess returns assumptions for each asset class relative to the term structure model. These excess returns are then used to construct a variance/covariance matrix that includes all asset classes, further defining them against the term structure model as well as to each other. Essentially this matrix determines how the returns fit together. The covariance part of the matrix defines how asset class returns move relative to each other and the variance is the dispersion of the returns, or how far they vary relative to each other. Using the excess returns and variance/covariance matrix for the asset classes, the model is able to project how each asset class is expected to perform in each term structure scenario.

Our model takes the starting yield curve, uses Monte Carlo simulation to project 1,000 different yield curves for the next year by changing economic factors that affect the curve, and projects returns for 20 different asset classes in each of the new yield curve environments. The model then takes each of the 1,000 new yield curves as the next starting point and simulates a new yield curve, building another 1,000 yield curves for the next period, and projecting returns in those environments. In order to have the ability to focus on the long term, the model runs these simulations for twenty years into the future and therefore effectively generating 20,000 data points (returns) for each asset class.

What can you do with it?

Commonfund's APM generates a distribution of potential outcomes simulated across thousands of different economic scenarios for given asset allocations. Every simulation describes a potential future trajectory of the economy and projects how the asset classes will perform based on the regression of historical data.

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Analyzing the distribution of thousands of returns, the model can derive statistical summaries including medians, standard deviations and percentiles for different outcomes for each asset class. With 20 year projections, we can calculate model annualized returns, medians, standard deviations, market values, and percentiles for different outcomes for entire portfolios over 5-year, 10-year, 15-year, and 20-year time periods. We are able to see the effects of compounding, in terms of both return and risk, as well as examine the "tail risk" of the distribution.

As a tool, the APM aids Commonfund in discussions with investors regarding their asset allocation decisions. It helps us think about how changing, adding, or removing an allocation to any given asset class will affect the risk-return profile of a portfolio. In addition, spending policies, gifts, and capital campaigns are important considerations in decision-making and are also incorporated into the model.

With the Commonfund APM, investors also have the ability to ask what if questions like "given a specific asset allocation and spending rate (or distribution), what is the model-generated probability of not achieving intergenerational equity or a stated investment objective over a defined period of time?" By focusing on determining how often, in terms of number of times in a random model, the nominal market value (after spending) is equal to or greater than the inflation-adjusted market value (grown at inflation only), an investor can gain valuable insight into the portfolio's APM-generated probability of achieving intergenerational equity. By incorporating cash flows into the model like inflows from gifts and capital campaigns, and outflows from spending, distributions, or grants investors are able to understand the long-term ramifications of current asset allocation policies and cash flow situations and can gain valuable insight to help with forecasting their budgets.

How does the APM compare to other forecasting models?

Ultimately, the power of a model that incorporates Monte Carlo simulation lies in the ability to produce a range of returns and generate meaningful statistical analysis from the distribution. With historical-based inputs and/or user inputs, a mean variance optimization model can only produce an efficient frontier along which reside optimal portfolios for a given expected return and standard deviation. The APM, in contrast, considers asset allocations from the user's perspective and then generates projected returns, standard deviations, distributions, and probabilities associated with that asset allocation. With this type of analysis, the user is able to understand the likelihood of achieving goals rather than merely focusing on a median and standard deviation of an "optimal" portfolio produced by a mean variance optimization.

The APM has many advantages over mean variance optimization. In addition to generating a distribution of potential outcomes and different economic scenarios as described above (which cannot be accomplished with mean variance optimization), the APM's term structure model has advanced features that distinguish it from most other forecasting models that use Monte Carlo simulation. The model consistently simulates the term structure of interest rates at every point in simulation time, which provides a more realistic set of the expectations that drive interest rates and a better formulation of the documented dynamic properties of inflation and interest rates.

The APM simulates four term structure components whereas other models known to incorporate term structure models simulate only one or two. Finally, the open design architecture of the APM makes it relatively easy to update and further develop.

The APM has been designed to be a state-of-the-art investment-planning tool. Although no analytical model can completely replace informed professional judgment, the APM can provide a better foundation on which to base that judgment.

What are the limitations?

No model or simulation can predict the future or account for the infinite number of possible outcomes. The projections generated by Commonfund's APM are based on assumptions about performance and risk characteristics of various asset classes. Those assumptions are based on historical data that are believed to be accurate and on which the APM relies. The utility of the APM depends greatly on the accuracy of that historical data and its meaningfulness in simulating future events. Commonfund cannot guarantee the accuracy of the data nor does it represent that the data will necessarily represent market conditions in the future.

The model simulates the range of probable outcomes over a 20-year time horizon of varying combinations of asset allocations, inflation expectations, spending policies, capital gifts and rebalancing rules. The reasonableness of the input assumptions made by the user will affect the reasonableness of the simulations. In all cases, the statistical confidence in the predictions falls as the simulation period gets shorter.

The results of the model will vary with any change to the inputs: asset allocation, spending rates or methods, contributions, or beginning market value. The results will also change with any periodic updates to the model starting point.

Because the model uses asset class returns, it should not be used to evaluate or simulate the results of any specific investment program (or fund).

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No APM simulation can replicate the exact experience of an institution. As such, the results of the APM should only be used as a general guide. In no way should the APM be a substitute for the important policy choices that an institution must make in developing its investment program.

The asset classes in the model are defined by index data and do not reflect the impact, either positive or negative, of active management or the fees associated with active management. Asset classes not included in the model, or other indices not used to represent the asset classes used in the model, may have characteristics similar or superior to those being analyzed.

Key Terms

Frequency distribution: shows the number of observations within the ranges as defined by the horizontal axis.

Directional hedge strategies: an investing strategy that consists of a core holding of long equities hedged at all times with short sales of stocks and/or stock index options. Depending on the mix of long and short positions the portfolio may have either a long or short bias. Not necessarily providing complete market neutrality, there will be some movement with the market.

Relative value strategies: an investing strategy that typically targets some kind of absolute-return objective, without reference to any market index and emphasizes capital preservation and risk control. Examples of low volatility hedging strategies include several arbitrage strategies (convertible, fixed income and statistical) as well as event driven strategies.

Mean variance optimization: a quantitative asset allocation technique developed by Harry Markowitz that creates optimal portfolios using return, risk and correlation forecasts to combine assets into portfolios that maximize return for different levels of risk. A graph of all optimal portfolios is called the efficient frontier.

Percentile: a value on a scale of one hundred that indicates the percent of a distribution that is equal to or below it.

Standard deviation: a statistical measure of the degree to which an individual value in a probability distribution tends to vary from the mean of the distribution; the larger the standard deviation, the greater the degree of dispersion around the average value.

Daily/monthly/quarterly liquidity: investment purchases and/or redemptions may be transacted once per day, month or quarter.

Illiquid: investment purchases accepted at the commencement of the investment program (e.g. limited partnerships) while redemptions may be transacted only at liquidation of the investment program, typically after a number of years.

HEPI: Higher Education Price Index.

CPI: Consumer Price Index.

Market Beta: a measure of the volatility of a portfolio in comparison to a particular market as a whole (i.e. the S&P 500, Barclays US Aggregate Bond Index, etc).

Sharpe Ratio: A risk-adjusted measure, calculated using standard deviation and excess return to determine reward per unit of risk. A greater Sharpe Ratio indicates better historical risk-adjusted performance.

Value at Risk: measures the left tail risk of a distribution, calculated by estimating the probability of portfolio losses based on a confidence level of 95%. Larger Value at Risk (VaR) measures are more attractive than lower VaR measures (i.e. a VaR of -3% would be more attractive than a VaR of -10%)

Conditional Value at Risk: a measure of left tail risk on the condition that a given confidence level (95%) is exceeded, calculated by estimating the probability of portfolio losses beyond a given confidence level. Larger Conditional Value at Risk (CVaR) measures are more attractive than lower CVaR measures (i.e. a CVaR of -3% would be more attractive than a CVaR of -10%)

Sortino: a ratio used to measure risk-adjusted return (similar to Sharpe and Calmar Ratios), using downside deviation as the denominator. Higher values of Sortino ratios are more attractive than lower values.

Calmar: a ratio used to measure risk-adjusted return (similar to Sharpe and Sortino Ratios) using the maximum drawdown of a series of returns as the denominator. Larger Calmar ratios are more attractive than lower ratios.

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Up/Down Capture: a ratio used to measure how well a portfolio was able to perform in an environment characterized by positive benchmark returns for Up Capture and negative benchmark returns for Down Capture. Larger values for Up Captures are more attractive than lower values. Smaller values for Down Captures are more attractive than larger values.

Max Drawdown: the peak-to-trough decline during a time agnostic period of a portfolio. Smaller values are more attractive than larger values; calculated by finding the largest peak to trough decline of the 1,000 projected scenarios.

Average Recovery Time: the length of time it takes a portfolio to regain its value from a peak-to-trough decline; calculated by finding the average length of time (in months) that a portfolio took to recover its value from the peak to trough decline (characterized by the Max Drawdown) given the 1,000 scenarios of monthly projections for 20 years.

Skew: a measure of asymmetry from the normal distribution. Skewness can come in the form of negative or positive skewness depending on whether the data points are skewed to the left (negative skew) or the right (positive skew) of the data mean.

Kurtosis: a statistical measure used to express the flatness or peakedness of a curve describing a frequency distribution in the region about its mean. Larger values of kurtosis (greater than 3) describes a leptokurtic distribution which have higher peaks around the mean due to lower variations within observations. Smaller values of kurtosis (less than 3) describe a platykurtic distribution which has a flatter peak around its mean, a result from data being less concentrated around its mean due to large variations within observations.

Indices Used to Define Asset Classes in the APM

Asset Class	Series	Start Date	End Date	Asset Mix	Hedge Strategy	Direct Non-Dollar (USD) Exposure	Historical Annualized Return	Historical Standard Deviation
Large Cap Equity	S&P 500	Jan-70	Dec-10	Equity	-	0.0%	10.0%	15.7%
All Cap Equity	Russell 3000 (prior to 1/79 weighted 80% S&P 500, 20% Ibbotson Small Cap)	Jan-70	Dec-10	Equity	-	0.0%	10.2%	16.2%
Small Cap Equity	Russell 2000 (prior to 1/79 Ibbotson Small Cap)	Jan-70	Dec-10	Equity	-	0.0%	10.7%	21.0%
Public Real Estate	NAREIT – Equity REITS	Jan-72	Dec-10	Equity	-	0.0%	12.0%	17.3%
International Equity	MSCI World ex US	Jan-70	Dec-10	Equity	-	100.0%	10.2%	17.4%
Emerging Markets Equity	MSCI Emerging Markets Equity	Jan-89	Dec-10	Equity	-	100.0%	12.6%	23.8%
Private Equity	Venture Economics (buyouts)	Jan-72	Dec-10	Equity	-	60.0%	11.8%	16.0%
Venture Capital	Venture Economics (venture capital)	Jul-81	Dec-10	Equity	-	40.0%	13.6%	20.0%
Directional Hedge	Weighted HFRI Indices: 85% Equity Hedge, 15% Macro	Jan-90	Dec-10	Equity	Equity	50.0%	11.9%	6.8%
Relative Value	Weighted HFRI Indices: 50% Event, 12.5% Relative Value Arb, 12.5% Distressed, 25% Market Neutral	Jan-90	Dec-10	Fixed	Equity	50.0%	11.1%	5.0%
Distressed Debt	50% NYU Altman Distressed Index, 50% HFRI Distressed Strategies	Jan-93	Dec-10	Equity	-	50.0%	8.9%	11.3%
Commodities	Dow Jones-UBS Commodity Index (prior to 1/91 Groton & Rowenhurst equally weighted collateralized commodity index)	Jan-70	Dec-10	Equity	Inflation	0.0%	10.4%	15.0%
Natural Resources	Composite returns – CCI Energy programs	Jan-90	Dec-10	Equity	Inflation	0.0%	13.6%	14.1%
Private Real Estate	NCREIF – Property Index (50% Leverage - finance at LIBOR + 150bps)	Jan-78	Dec-10	Fixed	Inflation	0.0%	10.3%	8.6%
TIPs	Citigroup US Inflation Linked Securities (Bridgewater 1/90 – 3/97 history)	Jan-90	Dec-10	Fixed	Inflation	0.0%	7.1%	5.0%
Core Bonds	Barclays US Aggregate Bond Index	Jan-76	Dec-10	Fixed	-	0.0%	8.3%	5.7%
Global Bonds	Citigroup World Government (greater than 1 Year)	Jan-85	Dec-10	Fixed	Deflation	60.0%	8.7%	7.2%
Emerging Market Bonds	JPM Emerging Markets Bond Index	Jan-91	Dec-10	Fixed	-	100.0%	13.3%	14.1%
U.S. High Yield	Merrill Lynch High Yield Master (prior to 9/86 CSFB US High Yield)	Jan-70	Dec-10	Fixed	-	0.0%	9.4%	9.0%
HEPI	Higher Education Price Index	Jun-70	Jun-09	-	-	n.a.	5.1%	2.2%

Note: For additional information on how Commonfund's APM compares to other asset allocation models, please refer to "How Efficient is Your Frontier?", a Commonfund white paper authored by the Commonfund Strategic Solutions Group.
All U.S. Treasury Notes and Bonds are considered a deflation hedging strategy

Input Summary

Plan Value: $350.00M

	Strategic AA	Standard Bnmk	A	B
Asset Summary				
Equity Strategies	47.50%	70.00%	42.50%	40.00%
Fixed Income Strategies	17.50%	30.00%	17.50%	20.00%
Directional/Relative Valu	10.00%	0.00%	15.00%	20.00%
Real Assets	25.00%	0.00%	25.00%	20.00%
Equity/Fixed	55% / 45%	70% / 30%	58% / 42%	60% / 40%
Inflation / Deflation Hedging	25% / 10%	0% / 0%	25% / 10%	20% / 10%
Direct Non-$ Exposure	27.5%	15.0%	28.5%	34.2%
Liquidity Mix				
Daily	52.50%	100.00%	48.75%	47.00%
Monthly	10.00%	0.00%	13.75%	13.00%
Quarterly	0.00%	0.00%	5.00%	10.00%
Annually	10.00%	0.00%	10.00%	10.00%
Illiquid	27.50%	0.00%	22.50%	20.00%
Spending Rule	Percent of Market Value	Percent of Market Value	Percent of Market Value	Percent of Market Value
Schedule	No additional Spending planned over 20 years	No additional Spending planned over 20 years	No additional Spending planned over 20 years	No additional Spending planned over 20 years
Contributions Rule	None	None	None	None
Schedule	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years
20 Yr. Median				
Cumulative Spend	$450.23M	$384.28M	$442.42M	$446.13M
Cumulative Contribution	$0.00M	$0.00M	$0.00M	$0.00M

Please see "APM Explanatory Notes"

Asset Allocation Detail

Plan Value: $350.00M

	Strategic AA	Standard Bnmk	A	B
Equity Strategies				
Traditional Strategies				
Domestic Large Cap Equity	9.25%	55.00%	8.75%	8.00%
Domestic All Cap Equity	0.00%	0.00%	0.00%	0.00%
Domestic Small Cap Equity	9.00%	0.00%	5.00%	4.00%
REITS	0.00%	0.00%	0.00%	0.00%
Developed International Equity	9.25%	15.00%	10.00%	10.00%
Emerging Markets Equity	10.00%	0.00%	8.75%	8.00%
Non-Marketable Strategies				
Private Equity	6.00%	0.00%	6.00%	6.00%
Venture Capital	4.00%	0.00%	4.00%	4.00%
Distressed Debt	0.00%	0.00%	0.00%	0.00%
Total Equity Strategies	**47.50%**	**70.00%**	**42.50%**	**40.00%**
Fixed Income Strategies				
Traditional Strategies				
3-Month US Government Bill (Cash)	0.00%	0.00%	0.00%	0.00%
2-Year US Government Note	0.00%	0.00%	0.00%	0.00%
10-Year US Government Note	10.00%	0.00%	10.00%	10.00%
Core Bonds	0.00%	30.00%	0.00%	0.00%
Global Bonds	0.00%	0.00%	0.00%	0.00%
Emerging Markets Debt	0.00%	0.00%	0.00%	5.00%
High Yield Debt	7.50%	0.00%	7.50%	5.00%
Total Fixed Income Strategies	**17.50%**	**30.00%**	**17.50%**	**20.00%**
Directional/Relative Value Strategies				
Directional Hedge	0.00%	0.00%	5.00%	10.00%
Relative Value	10.00%	0.00%	10.00%	10.00%
Total Directional/Relative Value Strategies	**10.00%**	**0.00%**	**15.00%**	**20.00%**
Real Assets				
TIPs	7.50%	0.00%	7.50%	5.00%
Commodities	0.00%	0.00%	5.00%	5.00%
Natural Resources	7.50%	0.00%	5.00%	5.00%
Private Real Estate	10.00%	0.00%	7.50%	5.00%
Total Real Assets	**25.00%**	**0.00%**	**25.00%**	**20.00%**
TOTAL	**100.00%**	**100.00%**	**100.00%**	**100.00%**
Total Equity/Fixed Mix	**55% / 45%**	**70% / 30%**	**58% / 42%**	**60% / 40%**

Please see "APM Explanatory Notes"

Summary Results (CPI)

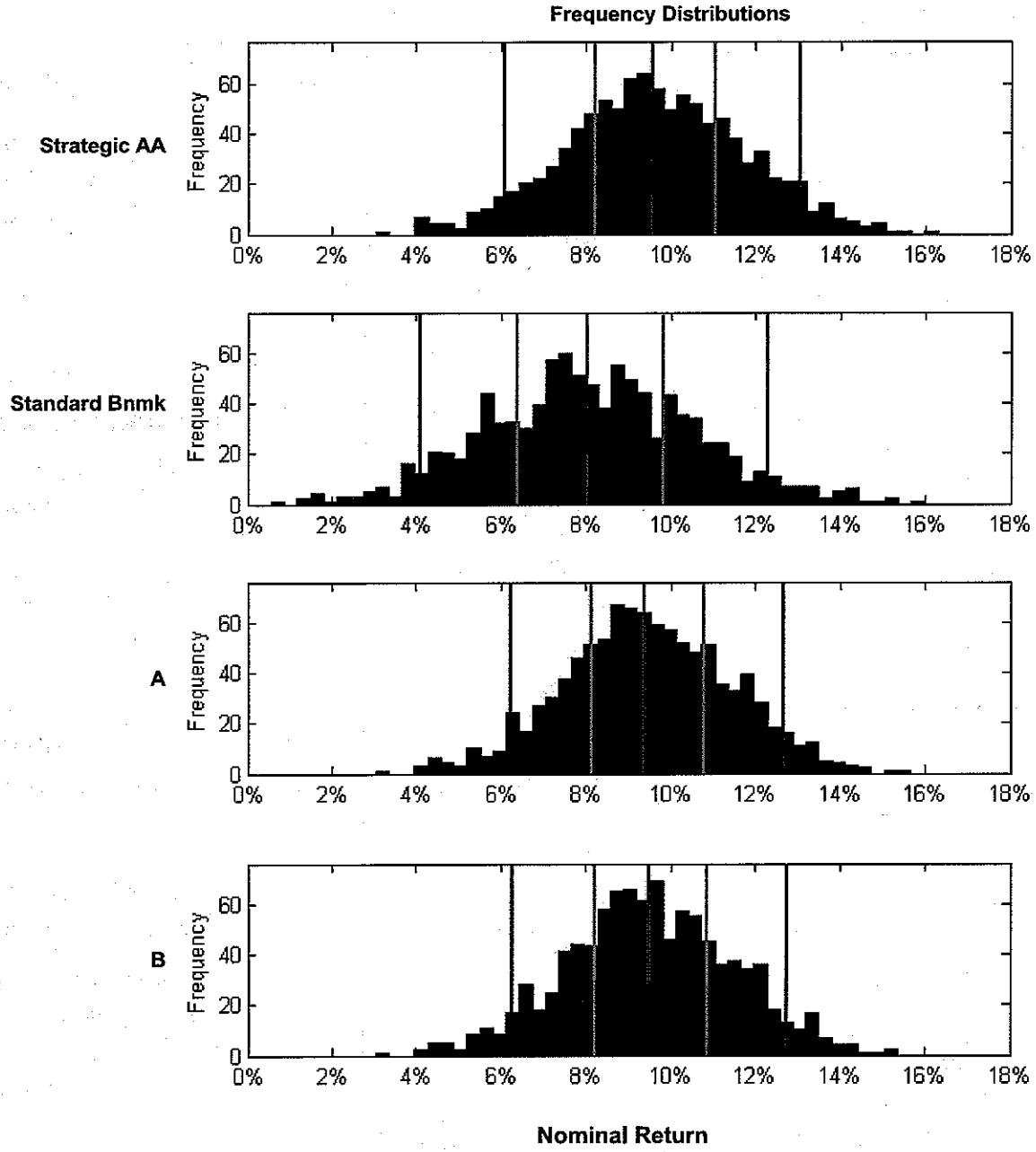
Plan Value: $350.00M

	Strategic AA	Standard Bnmk	A	B
Projected Annualized Performance (20 years)				
Median Total Return - Nominal	9.5%	8.0%	9.4%	9.5%
Standard Deviation - Nominal	9.5%	11.3%	8.8%	8.8%
Median Total Return - Real (CPI)	5.9%	4.4%	5.8%	5.8%
Standard Deviation - Real (CPI)	9.3%	11.1%	8.7%	8.7%
Div & Income	3.3%	3.3%	3.3%	3.3%
Intergenerational Equity (CPI)	81.8%	55.5%	80.1%	81.0%
% Negative Spending	16.6%	27.5%	15.7%	15.4%
Market Beta				
S&P 500	0.50	0.69	0.46	0.45
Barclays Aggregate Bond	0.32	0.68	0.32	0.34
Inflation (CPI)	0.31	0.20	0.28	0.26
Sharpe Ratio	0.17	0.11	0.18	0.18
Expected Shortfall				
Monthly Value at Risk (VaR)	-3.3%	-4.3%	-3.0%	-3.0%
Monthly Conditional Value at Risk (CVaR)	-4.3%	-5.5%	-4.0%	-4.0%
Other Characteristics				
Sortino	0.33	0.20	0.34	0.34
Calmar	0.28	0.16	0.30	0.31
Up Capture	0.94	0.98	0.86	0.83
Down Capture	0.70	0.96	0.60	0.57
Max Drawdown (%)	33.7%	49.4%	31.1%	30.4%
Average Recovery Time (mo.s)	59	112	55	54
Direct Non-$ Exposure	27.5%	15.0%	28.5%	34.2%

Please see "APM Explanatory Notes"

Distribution of Nominal Returns - 20 Years

Plan Value: $350.00M



Percentile Breaks

5th	6.1%
25th	8.2%
Median	9.5%
75th	11.1%
95th	13.0%
Skewness	-0.01

5th	4.1%
25th	6.4%
Median	8.0%
75th	9.8%
95th	12.3%
Skewness	0.07

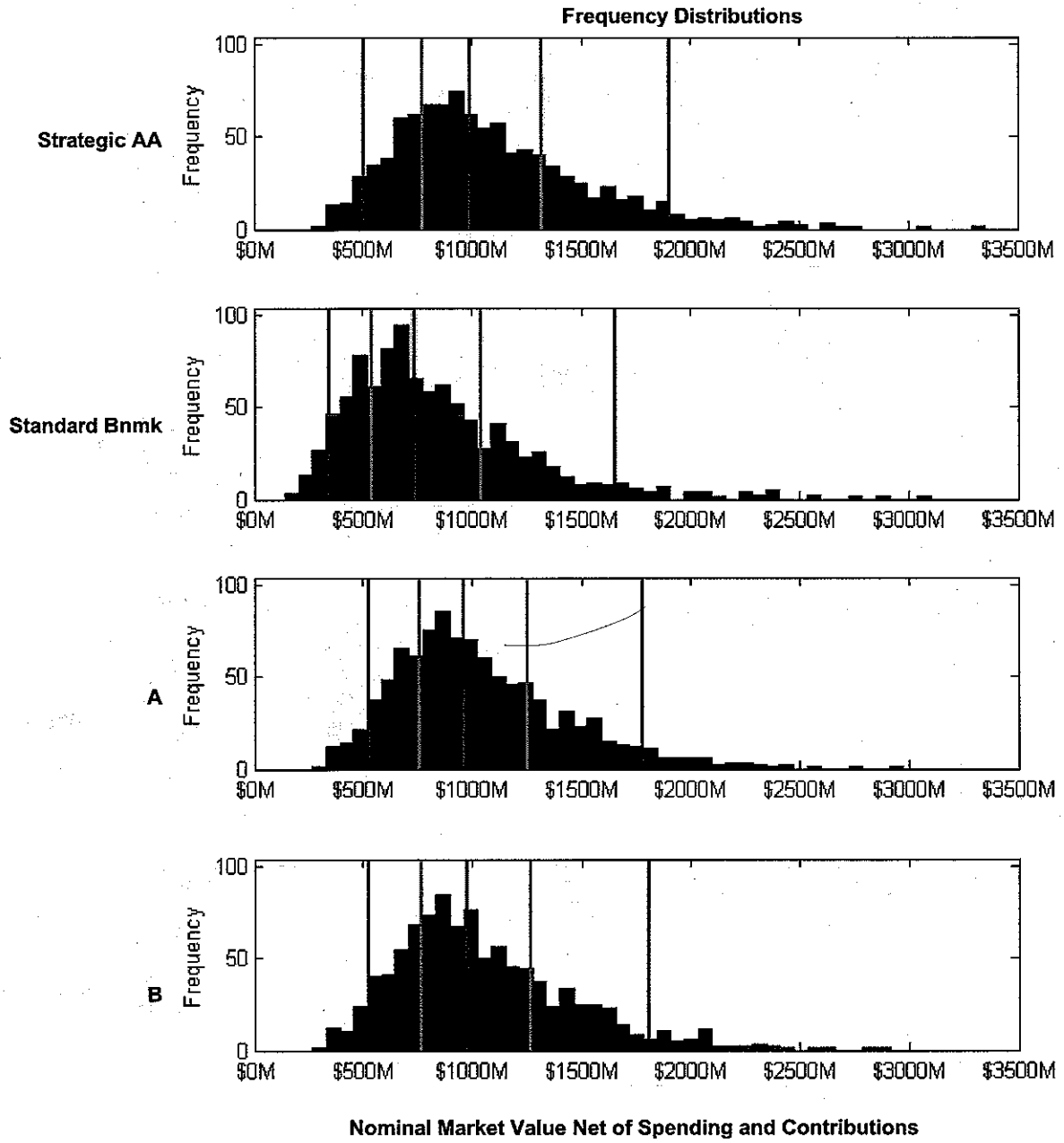
5th	6.2%
25th	8.1%
Median	9.4%
75th	10.8%
95th	12.7%
Skewness	-0.02

5th	6.3%
25th	8.2%
Median	9.5%
75th	10.9%
95th	12.7%
Skewness	-0.02

Please see "APM Explanatory Notes"

Distribution of Nominal Market Values - 20 Years

Plan Value: $350.00M



Percentile Breaks

5th	$508.5M
25th	$771.0M
Median	$992.2M
75th	$1,320.2M
95th	$1,904.1M

5th	$343.2M
25th	$541.5M
Median	$740.3M
75th	$1,043.6M
95th	$1,654.2M

5th	$524.9M
25th	$757.2M
Median	$964.6M
75th	$1,255.3M
95th	$1,781.2M

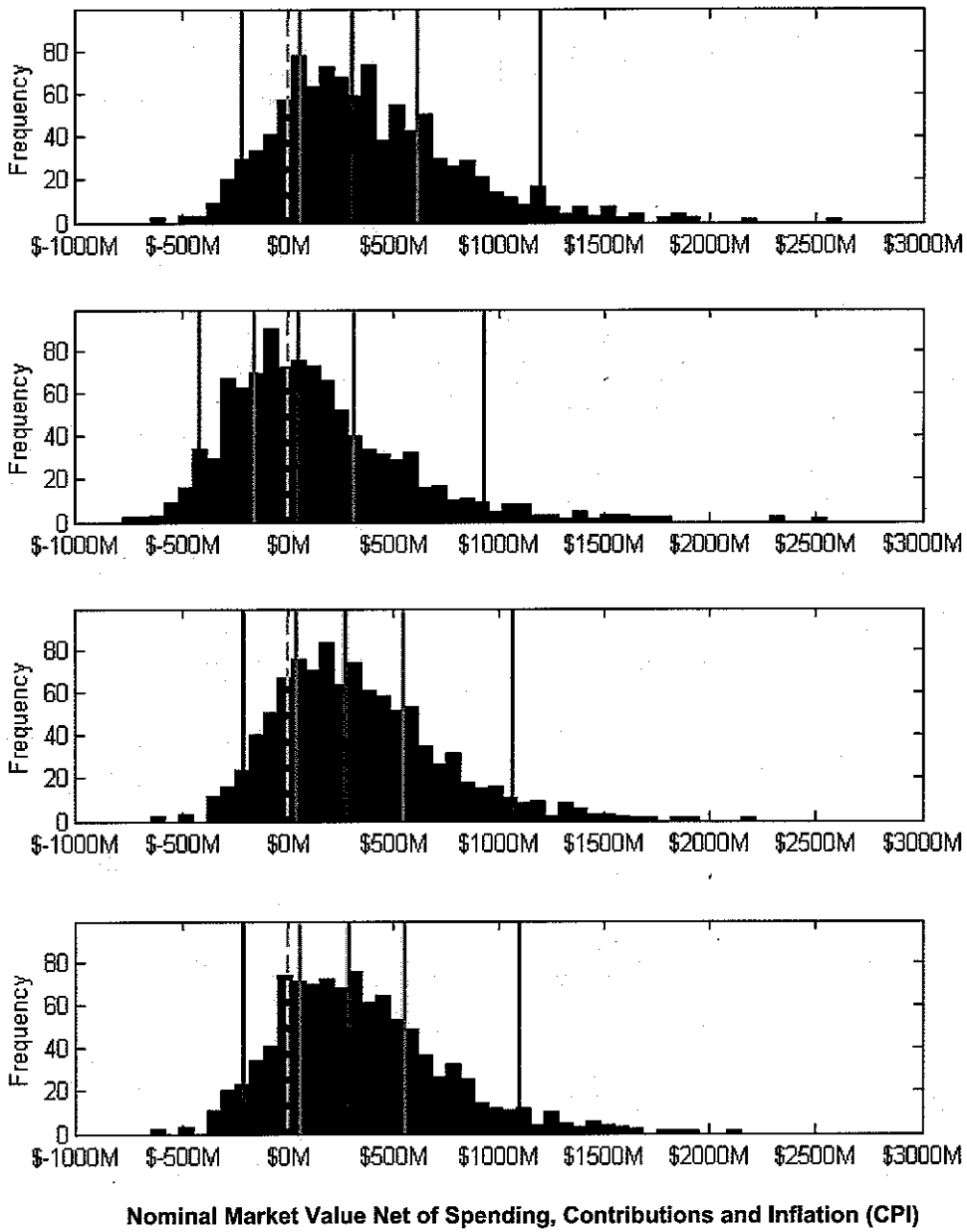
5th	$528.6M
25th	$768.8M
Median	$977.3M
75th	$1,268.1M
95th	$1,804.2M

Please see "APM Explanatory Notes"

Distribution of Change in Purchasing Power (CPI) - 20 Years

Plan Value: $350.00M

Frequency Distributions



	Percentile Breaks	Nominal Market Value
5th	-$213.0M	$570.22M
25th	$58.5M	$1,036.28M
Median	$308.8M	$991.98M
75th	$616.3M	$1,288.23M
95th	$1,193.6M	$1,798.04M
$0	IE* 81.80%	
Skewness	0.95	
Kurtosis	4.40	

5th	-$418.6M	$192.13M
25th	-$157.8M	$529.14M
Median	$51.5M	$851.60M
75th	$316.3M	$1,162.50M
95th	$926.6M	$1,381.68M
$0	IE* 55.50%	
Skewness	1.36	
Kurtosis	6.16	

5th	-$208.6M	$452.98M
25th	$45.3M	$721.87M
Median	$277.3M	$1,050.70M
75th	$549.9M	$1,514.62M
95th	$1,053.1M	$1,652.72M
$0	IE* 80.10%	
Skewness	0.85	
Kurtosis	4.11	

5th	-$204.2M	$456.09M
25th	$58.0M	$785.87M
Median	$289.4M	$792.42M
75th	$553.5M	$1,275.07M
95th	$1,088.5M	$1,815.55M
$0	IE* 81.00%	
Skewness	0.85	
Kurtosis	4.04	

* IE% is preservation of intergenerational equity

Please see "APM Explanatory Notes"

APM - Generated Probability of Achieving Intergenerational Equity (CPI)

Plan Value: $350.00M

	Strategic AA	Standard Bnmk	A	B
Probability				
5 Years	69.90%	50.90%	69.40%	69.70%
10 Years	75.40%	53.40%	75.90%	76.20%
15 Years	79.70%	54.90%	78.60%	78.90%
20 Years	81.80%	55.50%	80.10%	81.00%

	Strategic AA	Standard Bnmk	A	B
Asset Summary				
Equity Strategies	47.50%	70.00%	42.50%	40.00%
Fixed Income Strategi	17.50%	30.00%	17.50%	20.00%
Directional/Relative Va	10.00%	0.00%	15.00%	20.00%
Real Assets	25.00%	0.00%	25.00%	20.00%
Asset Mix				
Equity/Fixed	55% / 45%	70% / 30%	58% / 42%	60% / 40%
Spending Rule	Percent of Market Value	Percent of Market Value	Percent of Market Value	Percent of Market Value
Schedule	No additional Spending planned over 20 years	No additional Spending planned over 20 years	No additional Spending planned over 20 years	No additional Spending planned over 20 years
Contributions Rule	None	None	None	None
Schedule	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years	No additional Contribution planned over 20 years

Please see "APM Explanatory Notes"

Spending Summary (CPI)

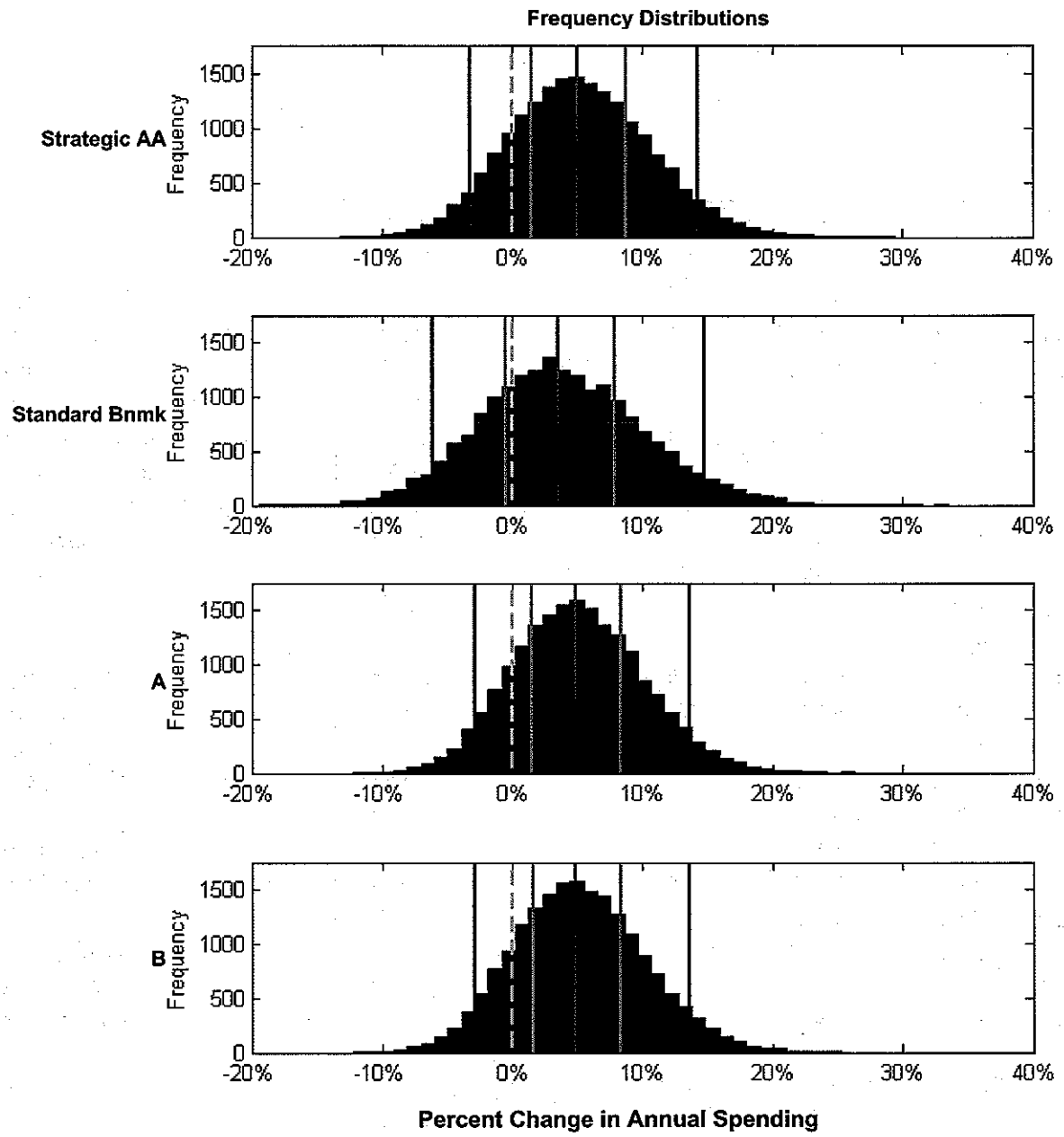
Plan Value: $350.00M

	Strategic AA			Standard Bnmk			A			B		
Spending Rule	Percent of Market Value Initial spend of $14 with a rate of 4%. Spend rate calculated over 3 annual period average and drawn annually.			Percent of Market Value Initial spend of $14 with a rate of 4%. Spend rate calculated over 3 annual period average and drawn annually.			Percent of Market Value Initial spend of $14 with a rate of 4%. Spend rate calculated over 3 annual period average and drawn annually.			Percent of Market Value Initial spend of $14 with a rate of 4%. Spend rate calculated over 3 annual period average and drawn annually.		
Schedule	No additional Spending planned over 20 years			No additional Spending planned over 20 years			No additional Spending planned over 20 years			No additional Spending planned over 20 years		
Distribution of Change in Annual spending	25th	50th	75th	25th	50th	75th	25th	50th	75th	25th	50th	75th
5 Years	0.12	3.16	6.58	-1.88	1.70	5.46	0.23	3.05	6.22	0.27	3.10	6.26
10 Years	0.89	4.34	8.01	-1.20	2.73	7.00	0.95	4.19	7.64	1.02	4.24	7.68
15 Years	1.32	4.85	8.56	-0.69	3.27	7.62	1.38	4.71	8.16	1.45	4.74	8.24
20 Years	1.50	5.03	8.79	-0.45	3.53	7.93	1.55	4.87	8.37	1.62	4.94	8.42
Average Annual Spend												
5 Years		$14.9M			$14.5M			$14.9M			$14.9M	
10 Years		$17.0M			$15.9M			$16.9M			$16.9M	
15 Years		$19.9M			$17.9M			$19.6M			$19.7M	
20 Years		$23.6M			$20.4M			$23.0M			$23.2M	
Cumulative Spend	25th	50th	75th	25th	50th	75th	25th	50th	75th	25th	50th	75th
5 Years	$70.7M	$74.1M	$77.9M	$67.9M	$72.0M	$76.3M	$70.8M	$73.9M	$77.5M	$70.9M	$73.8M	$77.6M
10 Years	$152.5M	$167.9M	$185.3M	$139.6M	$155.6M	$174.3M	$152.3M	$166.7M	$182.2M	$152.6M	$166.8M	$182.5M
15 Years	$257.7M	$290.4M	$333.3M	$222.7M	$259.2M	$300.3M	$256.9M	$287.2M	$325.3M	$258.0M	$288.2M	$325.9M
20 Years	$388.8M	$450.2M	$538.8M	$322.8M	$384.2M	$472.6M	$387.3M	$442.4M	$521.1M	$389.6M	$446.1M	$524.7M

Please see "APM Explanatory Notes"

Distribution of Change in Annual Spending - 20 Years

Plan Value: $350.00M



Percentile Breaks

	Strategic AA	Standard Bnmk	A	B
5th	-3.23%	-6.10%	-2.86%	-2.79%
25th	1.50%	-0.45%	1.55%	1.62%
Median	5.03%	3.53%	4.87%	4.94%
75th	8.79%	7.93%	8.37%	8.42%
95th	14.29%	14.73%	13.57%	13.66%
% Negative	16.6%	27.5%	15.7%	15.4%

Please see "APM Explanatory Notes"

APM Generated Results - Asset Return Summary (Based on 20,000 Annual Returns)

Plan Value: $350.00M

	5th	25th	MEDIAN	75th	95th	MEAN	ST-DEV	%Negative
Others								
Domestic Large Cap Equity	-15.1%	-1.9%	**8.3%**	19.6%	37.8%	9.4%	16.1%	29.6%
Domestic All Cap Equity	-15.1%	-1.9%	**8.5%**	20.0%	38.6%	9.6%	16.4%	29.2%
Domestic Small Cap Equity	-20.7%	-4.3%	**8.9%**	23.9%	48.8%	10.8%	21.3%	32.6%
REITS	-20.2%	-4.2%	**8.9%**	23.6%	47.7%	10.7%	20.9%	32.8%
Developed International Equity	-18.6%	-3.5%	**8.6%**	22.0%	43.8%	10.1%	19.2%	31.8%
Emerging Markets Equity	-26.0%	-6.1%	**10.7%**	29.9%	62.9%	13.5%	27.5%	33.8%
Private Equity	-8.0%	3.1%	**11.7%**	21.0%	35.6%	12.5%	13.3%	17.4%
Venture Capital	-21.9%	-3.2%	**11.8%**	28.8%	57.8%	14.2%	24.5%	29.9%
Distressed Debt	-8.9%	2.1%	**10.4%**	19.6%	33.4%	11.1%	12.9%	19.7%
Directional Hedge	-0.3%	4.9%	**8.5%**	12.3%	17.9%	8.6%	5.5%	5.5%
Relative Value	-2.5%	4.0%	**8.8%**	13.7%	21.3%	9.0%	7.2%	10.3%
TIPs	-2.3%	3.0%	**6.8%**	10.7%	16.3%	6.9%	5.7%	11.1%
Commodities	-13.6%	-0.7%	**9.1%**	20.0%	37.8%	10.2%	15.6%	26.6%
Natural Resources	-11.7%	1.9%	**12.3%**	23.6%	42.0%	13.3%	16.4%	21.3%
Private Real Estate	-8.4%	2.0%	**9.9%**	18.6%	31.5%	10.5%	12.3%	19.8%
3-Month US Government Bill (Cash)	1.4%	3.0%	**4.5%**	6.0%	8.3%	4.6%	2.1%	0.0%
2-Year US Government Note	0.2%	3.0%	**5.2%**	7.4%	10.7%	5.3%	3.2%	4.1%
10-Year US Government Note	-8.6%	-0.8%	**5.0%**	11.0%	19.5%	5.2%	8.6%	28.3%
Core Bonds	-1.2%	3.4%	**6.6%**	9.9%	14.4%	6.7%	4.8%	8.0%
Global Bonds	-5.0%	2.0%	**7.2%**	12.7%	20.8%	7.5%	7.9%	17.2%
Emerging Markets Debt	-13.4%	-0.4%	**9.9%**	21.1%	39.2%	11.0%	16.1%	25.9%
High Yield Debt	-7.4%	1.1%	**7.5%**	14.1%	24.3%	7.8%	9.6%	21.3%
Inflation (CPI)	**-0.1%**	**1.8%**	**3.4%**	**5.1%**	**7.6%**	**3.6%**	**2.4%**	**5.6%**
Inflation (HEPI)	**2.1%**	**3.2%**	**4.2%**	**5.3%**	**6.8%**	**4.3%**	**1.5%**	**0.1%**

Please see "APM Explanatory Notes"

UW SYSTEM TRUST FUNDS
2011 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 2011 proxy season saw the filing of 348 proposals related to social issues, compared with 384 in 2010. Through the end of June, 164 social issue proposals resulted in shareholder votes, 120 were withdrawn, 53 were allowed to be omitted by the Securities Exchange Commission (SEC), and 11 are still pending.

The categories of proposals that won strong shareholder support in 2011 included the following requests of companies: expand or report on their fair employment policies; disclose and monitor their political contributions; report on sustainability efforts; report on the environmental impact of hydraulic fracturing; and, report on steps taken to reduce employee accidents. Each of these categories received, on average, the support of 20 percent or more of votes cast. Proponents have so far withdrawn 120 resolutions in 2011, far short of the record breaking total of 146 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 38 proposals (including "non-routine" corporate governance proposals), compared with 39 and 60 proposals for the past two years, respectively. Of the proxies submitted for voting by the Trust Funds, 23 came to votes, nine were withdrawn, and six were omitted. The full report, *2011 Proxy Voting Season Results*, giving more detail on the actual voting results and the entire proxy season, is attached.

RELATED REGENT POLICIES

Regent Policy 31-5: 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 31-10: Procedures and Guidelines for Voting Proxies for Trust Funds.
Regent Policy 31-13: Investments and Social Responsibility
Regent Policy 31-16: Sudan Divestment

UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS
2011 Proxy Voting Season Results

Introduction

This report summarizes the results of the shareholder proposals for the 2011 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 2011 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 directly owned and held within separate accounts. Currently, only 24 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 under certain circumstances. 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.

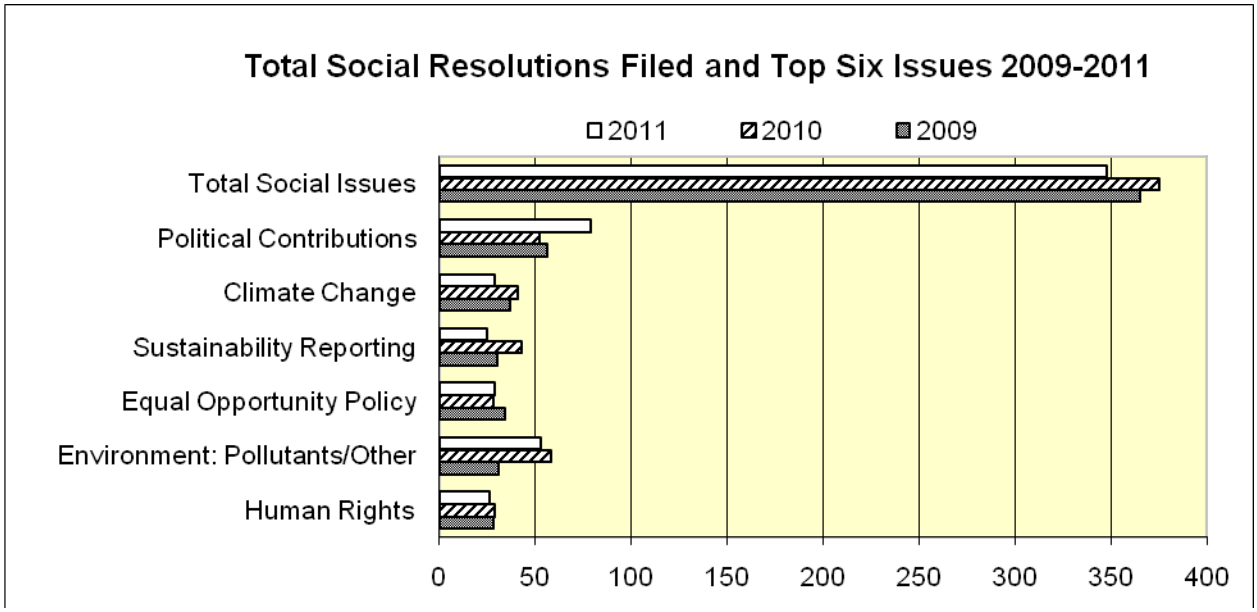
2011 Proxy Season Summary

The 2011 proxy season saw the filing of 348 proposals related to social issues, compared with 384 in 2010. Through the end of June, 164 social issue proposals resulted in shareholder votes, 120 were withdrawn, 53 were allowed to be omitted by the SEC, and 11 are still pending (a summary table is included below).

Social Issues Proposals 2007-2011*					
	2007	2008	2009	2010	2011**
Filed	346	373	361	384	348
Omitted	63	60	44	50	53
Withdrawn	109	129	143	146	120
Voted On	174	184	174	188	164

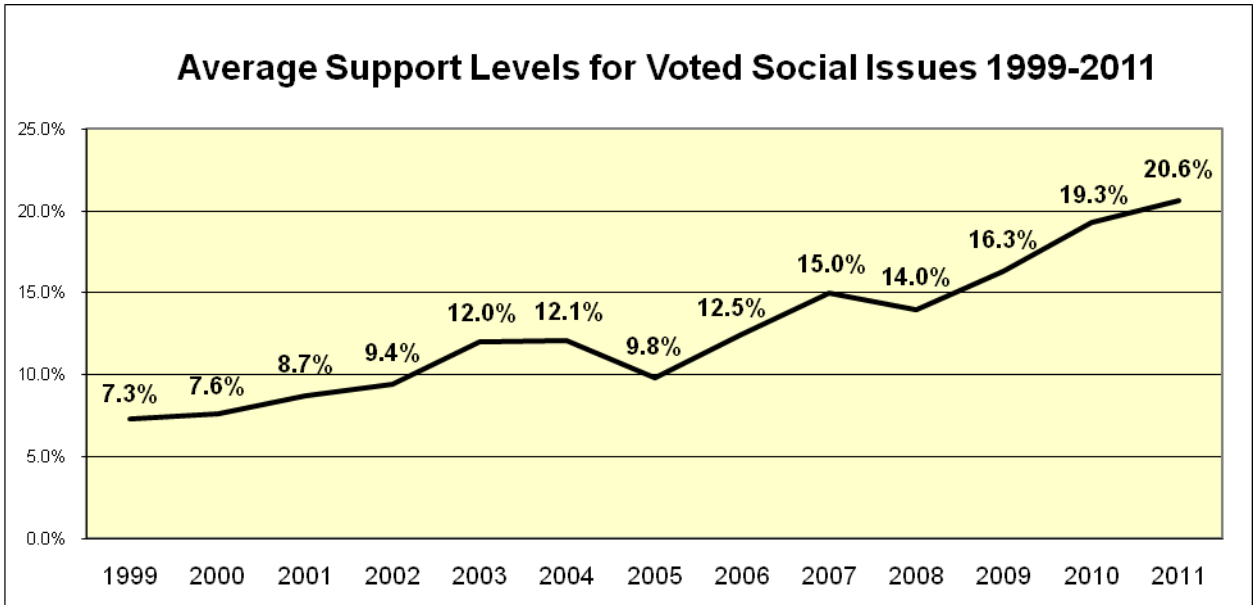
*For shareholder meetings January 1 through June 30.
**Pending votes are not shown.

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 164 of the 175 voted proposals through June. Support for shareholder resolutions on social issues continued an upward trend in 2011. Average support for resolutions coming to a vote reached 20.6 percent, beating the record high set last year of 19.3 percent (a chart is included below). Several other indicators also point to growing shareholder support. For instance, the number of resolutions receiving less than 20 percent support continues to decline. Also, a record number of proposals (five) received majority support, with a sexual orientation resolution at KBR (a global engineering, construction and services company) receiving 62% support, the highest vote ever for a social issue proposal.



The categories of proposals that won strong shareholder support in 2011 included the following requests of companies: expand or report on their fair employment policies; disclose and monitor their political contributions; report on sustainability efforts; report on the environmental impact of hydraulic fracturing; and, report on steps taken to reduce employee accidents. 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 2011 proxy season included the following: that tobacco companies stop the production of tobacco products with added flavoring (to discourage youth initiation of tobacco use); that companies end animal testing or adopt humane testing standards; that pharmaceutical companies implement a policy of price restraint on branded drugs; that companies mitigate costs related to global warming policies ("anti-global warming" resolutions from global warming 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	2011 Resolutions[1]	Average Support 2011	Average Support 2010	Average Support 2009	Average Support 2008
Political Contributions	79	28.3%	26.0%	28.6%	25.2%
Environment: Pollutants/Other	53	21.9%	19.2%	14.2%	13.7%
Environment: Global Warming	38	17.0%	21.1%	23.5%	23.0%
Equal Employment Opportunity	29	29.5%	33.6%	31.7%	23.4%
Human Rights Issues	26	15.9%	17.6%	12.5%	13.2%
Sustainability Reporting	25	30.7%	28.6%	17.8%	25.3%
Animal Welfare	15	4.8%	4.1%	4.9%	N/A [2]
Executive Pay and Social Performance	12	6.9%	6.4%	5.8%	9.9%
Global Labor Standards	7	7.0%	22.6%	22.6%	10.5%
Board Diversity	6	24.7%	22.5%	18.5%	N/A [2]
Healthcare Reform	6	0.0%	0.0%	5.2%	4.3%
Banking	5	0.0%	16.3%	19.9%	N/A [2]
Tobacco Production and Marketing	4	2.4%	3.4%	2.8%	3.1%
Charitable Contributions	2	N/A[2]	6.3%	4.7%	7.5%

[1] Includes only those resolutions which came to votes.
[2] 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 withdrawn 120 resolutions so far in 2011, well below the record of 146 withdrawals set last year. Nearly all of the withdrawals in 2011 represent concessions made by the target companies and many proponents consider them to be a more important measure of success than high votes. The drop in the number of withdrawals this year is primarily due to the overall drop in social issue proxies; however, the large number of withdrawal agreements achieved in 2009 and 2010 also reduced the pool of potential new withdrawal agreements, particularly in the categories of sustainability and board diversity.

Most notable among the withdrawal categories were proposals regarding equal employment opportunity and global warming. As in recent years, the highest proportion of negotiated withdrawals involved requests for companies to add sexual orientation as a protected category in their equal employment opportunity statement. Eighteen of the 28 equal employment opportunity proposals resulted in withdrawals. Similarly, just over half of the global warming proposals (15 of 29) resulted in successful withdrawal agreements.

All of the equal employment withdrawals involved changes in the language of the company's equal employment policy. The majority of the global warming withdrawals occurred after the companies agreed to adopt principles on global warming or issue reports examining the impact of global warming on operations.

Other notable withdrawals occurred in the sustainability category, where 14 of 25 proposals were withdrawn. The majority of the sustainability withdrawals involved a promise by the company to produce a detailed sustainability report.

Proxy Resolutions Omitted

The SEC agreed companies could omit 53 resolutions this year, the same number as last year. The omissions came after companies filed requests for SEC "no-action" letters. The no-action letters allow proposals to be omitted because they violate some portion of the SEC's shareholder proposal rule (which includes various substantive or technical grounds). By far the most common of these SEC exclusions is "ordinary business," in which the company claims that the resolution should be omitted as it addresses ordinary business. The SEC considers ordinary business matters too routine to be governed by shareholders. The ordinary business exclusion accounted for half of the 2011 social issue omissions. The remainder of the omissions came from the SEC concluding that the resolutions fell into one of the other 12 substantive exclusion rules.

This year also featured an unusually large number of company challenges to the SEC based on the proposed issue being moot (another of the twelve SEC exclusion rules), in which the company claims that they are already implementing what the resolution requests. The SEC denied the majority of the challenges based on this exclusion.

Proxy Resolutions By Issue

A brief discussion of the major social issue proposals, by issue category, for the 2011 season is provided below.

The Environment and Global Warming

Environment-related proposals once again received the most filings of any social issue area. Investors this year filed 91 environment-related proposals, down from the 98 filed last year. The diverse proposals ranged from global warming, to hydraulic fracturing, to water scarcity.

Global warming was again the most prominent single concern among environmental issues, as 38 resolutions directly related to the issue were filed. In addition, many resolutions requesting sustainability reports (a separate category covered later in the report) now seek the inclusion of greenhouse gas emissions goals and other global warming actions in the companies reporting. Of the total global warming resolutions, 18 were voted, 15 were withdrawn, and five were omitted.

Proponents for global warming resolutions generally ask companies to take action to reduce their greenhouse gas emissions or support renewable energy initiatives, but a batch of proposals this year added some different twists. In 2011, there were five new proposals that expanded the scope of the standard global warming request to include information on all emissions beyond just those of greenhouse gases. An additional seven proposals asked companies to adopt principles to stop global warming, and two resolutions directly addressed the issue of financial risk from global warming.

As a group, the global warming proposals coming to votes averaged 17 percent support in 2011, down from the 21 percent average last year, and no global warming proposal received majority support.

The social issue campaign involving hydraulic fracturing, which began last year, received the highest level of vote results for any individual issue in 2011. The process of hydraulic fracturing, in which a mix of water, sand, and chemicals are blasted into layers of shale to extract natural gas, has become an increasingly controversial environmental issue. Nine companies were asked for a report on the environmental impact of hydraulic fracturing and potential policies to reduce hazards from the process. Two of the resolutions achieved withdrawal agreements and the remaining seven came to votes, averaging 41 percent support.

Another notable aspect of this proxy season was increased shareholder focus on the risks related to the use of coal, which is now going beyond concerns about global warming. Activist groups also continued a successful coal combustion waste campaign which began last year. Twelve proposals relating the risks of coal combustion were filed. Four proposals were withdrawn and the eight proposals which came to votes received mostly strong support.

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 global warming as an element to be directly addressed in the company's sustainability reports or plans.

The number of sustainability resolutions dropped substantially, from 46 in 2010 to 25 this year. This is primarily due to the past success of the campaign, as many previously-targeted companies have taken desired actions. The issue has received strong shareholder support since it first appeared in 2002. The average support for the voted sustainability proposals was 31 percent this year, up from 29 percent in 2010. In addition, the sustainability category continued to produce a high percentage of withdrawals, with 14 of the total 25 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 saw a drop in proposals from 32 in 2010 to 26 this year; however, the number of successful withdrawal agreements did increase from seven to nine. The category included a variety of topics, but the largest group featured general requests of companies to adopt a human rights policy. Of the total human rights resolutions, 12 were voted, nine were withdrawn, and five were omitted.

The human rights resolutions coming to votes averaged 16 percent support. One notable vote result was a new proposal at OM Group, the world's largest refiner of cobalt, asking the company to establish a comprehensive human rights policy. A prominent element of this year's

human rights category was concern about the production of minerals in conflict zones. OM Group has operations in the Republic of the Congo, the site of a 15-year old war in which minerals play an important role. The OM Group resolution received 43 percent support, which was the highest among the voted human rights proposals.

Global Labor Standards

A notable change in the proxy season over the last decade is the shrinking number of resolutions related to global labor standards. Back in 2001, 46 resolutions on global labor standards were filed. This year, only seven proposals were issued. 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 four were withdrawn. The resolutions which came to votes averaged just seven percent support, down from 23 percent two years ago.

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 or gender identity. Twenty-nine proposals were filed on equal employment opportunity, up two from the 27 filed in 2010. In some cases, the proposals were directed at companies that already mentioned sexual orientation in their equal employment opportunity statements but had not added gender identity language.

The equal employment category is again notable for the high percentage of withdrawal agreements achieved, with 18 of the 28 resolutions being withdrawn. The nine equal employment resolutions which came to votes averaged 30 percent support, down from 34 percent last year; however, a 62 percent support level at KBR, a global engineering, construction, and services company, was notable as the highest social issues result ever.

Political Contributions

One of the most significant trends in the 2011 proxy season was the rise in political contribution-related resolutions. The category saw nearly a 40 percent increase in proposals from last year (79 versus 56 in 2010). The category again exhibited strong shareholder support, averaging 28 percent, up from 26 percent support in 2010. Of the total political contribution resolutions, 50 were voted, 22 were withdrawn, and seven 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" fell in 2011. Only six resolutions were filed, down from 17 last year. Of the total resolutions, four

were withdrawn after negotiated agreements. The remaining two resolutions came to votes and received an average of 25 percent support.

Executive Pay

The number of resolutions on linking executive pay to social performance measures dropped from 25 in 2010 to 12 this year. Of the total executive pay resolutions, 7 were voted and five were withdrawn. The resolutions which came to votes received seven percent average support.

2011 UW Trust Funds Proxy Results Summary

UW Trust Funds submitted voting instructions for 38 proposals (including "non-routine" corporate governance proposals), compared with 39 and 60 proposals for the past two years, respectively. Of the proxies submitted for voting by the Trust Funds, 23 came to votes, 9 were withdrawn, and six were omitted.

The primary submissions for the UW Trust Funds on social issues involved the environment and global warming (eight) and equal employment opportunity (four). For corporate governance issues, the UW's only submissions involved political donations (14).

The highest support vote on an individual social issue came at Chevron. The resolution, asking the company to report on the environmental impact of hydraulic fracturing, received 40.5 percent support.

The *UW Trust Funds 2011 Proxy Season Voting List*, providing details on the individual voting results, is attached.

REFERENCES

1. Mathiasen, Carolyn and Mell, Erik. *Institutional Shareholder Services U.S. Proxy Season Review 2011*. August 2011.

UNIVERSITY OF WISCONSIN SYSTEM

UW TRUST FUNDS
2011 Proxy Season Voting List

Company	Mtg Date	Proposal	Regent Policy	Pre-Approved Issue Number	Result
EXXON MOBIL CORP	5/26	Adopt sexual orientation anti-bias policy	31-13	14	19.9%
NOBLE CORPORATION	4/1	Adopt sexual orientation anti-bias policy	31-13	14	Withdrawn
STEEL DYNAMICS INC	5/1	Adopt sexual orientation anti-bias policy	31-13	14	Withdrawn
MERCK & CO	5/1	Report on animal testing	31-13	20	Omitted
GOLDMAN SACHS	5/1	Report on global warming	31-5	10	Omitted
BAXTER INTERNATIONAL	5/3	Report on animal testing	31-13	20	Withdrawn
WAL-MART STORES INC	6/1	Report on climate change business risk	31-5	10	1.1%
GOLDMAN SACHS	5/1	Report on climate change business risk	31-5	10	2.6%
CHEVRON	5/25	Report on climate change financial risks	31-5	10	7.3%
AMAZON	6/7	Report on climate change impact	31-5/31-13	10	20.4%
FIRST ENERGY CORP	5/1	Report on coal combustion waste	31-5	26	36.1%
CHEVRON	5/25	Report on country selection standards	31-5	7	23.9%
EXXON MOBIL CORP	5/26	Report on environmental impact of fracturing	31-5	26	28.2%
CHEVRON	5/25	Report on environmental impact of fracturing	31-5	26	40.5%
THE HOME DEPOT	5/1	Report on equal employment opportunity policy	31-13	14	23.5%
GENERAL DYNAMICS CORP	5/1	Report on human rights policy	31-13	7	20.3%
EXXON MOBIL CORP	5/26	Report on impact of oil sands operations	31-5	26	27.1%
CHEVRON	5/25	Report on offshore oil wells	31-5	26	8.6%
PEPSICO INC	5/1	Report on political contributions	CG	21	11.0%
WAL-MART STORES INC	6/1	Report on political contributions	CG	21	13.3%
GOLDMAN SACHS	5/1	Report on political contributions	CG	21	13.8%
EOG RESOURCES INC	5/3	Report on political contributions	CG	21	29.0%
CITIGROUP	4/21	Report on political contributions	CG	21	30.0%
LOWE'S COMPANIES	5/1	Report on political contributions	CG	21	36.0%
AMAZON	6/7	Report on political contributions	CG	21	Omitted
JP MORGAN CHASE	5/1	Report on political contributions	CG	21	Withdrawn
METLIFE INC	4/1	Report on political contributions	CG	21	Withdrawn
WELLS FARGO	6/1	Report on political contributions	CG	21	Withdrawn
EXXON MOBIL CORP	5/26	Report on political contributions	CG	21	23.6%
FIRST ENERGY CORP	5/1	Report on risk of coal reliance	31-5	26	31.4%
CHEVRON	5/25	Report on safety management	31-5/31-13	26	Omitted
EXXON MOBIL CORP	5/26	Report on safety management	31-5/31-13	26	Omitted
TIME WARNER	5/1	Report on sustainability	31-5/31-13	19	Withdrawn
JP MORGAN CHASE	5/1	Review political contributions and spending	CG	21	37.4%
BOEING CO	5/2	Review political contributions and spending	CG	21	Omitted
AT&T	4/29	Review political contributions and spending	CG	21	Withdrawn
EXXON MOBIL CORP	5/26	Set greenhouse gas emission reduction goals	31-5	10	26.5%
FIRST ENERGY CORP	5/1	Set greenhouse gas emission reduction goals	31-5	10	Withdrawn

Note: All votes are in the affirmative. A "CG" designation represents a non-routine Corporate Governance proposal.

UW System Trust Funds
Acceptance of New Bequests
Over $50,000

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

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

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

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

EXECUTIVE SUMMARY

BACKGROUND

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

REQUESTED ACTION

Approval of resolution I.2.b.3. accepting and recognizing new bequests of $50,000 or more.

DISCUSSION

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

RELATED REGENT POLICIES

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

1. Mae I. Schaefer Estate

The Will of Mae I. Schaefer states the following under section Two:

> "All the rest of the property which I own at my death is hereby given in equal shares to beneficiaries as follows. In each case, I impose no use or trust upon said bequest:
>
> (a) UNIVERSITY OF WISCONSIN COMPREHENSIVE CANCER CENTER, Madison, Wisconsin."

Mae was born May 22, 1913 in Troy Township and died at the age of 97 on August 22, 2010. She was a beautician and the owner of "Mae's Beauty Nook" on Main Street in Prairie du Sac from 1936 until 1982. An article entitled "A Tribute to Mae Schaefer" was published September 23, 2010 in the *Sauk Prairie Star*. The article notes that Mae participated in the *Star's* compilation known as the "Walter Doll Historical Tapes and Stories." Among many interesting stories about the history of Prairie du Sac, Mae had this to offer in one interview: "When Pearl Harbor was bombed and WWII was declared December 7, 1941, Badger Ordnance was created to make rocket and ball powder. Business boomed. Almost overnight over 1,000 people living in trailers invaded Prairie du Sac from the northwest corner of the village. Everyone in town who had an extra space, a bedroom, basement, attic or garage provided housing for the influx of people. I'd go to work at 7:30 a.m. and two or three women would be waiting by the stair steps [of her shop] after they had gotten off the Badger bus…. They worked around the clock at Badger." Mae's attorney also mentioned that in directing her gift to the Comprehensive Cancer Center, she had simply wanted to give something towards curing cancer even though she had never suffered from the disease. She also knew how effective the Center is in terms of how many cents of each dollar gifted go toward actual research. And the Cancer Center was not the only charitable organization that benefited from Mae's generosity and thoughtfulness.

The total bequest from Mae Schaefer was $98,288. This gift will be deposited to the "Comprehensive Cancer Center Discretionary Fund," an existing, multi-donor designated endowment fund.

2. Gary Boyd Rogers – IRAs

The bequest from Gary Boyd Rogers came from various IRA accounts, the beneficiary designations of which read the following:

> "This gift to the University of Wisconsin, School of Chemical Engineering shall be used to establish a scholarship fund in the name of Gary B. Rogers."

Gary was born July 20, 1934 in Emporia, Kansas. He received his B.S. in Chemical Engineering from Kansas State College in 1956, his doctorate in Chemical Engineering from UW-Madison, and he worked for Chevron in San Francisco, London, and Brussels until his retirement in 1992.

Approximately $559,000 has been received from the Rogers Estate. This bequest has been used to establish the "Gary B. Rogers Scholarship/Fellowship Fund," a designated endowment which will provide scholarship and/or fellowship support to graduate students in Chemical and Biological Engineering. The fund will be administered by the Dean's Office in the College of Engineering.

3. Raymond A. Wiley Trust

The Will of Raymond A. Wiley, dated September 22, 1962, states the following under Article IV., subparagraph e.:

> "The balance of said trust shall be given to the Board of Regents of the University of Wisconsin to be invested and re-invested either as a separate trust fund or co-mingled with other trust funds in a single fund, entirely in the discretion of the Regents of the University of Wisconsin, without regard to any laws now or hereafter enacted governing the investment of trust funds, and the net income therefrom to be used first for the purpose of establishing and maintaining at the University a scholarship known as the Mary Wiley Slocum Scholarship in the School of Commerce in the field of accounting or statistics for a needy girl student of high scholastic standing at the rate of $500.00 a year during her Senior year. The scholarship shall be given to a deserving student but not necessarily the top student. The remaining net income shall be used for medical research. The said fund shall be known as the Wiley-Slocum Research Fund.
>
> In the event the cost of living or education increases substantially from the time of making this will, I hereby authorize the Regents of the University of Wisconsin to increase the amount of said scholarship for a student in the School of Commerce to an amount to be determined by said Board as reasonable."

Raymond Wiley's connection to the University was through his daughter, Mary Wiley Slocum, who died in 2006. Mary graduated from UW-Madison in 1943 with a degree in Business Administration and was a successful accountant for many years.

Approximately $188,000 has been received from the Raymond Wiley Trust. Chancellor Ward is being consulted as to the final disposition of this bequest.

4. Thelma M. Lindenberg Trust

Under Schedule C of the Thelma M. Lindenberg Trust, one and on-half percent of the Trust's residue is directed to "UNIVERSITY OF WISCONSIN at Superior, Wisconsin." However, percentages directed to various individuals were to be re-directed to UW-Superior in the event those individuals predeceased Thelma. As a result, UW-Superior will receive eight and one-half percent of the Trust assets.

Thelma Lindenberg (nee Dahlin) was born in 1913 and died in December of 2009. She received her Bachelor's degree in Education from Superior State Teachers College and her M.A. in Education from UW-Madison in 1945. According to her niece, Linda Bykowski, Thelma taught English and Spanish for her entire career in the San Fernando Valley of California.

Approximately $80,000 has been received from the Lindenberg Trust. Chancellor Wachter is being consulted as to the final disposition of this unrestricted bequest.

5. Robert C. Doban Estate

The gifting document, the Doban Family Trust, states the following:

> "The Trustee shall distribute the sum of ONE HUNDRED THOUSAND DOLLARS ($100,000.00) to the UNIVERSITY OF WISCONSIN, Madison, Wisconsin, to be used for the Department of Chemistry."

Robert C. Doban was born in Kenosha, Wisconsin on February 25, 1924 and died June 21, 2010 in Encinitas, California. After completing officer training programs at Dartmouth College and Rensselaer Polytechnic Institute, Robert served as an officer in the U.S. Navy from 1942 to 1946, seeing combat against Japanese air and naval forces in the South Pacific theater. After the war, he earned a B.S. degree from Yale University in 1949 and his Ph.D. in Organic Chemistry from UW-Madison in 1952. From 1952 until 1974, Dr. Doban worked for the DuPont Company in various supervisory and research management positions. He then joined Owens-Corning Fiberglass as Vice President of Technical Services and rose to become Senior Vice President of Science and Technology. During his 14-year tenure as Senior Vice President, Dr. Doban was also the company's Chief Scientific Officer and a member of the Corporate Executive Committee.

Chancellor Ward and the UW-Madison Chemistry Department are being consulted as to the final disposition of this $100,000 bequest.

6. Harold R. Hay Estate

The Will of Harold R. Hay states the following under the Fourth section, sub-section A., paragraph 5.:

> "One Hundred Thousand Dollars and No Cents ($100,000.00) shall be distributed to the University of Wisconsin, Chemistry Department as a fellowship in my name to be used for research as they see fit."

Harold R. Hay was born March 30, 1909 in Spokane, Washington and died in Los Angeles on December 22, 2009. Harold graduated from UW-Madison with a B.S. in Chemistry, and worked for many different firms and institutions in his long career in chemistry, including Monsanto, Celotex, the USDA Agricultural Research Station in Peoria, Illinois, the Philadelphia Quartz Company, Armour Research Corporation in Caracas, Venezuela, and the United Nations Special Fund in Bogota, Columbia. Harold also was an inventor and had great interest in solar energy and passive solar design. He worked through his own consultancy with many organizations along these lines, and in the mid-1970s, he designed, and through a HUD grant, built the "Skytherm House" in Atascadero, California. Harold later gifted the house to Cal Poly College of Architecture and Environmental Design. The school's web site notes this about the Skytherm House: "This house was recognized in the 1976 U.S. Bicentennial and has yet to be surpassed for its outstanding performance in passive solar heating and cooling through the use of movable insulation and water bags on the roof, appropriately named a 'roof pond' system.

Approximately $104,000 has been received from the Harold Hay Estate. (Note: Since distribution of this specific bequest was made more than one year after the death of Mr. Hay, the relevant Probate Code stipulated that interest at the rate of seven percent per annum be added to the $100,000 pecuniary gift from December 22, 2010 until the date of distribution, which was July 23, 2011.) Chancellor Ward and the UW-Madison Chemistry Department are being consulted as to the final disposition of this bequest.

QUARTERLY REPORT OF GIFTS, GRANTS, AND CONTRACTS JULY 1, 2010 THROUGH JUNE 30, 2011

EXECUTIVE SUMMARY

BACKGROUND

Prior to 1993, the Board of Regents had been presented a detailed listing of all gift, grant, and contract awards received in the previous month. This reporting protocol was deemed overly labor intensive and information presented was easily misinterpreted. Very few gifts are given directly to the University; the vast majority of gift items listed in these reports represented a pass-through of funds raised by UW Foundations. In addition, reported grant and contract awards frequently span several years, making the monthly figures reported somewhat misleading to the uninformed reader.

In February 1993, the Board adopted a plan for summary reporting on a monthly basis, delegating to the UW System Vice President for Finance acceptance of contracts with for-profit entities where the consideration involved was less than $200,000. Contracts in excess of $200,000 were required to come to the Board prior to execution. This $200,000 threshold was increased to $500,000 at the Board's September 4, 1997 meeting.

At this same September 4, 1997 meeting, it was noted that, while the monthly summary reporting from UW institutions will continue, the Vice President for Finance will present the information to the Board on a quarterly, rather than monthly, basis. These quarterly summary reports have been presented to the Business, Finance, and Audit Committee since that time and have generally been accompanied by a brief explanation of significant changes.

REQUESTED ACTION

No action is required; this item is for information only.

DISCUSSION

Attached is a summary report of gifts, grants, and contracts awarded to University of Wisconsin System institutions in the twelve month period July 1, 2010 through June 30, 2011. Total gifts, grants, and contracts for the period were nearly $1.5 billion; this is a decrease of $136.9 million over the same period in the prior year. Federal awards decreased $102.1 million while non-federal awards decreased by $34.8 million.

RELATED REGENT POLICIES

Regent Resolution Number 7548 dated September 4, 1997

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED
QUARTERLY REPORT & PRIOR-YEAR COMPARISON
FISCAL YEAR 2010-2011 (4th Quarter)

FISCAL YEAR 2010-2011	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Total	139,577,536	65,855,362	3,155,335	129,703,909	30,830,600	897,227,546	218,265,579	1,484,615,867
Federal	97,266,964	40,387,133	0	15,851,581	570,191	626,564,550	199,886,260	980,526,679
Nonfederal	42,310,572	25,468,228	3,155,335	113,852,329	30,260,409	270,662,997	18,379,319	504,089,188
FISCAL YEAR 2009-2010								
Total	105,503,858	70,067,839	3,239,874	130,268,743	63,872,053	1,044,336,698	204,306,977	1,621,596,042
Federal	65,858,291	42,177,638	0	14,572,686	20,045,919	755,547,178	184,429,561	1,082,631,274
Nonfederal	39,645,567	27,890,202	3,239,874	115,696,056	43,826,134	288,789,519	19,877,416	538,964,768
INCREASE (DECREASE)								
Total	34,073,678	(4,212,478)	(84,539)	(564,834)	(33,041,454)	(147,109,152)	13,958,602	(136,980,174)
Federal	31,408,673	(1,790,505)	0	1,278,895	(19,475,728)	(128,982,628)	15,456,699	(102,104,595)
Nonfederal	2,665,005	(2,421,972)	(84,539)	(1,843,728)	(13,565,725)	(18,126,523)	(1,498,096)	(34,875,578)

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION
QUARTERLY REPORT & PRIOR-YEAR COMPARISON
FISCAL YEAR 2010-2011 (4th Quarter)

FISCAL YEAR 2010-2011	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Madison	30,556,702	41,961,895	3,079,335	105,837,763	30,287,742	847,558,050	39,156,775	1,098,438,261
Milwaukee	11,475,367	9,385,882	58,000	5,921,543	0	33,681,369	39,853,254	100,375,414
Eau Claire	2,686,710	2,852,581	0	0	0	1,222,177	14,395,339	21,156,807
Green Bay	173,656	2,890,069	18,000	652,002	0	856,592	10,095,900	14,686,219
La Crosse	472,514	163,639	0	1,206,118	0	2,401,703	10,431,411	14,675,385
Oshkosh	3,059,422	5,541,346	0	0	0	1,428,150	15,681,407	25,710,325
Parkside	859,718	677,641	0	216,675	200,000	232,252	163,716	2,350,002
Platteville	482,045	11,133	0	1,469,102	0	617,959	10,640,123	13,220,362
River Falls	88,739	13,530	0	2,210,719	130,529	136,760	9,502,934	12,083,211
Stevens Point	1,742,478	629,443	0	250,948	0	3,580,717	15,595,364	21,798,950
Stout	4,358,684	307,576	0	2,457,316	96,537	160,843	13,005,861	20,386,818
Superior	553,227	0	0	831,692	0	3,549,054	2,888,904	7,822,877
Whitewater	2,931,527	45,051	0	2,595,434	115,792	563,092	15,341,694	21,592,590
Colleges	11,719	662,233	0	4,830,117	0	86,799	21,512,898	27,103,766
Extension	80,125,028	0	0	300,000	0	(5,000)	0	80,420,028
System-Wide	0	713,343	0	924,480	0	1,157,030	0	2,794,853
Totals	**139,577,536**	**65,855,362**	**3,155,335**	**129,703,909**	**30,830,600**	**897,227,546**	**218,265,579**	**1,484,615,867**
Madison	22,834,458	21,852,763	0	3,513,846	500,000	588,150,713	24,762,667	661,614,447
Milwaukee	8,802,863	7,864,530	0	795,494	0	28,256,376	39,620,343	85,339,606
Eau Claire	1,837,125	1,316,150	0	0	0	730,334	13,962,139	17,845,748
Green Bay	104,883	2,165,663	0	75	0	671,848	9,700,977	12,643,446
La Crosse	36,700	103,896	0	946,294	0	1,364,746	10,431,411	12,883,047
Oshkosh	1,909,413	5,026,687	0	0	0	922,451	15,681,407	23,539,958
Parkside	537,651	372,038	0	45,250	0	67,623	0	1,022,562
Platteville	328,066	0	0	1,300,735	0	408,625	10,501,873	12,539,299
River Falls	19,902	0	0	1,392,084	70,191	71,129	9,461,369	11,014,675
Stevens Point	277,693	110,013	0	0	0	1,425,737	15,595,364	17,408,807
Stout	3,872,897	221,624	0	1,367,952	0	0	12,425,893	17,888,366
Superior	553,227	0	0	776,692	0	3,096,527	2,888,904	7,315,350
Whitewater	2,680,438	0	0	1,625,443	0	225,202	14,230,133	18,761,216
Colleges	0	655,426	0	4,087,716	0	16,209	20,623,780	25,383,131
Extension	53,471,650	0	0	0	0	0	0	53,471,650
System-Wide	0	698,343	0	0	0	1,157,030	0	1,855,373
Federal Totals	**97,266,964**	**40,387,133**	**0**	**15,851,581**	**570,191**	**626,564,550**	**199,886,260**	**980,526,679**
Madison	7,722,244	20,109,132	3,079,335	102,323,917	29,787,742	259,407,337	14,394,108	436,823,815
Milwaukee	2,672,504	1,521,352	58,000	5,126,049	0	5,424,993	232,911	15,035,808
Eau Claire	849,585	1,536,431	0	0	0	491,843	433,200	3,311,059
Green Bay	68,774	724,406	18,000	651,927	0	184,744	394,923	2,042,773
La Crosse	435,814	59,743	0	259,824	0	1,036,957	0	1,792,338
Oshkosh	1,150,009	514,659	0	0	0	505,699	(0)	2,170,367
Parkside	322,067	305,603	0	171,425	200,000	164,629	163,716	1,327,440
Platteville	153,979	11,133	0	168,367	0	209,334	138,250	681,063
River Falls	68,837	13,530	0	818,635	60,338	65,631	41,565	1,068,536
Stevens Point	1,464,785	519,430	0	250,948	0	2,154,980	0	4,390,143
Stout	485,788	85,952	0	1,089,364	96,537	160,843	579,968	2,498,452
Superior	0	0	0	55,000	0	452,527	0	507,527
Whitewater	251,089	45,051	0	969,991	115,792	337,890	1,111,561	2,831,373
Colleges	11,719	6,807	0	742,401	0	70,590	889,118	1,720,635
Extension	26,653,378	0	0	300,000	0	(5,000)	0	26,948,378
System-Wide	0	15,000	0	924,480	0	0	0	939,480
Nonfederal Totals	**42,310,572**	**25,468,228**	**3,155,335**	**113,852,329**	**30,260,409**	**270,662,997**	**18,379,319**	**504,089,188**

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION
QUARTERLY REPORT & PRIOR-YEAR COMPARISON
FISCAL YEAR 2010-2011 (4th Quarter)

FISCAL YEAR 2009-2010	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Madison	29,091,453	47,668,881	2,551,273	106,981,265	62,510,139	977,962,841	43,875,357	1,270,641,210
Milwaukee	8,922,725	6,592,267	675,221	3,541,188	0	41,077,289	34,598,012	95,406,702
Eau Claire	1,714,371	2,729,630	0	0	1,300,000	1,764,605	12,339,567	19,848,173
Green Bay	425,956	2,253,417	0	664,958	1,907	2,586,091	8,169,452	14,101,780
La Crosse	388,757	330,283	0	1,052,108	0	4,475,371	11,567,118	17,813,637
Oshkosh	4,212,382	6,832,782	0	0	0	2,786,360	12,788,602	26,620,126
Parkside	3,082,374	589,132	1,252	18,721	0	403,556	8,844,862	12,939,897
Platteville	1,685,562	72,959	8,628	4,788,309	0	30,293	8,955,300	15,541,052
River Falls	616,287	7,217	0	2,208,745	13,256	131,765	7,286,841	10,264,110
Stevens Point	4,675,745	826,310	0	921,796	0	7,737,970	12,741,019	26,902,840
Stout	5,220,458	210,956	0	2,482,712	0	376,320	10,494,455	18,784,900
Superior	55,341	0	0	720,295	0	4,081,708	2,512,913	7,370,257
Whitewater	394,438	47,298	0	2,909,914	46,751	456,049	12,647,390	16,501,840
Colleges	11,439	580,566	3,500	3,447,620	0	148,192	17,486,089	21,677,406
Extension	44,866,571	0	0	300,000	0	0	0	45,166,571
System-Wide	140,000	1,326,142	0	231,113	0	318,286	0	2,015,541
Totals	**105,503,858**	**70,067,839**	**3,239,874**	**130,268,743**	**63,872,053**	**1,044,336,698**	**204,306,977**	**1,621,596,042**
Madison	22,443,356	24,464,904	0	3,506,919	20,045,919	699,165,107	27,916,964	797,543,170
Milwaukee	6,152,780	5,871,465	0	0	0	35,163,445	34,411,358	81,599,049
Eau Claire	904,431	1,236,608	0	0	0	1,536,758	11,970,822	15,648,619
Green Bay	421,356	1,581,641	0	140,345	0	2,016,916	7,371,997	11,532,255
La Crosse	39,865	152,851	0	911,742	0	3,478,911	11,567,118	16,150,487
Oshkosh	2,881,312	6,416,992	0	0	0	2,187,477	12,775,586	24,261,367
Parkside	2,928,509	386,338	0	0	0	310,930	8,842,182	12,467,959
Platteville	1,694,876	0	0	1,002,381	0	0	8,955,300	11,652,557
River Falls	388,163	0	0	1,561,236	0	53,637	7,260,841	9,263,877
Stevens Point	2,340,577	110,034	0	700,468	0	6,807,208	12,741,019	22,699,306
Stout	4,746,125	99,215	0	1,530,589	0	376,320	10,202,237	16,954,486
Superior	35,341	0	0	720,295	0	3,728,111	2,512,913	6,996,660
Whitewater	259,938	0	0	1,689,694	0	395,847	11,471,414	13,816,894
Colleges	0	571,447	0	2,659,017	0	100,679	16,429,811	19,760,953
Extension	20,621,661	0	0	0	0	0	0	20,621,661
System-Wide	0	1,286,142	0	150,000	0	225,832	0	1,661,974
Federal Totals	**65,858,291**	**42,177,638**	**0**	**14,572,686**	**20,045,919**	**755,547,178**	**184,429,561**	**1,082,631,274**
Madison	6,648,097	23,203,977	2,551,273	103,474,346	42,464,220	278,797,735	15,958,393	473,098,039
Milwaukee	2,769,945	720,801	675,221	3,541,188	0	5,913,844	186,654	13,807,653
Eau Claire	809,940	1,493,022	0	0	1,300,000	227,847	368,745	4,199,554
Green Bay	4,600	671,776	0	524,612	1,907	569,175	797,456	2,569,525
La Crosse	348,892	177,432	0	140,366	0	996,460	0	1,663,150
Oshkosh	1,331,070	415,790	0	0	0	598,883	13,016	2,358,759
Parkside	153,865	202,794	1,252	18,721	0	92,626	2,680	471,938
Platteville	(9,315)	72,959	8,628	3,785,928	0	30,293	0	3,888,494
River Falls	228,124	7,217	0	647,509	13,256	78,128	26,000	1,000,233
Stevens Point	2,335,168	716,276	0	221,328	0	930,762	0	4,203,534
Stout	474,332	111,741	0	952,123	0	0	292,218	1,830,415
Superior	20,000	0	0	0	0	353,597	0	373,597
Whitewater	134,500	47,298	0	1,220,220	46,751	60,202	1,175,976	2,684,946
Colleges	11,439	9,119	3,500	788,603	0	47,513	1,056,279	1,916,452
Extension	24,244,909	0	0	300,000	0	0	0	24,544,909
System-Wide	140,000	40,000	0	81,113	0	92,454	0	353,567
Nonfederal Totals	**39,645,567**	**27,890,201**	**3,239,874**	**115,696,057**	**43,826,134**	**288,789,520**	**19,877,416**	**538,964,768**

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED - BY INSTITUTION
QUARTERLY REPORT & PRIOR-YEAR COMPARISON
FISCAL YEAR 2010-2011 (4th Quarter)

INCREASE (DECREASE)	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Madison	1,465,249	(5,706,986)	528,063	(1,143,502)	(32,222,398)	(130,404,792)	(4,718,582)	(172,202,948)
Milwaukee	2,552,641	2,793,616	(617,221)	2,380,355	0	(7,395,920)	5,255,242	4,968,713
Eau Claire	972,339	122,951	0	0	(1,300,000)	(542,428)	2,055,772	1,308,634
Green Bay	(252,300)	636,652	18,000	(12,956)	(1,907)	(1,729,499)	1,926,448	584,439
La Crosse	83,757	(166,644)	0	154,010	0	(2,073,668)	(1,135,707)	(3,138,252)
Oshkosh	(1,152,960)	(1,291,436)	0	0	0	(1,358,210)	2,892,805	(909,802)
Parkside	(2,222,656)	88,509	(1,252)	197,954	200,000	(171,304)	(8,681,146)	(10,589,895)
Platteville	(1,203,517)	(61,826)	(8,628)	(3,319,207)	0	587,666	1,684,823	(2,320,690)
River Falls	(527,548)	6,313	0	1,974	117,273	4,995	2,216,093	1,819,101
Stevens Point	(2,933,267)	(196,867)	0	(670,848)	0	(4,157,253)	2,854,345	(5,103,890)
Stout	(861,773)	96,620	0	(25,396)	96,537	(215,477)	2,511,406	1,601,917
Superior	497,886	0	0	111,397	0	(532,654)	375,991	452,620
Whitewater	2,537,089	(2,247)	0	(314,480)	69,041	107,043	2,694,304	5,090,750
Colleges	280	81,667	(3,500)	1,382,497	0	(61,393)	4,026,809	5,426,360
Extension	35,258,457	0	0	0	0	(5,000)	0	35,253,457
System-Wide	(140,000)	(612,799)	0	693,367	0	838,744	0	779,312
Totals	**34,073,678**	**(4,212,478)**	**(84,539)**	**(564,834)**	**(33,041,454)**	**(147,109,152)**	**13,958,602**	**(136,980,174)**
Madison	391,102	(2,612,141)	0	6,927	(19,545,919)	(111,014,394)	(3,154,297)	(135,928,723)
Milwaukee	2,650,083	1,993,065	0	795,494	0	(6,907,070)	5,208,985	3,740,557
Eau Claire	932,694	79,542	0	0	0	(806,424)	1,991,317	2,197,129
Green Bay	(316,473)	584,022	0	(140,270)	0	(1,345,068)	2,328,981	1,111,191
La Crosse	(3,165)	(48,955)	0	34,552	0	(2,114,165)	(1,135,707)	(3,267,440)
Oshkosh	(971,899)	(1,390,305)	0	0	0	(1,265,026)	2,905,821	(721,409)
Parkside	(2,390,858)	(14,300)	0	45,250	0	(243,307)	(8,842,182)	(11,445,397)
Platteville	(1,366,811)	0	0	298,354	0	408,625	1,546,573	886,741
River Falls	(368,261)	0	0	(169,152)	70,191	17,492	2,200,528	1,750,798
Stevens Point	(2,062,884)	(21)	0	(700,468)	0	(5,381,471)	2,854,345	(5,290,499)
Stout	(873,228)	122,409	0	(162,637)	0	(376,320)	2,223,656	933,880
Superior	517,886	0	0	56,397	0	(631,584)	375,991	318,690
Whitewater	2,420,500	0	0	(64,251)	0	(170,645)	2,758,719	4,944,322
Colleges	0	83,978	0	1,428,699	0	(84,469)	4,193,970	5,622,178
Extension	32,849,988	0	0	0	0	0	0	32,849,988
System-Wide	0	(587,799)	0	(150,000)	0	931,198	0	193,399
Federal Totals	**31,408,673**	**(1,790,505)**	**0**	**1,278,895**	**(19,475,728)**	**(128,982,628)**	**15,456,699**	**(102,104,595)**
Madison	1,074,147	(3,094,845)	528,063	(1,150,429)	(12,676,478)	(19,390,397)	(1,564,285)	(36,274,225)
Milwaukee	(97,442)	800,551	(617,221)	1,584,861	0	(488,851)	46,257	1,228,156
Eau Claire	39,645	43,409	0	0	(1,300,000)	263,996	64,455	(888,495)
Green Bay	64,174	52,630	18,000	127,314	(1,907)	(384,431)	(402,533)	(526,752)
La Crosse	86,922	(117,689)	0	119,458	0	40,497	0	129,188
Oshkosh	(181,061)	98,869	0	0	0	(93,184)	(13,016)	(188,393)
Parkside	168,202	102,809	(1,252)	152,704	200,000	72,003	161,036	855,502
Platteville	163,294	(61,826)	(8,628)	(3,617,561)	0	179,040	138,250	(3,207,431)
River Falls	(159,287)	6,313	0	171,126	47,082	(12,497)	15,565	68,303
Stevens Point	(870,383)	(196,846)	0	29,620	0	1,224,218	0	186,609
Stout	11,455	(25,789)	0	137,241	96,537	160,843	287,750	668,037
Superior	(20,000)	0	0	55,000	0	98,930	0	133,930
Whitewater	116,589	(2,247)	0	(250,229)	69,041	277,688	(64,415)	146,428
Colleges	280	(2,311)	(3,500)	(46,202)	0	23,077	(167,161)	(195,818)
Extension	2,408,469	0	0	0	0	(5,000)	0	2,403,469
System-Wide	(140,000)	(25,000)	0	843,367	0	(92,454)	0	585,913
Nonfederal Totals	**2,665,005**	**(2,421,972)**	**(84,539)**	**(1,843,728)**	**(13,565,725)**	**(18,126,523)**	**(1,498,096)**	**(34,875,578)**

Reporting Period: August 1 - August 31, 2011

Project Progress on Major Deliverables for August 1 - August 31, 2011:

HRS Project		
Key Area (See Appendix 1 for Description)	**Accomplishments**	**Status**
Business Process and Application Configuration	**eBenefits Team:** • Gathered configuration for 2012 Benefit eligibility setup and rate information • Updated the system to prepare for Open Enrollment and eBenefit testing • Finalized requirements for outstanding design work • Supported rollout of eBenefits for New Hire pilot campuses **Talent Acquisition Management (TAM):** • Finalized design of the Wisc.Jobs interface with OSER to enable testing • Supporting System test completion and Integration Test initiation	eBenefits: Behind Schedule TAM: On Schedule
Technical Development	**eBenefits Team:** • Portal team began work on eBenefits enhancements • Development team built extensions to Benefits self service pages • Completed online extensions for New Hire pilot of eBenefits **Talent Acquisition Management (TAM):** • Continued with break fix of Wisc.Jobs interface with OSER to enable testing • Resolved System and Integration test faults as they were identified by the testing team • Provided general support of the test phases	eBenefits: Behind Schedule TAM: On Schedule
Technical Infrastructure	**eBenefits Team:** • Executed performance test phase • Security developed provisioning functionality to self service pages for New Hire functionality • Security designed the provisioning to self service pages for Open Enrollment functionality	eBenefits: Behind Schedule

HRS Project		
Key Area (See Appendix 1 for Description)	**Accomplishments**	**Status**
	Talent Acquisition Management (TAM): • Provided general support to the test phases • Assisted with environment maintenance and code migrations	TAM: On Schedule
Change Management	**eBenefits Team:** • Finalized training team toolkit for eBenefits • Prepared communication plan • Trained eBenefits for New Hire pilot campuses **Talent Acquisition Management (TAM):** • Drafted the training team toolkit for TAM • Prepared training team schedule for the fall sessions	eBenefits: On Schedule TAM: On Schedule
Testing	**eBenefits Team:** • Completed testing of eBenefits functions in advance of New Hire pilots go-live **Talent Acquisition Management (TAM):** • Finalized design of the Wisc.Jobs interface with OSER to enable testing • Supporting System test completion and Integration Test initiation	eBenefits: Behind Schedule TAM: On Schedule
Project Management	• Continued to provide guidance and oversight to the Release 2 and 3 implementation teams • Continued to monitor the financials for Releases 2 and 3 • Continued to report status to leadership for Releases 2 and 3	On Schedule

Challenges Encountered

- Benefits Self Service (eBenefits):
  - Much of the implementation team was pulled into production support, which was the reason for the team being behind schedule.
  - During the month of August, HRS governance groups assessed readiness for a systemwide deployment of eBenefits functionality this fall. The decision was made to pilot functionality to support self-service for new hires and the fall open enrollment at three institutions, rather than a systemwide deployment. Over the coming months, additional institutions will be joining the eBenefits pilot for new hires.

- Talent Acquisition Management (TAM):
    - In early September, based on the recommendation of the HRS Steering Committee, a decision was made by the Service Center Executive Committee that it is no longer advisable to continue with plans to link TAM and Wisc.Jobs. (Wisc.Jobs is the State of Wisconsin's vacancy notification system for classified recruiting.) Given the 2011-13 State of Wisconsin statutory directives that UW System and UW-Madison develop two new personnel systems that will be separate and distinct from the State of Wisconsin civil service system, the HRS governance groups felt it was prudent to pause the development of the TAM/Wisc.Jobs interface.

Project Expenditures (through August 31 2011):

	FY12 Planned	FY12 Costs			FY12 Projected Variance
	BOR FY12 Planned (Jul 11 - Jun 12)	Actual Cost (Jul 11 - Aug 11)	Remaining Cost (Sept 11 - Jun 12)	Estimated Cost at Completion (Jul 11 - Jun 12)	Projected Variance for BOR FY12 Planned at June 30, 2012
HRS Project: Key Areas					
Business Process and Application	$ 600,355	$ 50,234	$ 582,332	$ 632,566	$ (32,211)
Technical Development	$ 1,153,466	$ 298,991	$ 670,212	$ 969,203	$ 184,263
Technical Infrastructure	$ 527,730	$ 43,902	$ 502,421	$ 546,323	$ (18,593)
Change Management	$ 556,440	$ 105,525	$ 555,540	$ 661,065	$ (104,625)
Testing	$ 620,120	$ 145,257	$ 454,732	$ 599,989	$ 20,131
Project Management	$ 653,615	$ 301,147	$ 495,833	$ 796,980	$ (143,365)
Non-Labor	$ 203,081	$ -	$ 203,081	$ 203,081	$ -
Subtotal	**$ 4,314,807**	**$ 945,056**	**$ 3,464,152**	**$ 4,409,208**	**$ (94,401)**
Project Contingency	$ 910,621	$ -	$ 896,191	$ 896,191	$ 896,191
Total HRS Project	**$ 5,225,428**	**$ 945,056**	**$ 4,360,343**	**$ 5,305,399**	**$ 801,791**

Notes on Budget to Actual Variances YTD:

- Business Process and Application:
  - Corrected resource rates after budget was finalized.
- Technical Development:
  - Transitioned Reporting Consultant Lead off the project earlier than planned.
- Change Management:
  - Added Change Management consultant for several months due to the medical leave of UW employee.
  - Additional hours for training were identified and approved.
- Project Management and Administration:
  - Updated and corrected resource rates since budget was approved in June.
- Project contingency:
  - Reduced to account for adjustments in resource rates since budget was approved in June.

Planned Activities - September 2011

- eBenefits
  - Continue support of New Hire pilot campuses
  - Finalized design, development, and testing of Benefits open enrollment and self service functionality
  - Train campuses on open enrollment and self service functions
  - Measure HRS team and campus readiness for open enrollment and self service (eBenefits)
- TAM
  - Continue Integration test phase
  - Prepare for Performance and User Acceptance test phases
  - Continue planning for training this fall

Planned Activities - October 2011

- eBenefits
  - Continue support of New Hire pilot campuses
  - Support Open Enrollment (all campuses) with eBenefits for some pilot campuses
- TAM
  - Complete Integration test phase
  - Prepare for Performance and User Acceptance test phases
  - Continue planning for training this fall

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.

Revised 09/29/11

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.3. Capital Planning and Budget Committee

Thursday, October 6, 2011
University of Wisconsin-Green Bay
University Union
Green Bay, Wisconsin

10:00 a.m. All Regents – Phoenix AB

1. Presentation by UW-Green Bay Chancellor Thomas K. Harden – *"UW-Green Bay: Deep Roots, Strong Wings"*

2. Transfer in the UW System: *Supporting Student Mobility through Continuous Improvement and Innovation*

12:00 p.m. Lunch – Weidner Center for the Performing Arts Grand Foyer

1:00 p.m. Joint Meeting of the Capital Planning and Budget Committee and the Business, Finance, and Audit Committee – Alumni AB

a. UW-Green Bay Presentation: " A 21st Century Library for the 21st Century Learning" – Paula Ganyard, Library Director

b. UW-Platteville: Master Plan Update

c. UW-River Falls: Master Plan Update

2:00 p.m. Capital Planning and Budget Committee – Phoenix C

d. Approval of the Minutes of the September 8, 2011 Meeting of the Capital Planning and Budget Committee

e. UW-Madison: Approval of the Design Report of the School of Nursing Project, and Authority to: Adjust the Project Scope and Budget; Seek a Waiver of Wis. Stats. § 16.855 to Allow Single Prime Bidding; and Construct the Project
[Resolution I.3.e.]

f. UW-Madison: Approval of the Design Report and Authority to Construct the Student Athlete Performance Center-Phase I Project
[Resolution I.3.f.]

g. UW-Madison: Authority to Lease Space for the School of Medicine and Public Health, Department of Family Medicine
[Resolution I.3.g.]

h. UW-Milwaukee: Approval of the Design Report of the School of Freshwater Sciences Project and Authority to: Adjust the Project Scope and Budget, Seek a Waiver of Wis. Stats. §16.855 to Allow Single Prime Bidding, and Construct the Project
[Resolution I.3.h.]

i. UW-Milwaukee: Authority to Seek the Release of Additional Funds to Continue Planning the Kenwood Interdisciplinary Research Complex (IRC)-Phase I Project
[Resolution I.3.i.]

j. UW-Platteville: Discussion of a Ground Lease Agreement with the UW-Platteville Real Estate Foundation

k. UW-Platteville: Authority to Modify the Campus Boundary of UW-Platteville
[Resolution I.3.k.]

l. UW-River Falls: Authority to Modify the Campus Boundary of UW-River Falls
[Resolution I.3.l.]

m. UW-River Falls: Authority to Reimburse the City of River Falls for Cascade Avenue Assessable Improvements
[Resolution I.3.m.]

n. UW System: Authority to Seek Building Trust Funds for Facility Renewal Projects
[Resolution I.3.n.]

o. Report of the Associate Vice President
1. Building Commission Actions
2. Other

Approval of the Design Report of the School of Nursing Project, and Authority to: Adjust the Project Scope and Budget; Seek a Waiver of Wis. Stats. § 16.855 to Allow Single Prime Bidding; and 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 School of Nursing project be approved and authority be granted to (a) waive Wis. Stats s. 16.855 under the provisions of s. 13.48 (19) to allow single prime bidding; (b) increase the project scope and budget by $622,000 ($250,000 Grant Funds and $372,000 General Fund Supported Borrowing [GFSB]); and (c) construct the project for a total project cost of $52,862,000 ($17,413,500 2011-13 GFSB, $17,413,500 2013-15 GFSB, $372,000 GFSB, and $17,413,000 Gifts and $250,000 Grant Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin–Madison

2. Request: Approval of the Design Report of the School of Nursing project and authority to (a) waive Wis. Stats s. 16.855 under the provisions of s. 13.48 (19) to allow single prime bidding; (b) increase the project scope and budget by $622,000 ($250,000 Grant Funds and $372,000 General Fund Supported Borrowing [GFSB]); and (c) construct the project for a total project cost of $52,862,000 ($17,413,500 2011-13 GFSB, $17,413,500 2013-15 GFSB, $372,000 GFSB, and $17,413,000 Gifts and $250,000 Grant Funds).

3. Description and Scope of Project: This project will construct a new School of Nursing building on the UW-Madison campus. The building will consist of approximately 166,348 GSF/96,615 ASF of faculty and administrative offices plus flexible research team space, support space, classrooms, seminar rooms, a lecture hall, clinical simulation laboratories, undergraduate and graduate student spaces, and conference/meeting space. It is envisioned as a five-story building, with a mechanical penthouse as the sixth level. The first floor will house the high-volume student spaces such as the auditorium, tiered seminar rooms, and shared classrooms for the School of Nursing and the School of Pharmacy.

   A covered dock/receiving area will be located on the ground floor at the east end of the building. Short-term parking will be provided on grade for approximately 35 vehicles. No other parking is included in this project. The building will displace approximately 208 existing surface parking spaces in Lot 85. In the short term, these spaces will be absorbed in existing west campus parking lots and ramps; longer term, they will be replaced in the proposed addition to the Hospital/Visitor Parking Ramp (Lot 75) located east of the UW Hospital and Clinics. The new building will be connected to the central campus utility systems, including the steam, chilled water, electric, and signal systems.

   The new building provides approximately 20,700 ASF of instructional space, which will allow the school to expand its instructional capacity and increase its enrollment. Medium-sized and small-group classrooms, as well as student study spaces will provide state of the art instructional resources for nursing students. Key features of the new building are the 12,500 ASF Center for Technology Enhanced Nursing, which will replicate different environments for students such as hospital rooms flanking a nurse station or a home setting for rehabilitation training.

   The project scope is increased to include the construction of a steam pit at the take-off to the proposed School of Nursing building and the extension of a steam box conduit north of this steam pit to the one that serves Rennebohm Hall. Piping in the box conduit consists of 8-inch high pressure steam, 4-inch pumped condensate, and 2-inch compressed air. The scope is expanded to add an Emergency Operations Center (EOC) to the basement of the building for the UW Police Department.

This project will incorporate sustainable design elements including a green roof on a portion of the building and will seek to become a U.S. Green Building Council LEED™ Silver or Gold certified building.

4. Justification of the Request: A full justification of this project was included in the 2011-13 UW System Capital Budget request. The School of Nursing is part of an academic health science center which includes the University of Wisconsin Hospital and Clinics, the American Family Children's Hospital, the UW School of Pharmacy, the UW School of Medicine and Public Health, and the UW Comprehensive Cancer Center. Originally housed on the central campus, the School of Nursing moved to the Clinical Science Center in 1978, where it was the sole occupant of the three-story K6 module and the two floors of the adjacent H6 module.

   Since that time, the expansion of both the University Hospital and Clinics and the School of Medicine and Public Health has resulted in numerous changes in space configuration, leaving the School of Nursing space surrounded by clinical programs and essentially landlocked within the Clinical Science Center. The new building's location on the corner of Highland Avenue and Observatory Drive will provide a visible identity for the school. It will also consolidate all nursing offices, support functions, and learning environments into one building, rather than having them scattered between various locations.

   Unlike the Clinical Science Center, which was designed primarily to support clinical and laboratory research activities, the new building will create research space consisting of interview rooms, observation rooms, and consultation spaces to provide the flexibility and easy public access that the public requires.

   The requested utility extension provides Rennebohm Hall with a redundant steam feed separate from the original connection in the walkable utility tunnel between the Walnut Street Heating Plant and the Clinical Sciences Center. The lack of shutoff valves in the utility tunnel makes it difficult to provide steam to Rennebohm Hall during maintenance related outages without the installation of temporary steam piping. The work will allow the School of Pharmacy to stay in operation if the steam valve in the original tunnel needed to be turned off for some reason.

   The project is being expanded to meet additional campus security needs. The UW Police Department has received a homeland security grant to create an Emergency Operations Center (EOC) to serve the west campus area. The campus requests that this work be added to the scope of this project so that it can be included in the final design documents.

   It is in the best interest of this project to have a single prime delivery method which allows a single organization to have both control of and responsibility for the project's construction. The new UW School of Nursing will reside at the corner of Observatory Drive and Highland Avenue, a congested portion of the west campus, closely surrounded by the Clinical Sciences Center/UW Hospitals and Clinics, the Health Sciences Learning Center, the Wisconsin Institute for Medical Research (under construction), Rennebohm Hall, and the McClimon track. Vehicular traffic in this area is substantial and includes not only buses, bikes, mopeds, construction vehicles, and cars, the majority of which are driven by visitors to the hospital who are unfamiliar with the area. The new UW School of Nursing contains a variety of simulation teaching environments which will require greater than normal coordination between all disciplines to be successful.

5. Budget and Schedule:

Project Budget	
Total Construction	$40,790,000
Project Contingency	2,855,000
A/E Design Fees	3,724,000
Other Fees	247,000
DSF Management Fee	1,746,000
Movable Equipment	3,500,000
Percent for Arts	0
TOTAL	$52,862,000

Authority to construct	October 2011
100% Review Documents	December 2011
Bid Opening	March 2012
Construction Start	May 2012
Construction Complete	June 2014
Occupancy	August 2014

6. Previous Action:

August 19, 2010 Resolution 9801	Approved the Nursing Building project as part of the 2011-13 Capital Budget request at an estimated project budget of $52,240,000 ($34,827,000 General Fund Supported Borrowing and $17,413,000 Gift Funds).

Approval of the Design Report and Authority to Construct the Student Athlete Performance Center-Phase I 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 be approved and authority be granted to construct Phase I of the Student Athlete Performance Center project at a cost of $17,870,000 Program Revenue Supported Borrowing as a portion of the total estimated project cost of $76,800,000 ($49,200,000 Program Revenue Supported Borrowing and $27,600,000 Gift Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-Madison

2. Request: Approval of the Design Report and authority to construct Phase I of the Student Athlete Performance Center project at a cost of $17,870,000 Program Revenue Supported Borrowing as a portion of the total estimated project cost of $76,800,000 ($49,200,000 Program Revenue Supported Borrowing and $27,600,000 Gift Funds).

3. Description and Scope of Project: The Student Athlete Performance Center project, which was formally named the Badger Performance Center project, is composed of three phases that will ultimately remodel existing space within the McClain Center and Camp Randall Stadium and construct an addition on the north end of Camp Randall. The spaces will house programs for the Division of Intercollegiate Athletics. The project also includes the replacement of the McClain Center roof, replacement of turf at the McClain Center and Camp Randall Stadium, updates to the scoreboard and sound system at Camp Randall Stadium, and site improvements.

   The first phase of the project, which is the subject of this request, will construct a new access tunnel from the basement of the McClain Center to the Camp Randall Stadium field. Then, 20,050 ASF on the first floor and 9,760 ASF on the second floor of Camp Randall Stadium will be remodeled to provide temporary space for functions being relocated from the McClain Center during the remodeling. Once the project is completed, these functions will return to the remodeled McClain Center. In Phase I, the stadium areas to be remodeled include team spaces, corridors, and restroom and concession spaces that were not renovated during the 2005 Camp Randall Stadium renovation. The remodeled areas will provide temporary space and locations for strength and conditioning, sports medicine, and equipment functions (first floor) and space for coaches, staff and student workers as well as a minor expansion of the wrestling mat room and spectator space (second floor). The final component of the first phase of work will be the replacement of the artificial turf field at Camp Randall Stadium.

   It is anticipated that the work in Phases II and III will be brought forward for authority to construct in early 2012.

4. Justification of the Request: Current UW Division of Intercollegiate Athletics spaces at the McClain Center and Camp Randall are inadequate to serve the needs of athletes, and are both outdated and undersized. In 2009, a design study was commissioned for a Badger Performance Center that would address the identified needs. That study, which was completed in the summer of 2010, examined site options and infrastructure issues at the Camp Randall site, and provided a final report that included a preliminary program, project

scope, and budget. That scope and budget also incorporated space for the College of Engineering and a UW Sports Medicine Clinic in addition to the space provided for athletics. The study proposed a new building between Lot 17 and Engineering Hall, as well as renovations in the McClain Center and Camp Randall Stadium. That project was included as part of the 2011-13 Capital Budget request.

In 2010, an architectural/engineering consultant was hired to verify the program outlined in the study and begin schematic design. As part of the program verification process, the new design team examined other options for the distribution of the program on the site and chose the one that best met the goals of the athletic department. The reevaluation of the program resulted in the deletion of spaces for the College of Engineering and UW Sports Medicine from this project, and constructing new space as an addition to Camp Randall Stadium, rather than on Lot 17, which will instead be redeveloped as a plaza.

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In order to accommodate the 2012 and 2013 fall football seasons, the project will be bid and sequenced in three phases that were developed to minimize disruptions to existing operations. The majority of work in the first phase will create temporary and permanent space for the functions and occupants of the McClain Center (among them the academic center, football locker rooms, sports medicine, and the Strength Training program) so that the center can be vacated for the Phase II renovation work. Creating temporary space for these programs within Camp Randall Stadium will avoid relocating them elsewhere on campus or in leased space off campus.

The new tunnel in Camp Randall Stadium will provide a direct, indoor, route from the football locker rooms in the McClain Center to the stadium field, which is used by the football program for both practice and competition. Currently, the team, the coaches, and the trainers travel a circuitous route through the stadium and then outdoors to access the field.

The stadium turf was last replaced in 2003 and is at the end of its useful life. Replacing the turf as part of the first phase of the Student Athlete Performance Center project allows the work to be completed prior to the 2012 football season.

5. Preliminary Budget and Schedule:

Phase I Budget	
Construction	$10,675,000
Asbestos Abatement	100,000
Construction Contingency	1,500,000
AE Fees	2,520,000
DSF Fee	475,000
Other Design Fees	300,000
Relocation Allowance	1,000,000
Moveable Equipment	1,300,000
Project Contingency	0
Total Phase I Budget	$17,870,000

Phase I Schedule

Authority to Construct	October 2011
Bid	November 2011
Start Construction	December 2011
Complete Construction	June 2012

6. Previous Action:

August 22, 2008 Resolution 9522	Recommended that the Athletic Performance Facility/McClain Center Renovation project be submitted to the Department of Administration and the Building Commission as part of the UW System 2009-11 Capital Budget request, at an estimated cost of $66,424,000 ($28,095,000 Program Revenue Supported Borrowing and $38,339,000 Gifts). The Department of Administration's final recommendations for the 2009-11 Capital Budget did not include this project.
August 19, 2010 Resolution 9801	Recommended that the Athletic Performance Center project be submitted to the Department of Administration and the Building Commission Center as part of the UW System 2011-13 Capital Budget request, at a total estimated project cost of $76,800,000 ($49,200,000 Program Revenue Supported Borrowing and $27,600,000 Gifts). The Department of Administration's final recommendations supported enumerating this project in the 2009-11 Capital Budget.
June 10, 2011 Resolution 9921	Granted authority to seek a waiver of Wis. Stats. §16.855., under the provisions of Wis. Stats. §13.48 (19), to allow selection, through a Request for Proposal process, of a Construction-Manager-at-Risk (CMAR) for construction of the Badger Performance Center project at a preliminary estimated budget of $76,800,000 ($49,200,000 Program Revenue Supported Borrowing and $27,600,000 Gift Funds).

Authority to Lease Space for the School of Medicine and Public Health, Department of Family Medicine, 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, authority be granted to request that the Department of Administration execute a lease for 30,000 GSF of clinic space for the UW-Madison, School of Medicine and Public Health, Department of Family Medicine.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-Madison

2. Request: Authority to request that the Department of Administration execute a lease for 30,000 GSF of clinic space for the UW-Madison, School of Medicine and Public Health, Department of Family Medicine. *See below for lease specifics.*

State Functions at Leased Location	UW-Madison. School of Medicine and Public Health, Department of Family Medicine
Lease Location	1102 S. Park Street, Madison, WI
Type of Negotiation or Selection Process	DOA Request for Proposal process
Lessor	1102 South Park LLC. (Ghidorzi Companies)
Anticipated Occupancy Date	September 1, 2012 or date of occupancy
Lease Term	20 Year
Escalation Rate	2% annually on base rate
Renewal Option(s)	5 Year Renewals
Purchase Option	No
Space Type	Clinic and Office Space
Square Feet	30,000 Clinic and Office
Total Modified Gross Cost Per Square Feet	Estimated Total $30.95 ($16.35 base + $5.50 insurance, maintenance, utilities, taxes + $9.10 amortized tenant improvements)
Annual Modified Gross Cost	$928,500.00
Funding Source	133 – Program Revenue (Non-Federal Grants and Contracts) from the UW School of Medicine and Public Health, Family Medicine Clinics.

3. Description and Scope of Project: This lease provides a maximum of 30,000 GSF for the Wingra Family Medical Center operated by the UW-Madison School of Medicine and Public Health. The new clinic will be located at 1102 South Park Street on the site of the former Bancroft Dairy building.

   The new facility will replace the existing clinic at 701 Dane Street in Madison. The UW-Madison School of Medicine and Public Health Department of Family Medicine will lease the space. There is no purchase associated with this lease.

The project will raze structures on the former dairy site and eight residential properties along Fish Hatchery Road and Midland Street for the construction of the new facility. A 220-stall parking garage will be located at the corner of Fish Hatchery Road and Midland Street. There would also be 65 surface parking spaces.

A Request for Proposal was solicited on October 7, 2010, by the UW-Madison Division of Facilities Planning and Management using the Department of Administration's RFP process and state standards for design and construction specifications. In March of 2011, the RFP submittals were evaluated by staff from UW-Madison Facilities Planning and Management, the School of Medicine and Public Health, the Department of Family Medicine, and the State Department of Administration. Of the ten submittals received, the Ghidorzi Companies (dba. 1102 South Park LLC) of Wausau was awarded the project.

5. Justification: The Department of Family Medicine at the University of Wisconsin-Madison is comprised of campuses, programs, faculty, and staff across the state of Wisconsin. For more than 35 years, it has provided Wisconsin with quality clinical care, medical student and resident education, and cutting-edge research.

   The department was one of the first family medicine departments in the nation, dating back to 1970, when family medicine was first designated as a medical specialty. With nearly 150 faculty and more than 680 employees and an annual budget of over $60 million, it is also one of the largest.

   There are 26 family medicine clinics in Wisconsin that are managed by two complementary organizations: the UW Department of Family Medicine (UW-DFM) and the UW Medical Foundation (UWMF).

   Eight of the 26 family medicine clinics, including the existing Wingra Clinic, are operated by the UW-Madison Department of Family Medicine via the Madison Family Medicine Residency Corporation and four of these eight clinics are owned by that corporation. In addition to providing comprehensive family medicine care, these clinics serve as training sites for the family medicine residency programs. At the Department of Family Medicine clinics, faculty care for patients, teach residents, and oversee research projects. All residents establish continuity practices at these clinics, and care for their own patients throughout the three years of their training.

   The Wingra Family Medical Center began as a part of the UW/St. Mary's Hospital residency program in 1973. Since then, the program has graduated more than 200 family medicine residents. In addition to the family medicine residency training program, the clinic also provides training for the Physician Assistant Program, the School of Pharmacy, and the School of Social Work.

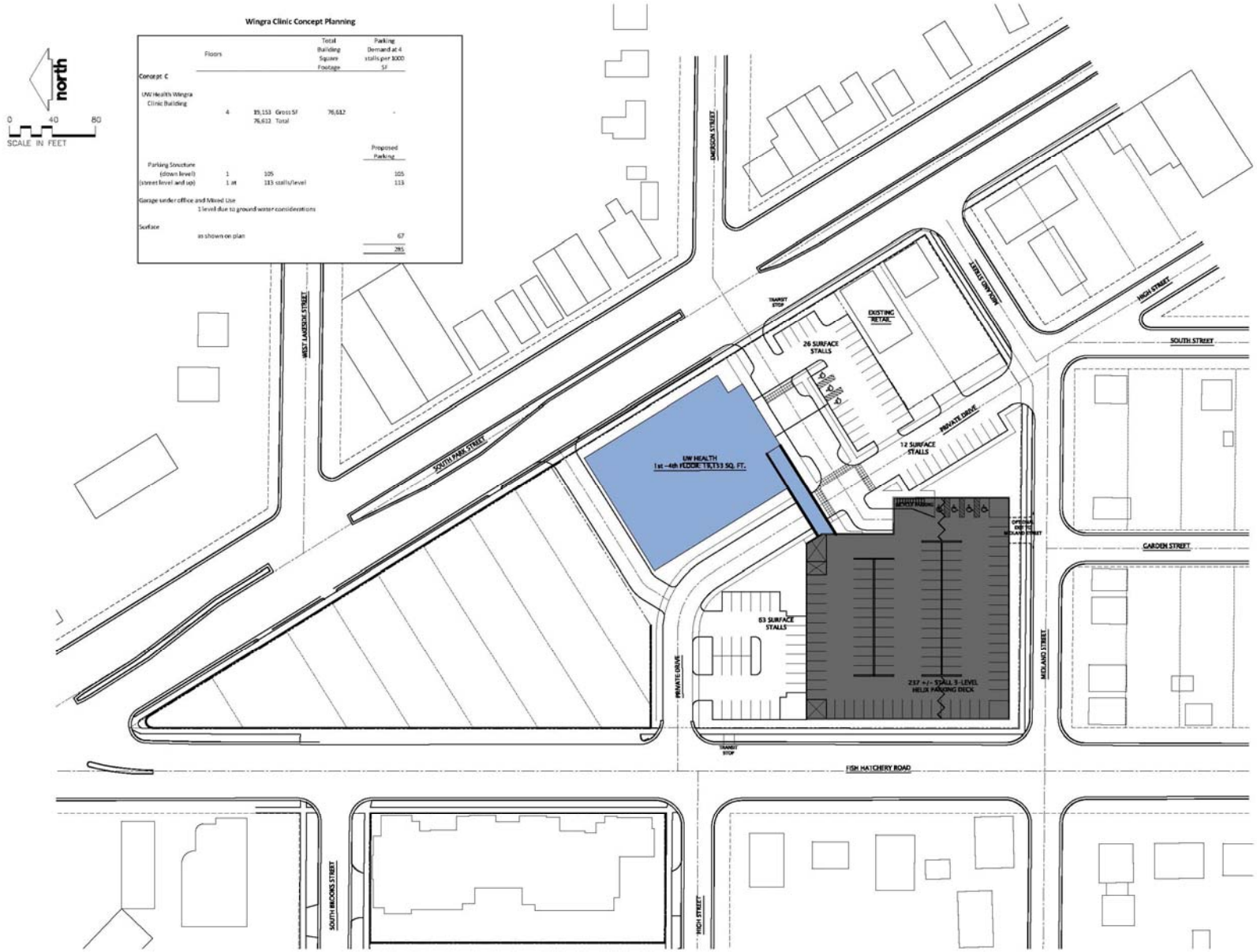
   The Department has outgrown its present facility at 701 Dane Street, which is leased from St. Mary's Hospital. When the existing building was occupied in 1992, the number of annual visits to the center was approximately 5,000 per year. The center

currently handles more than 20,000 visits per year. The population served by the Wingra Family Medical Center is the most diverse in terms of race, ethnicity, and income that the Department of Family Medicine serves. Approximately 35% of the center's patients are on Medicaid, 8% are on Medicare (primarily disability and chronic illness), and 11% of the population served have no insurance. Space constraints limit both the center's ability to serve its targeted community and to adapt to innovations in both education and clinical care that must be a part of the next decade in health care. A new, larger, facility will provide a modern environment incorporating the latest in healthcare design, equipment and other innovations. The new facility is located within the current patient location perimeters, and within the boundaries originally requested in order to provide optimum service to the population the center serves.

The Division of State Facilities and the State Budget Office have reviewed and approved this space request determining that it successfully meets long term space and programmatic needs of UW-Madison. A purchase option is not included because it is not in the best interests of the university to purchase a facility of this type in Madison, especially when considering land costs. Typically, medical clinics are obsolete within 20 years and are replaced with more state of the art facilities.

6. Budget and Schedule: n/a

7. Previous Action: None.


Wingra Clinic Concept Planning
Floors
Total Building Square Footage
Parking Demand at 4 stalls per 1000 SF
Concept C
UW Health Wingra Clinic Building
4
35,153 Gross SF
76,612 Total
76,612
-
Proposed Parking
Parking Structure
(down level)
1
105
105
(street level and up)
1 at
113 stalls/level
113
Garage under office and Mixed Use
1 level due to ground water considerations
Surface
as shown on plan
67
285
north
0
40
80
SCALE IN FEET
MADISON STREET
WEST LAWRENCE STREET
SOUTH PARK STREET
TRANSIT STOP
EXISTING RETAIL
26 SURFACE STALLS
JEFFERS STREET
HIGH STREET
SOUTH STREET
PRIVATE DRIVE
12 SURFACE STALLS
UW HEALTH
1st –4th FLOOR: 78,733 SQ. FT.
GARDEN STREET
63 SURFACE STALLS
237 +/- STALL 3-LEVEL HELIX PARKING DECK
MIDLAND STREET
FISH HATCHERY ROAD
SOUTH BROOKS STREET
HIGH STREET

Approval of the Design Report of the School of Freshwater Sciences Project and Authority to: Adjust the Project Scope and Budget, Seek a Waiver of Wis. Stats. §16.855 to Allow Single Prime Bidding, and Construct the Project, UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, the Design Report of the School of Freshwater Sciences project be approved and authority be granted to: (a) increase the project scope and budget by $3,013,800 ($450,000 Existing General Fund Supported Borrowing and $2,563,800 General Fund Supported Borrowing - All Agency-UW Infrastructure); (b) seek a waiver of Wis. Stats. §16.855 under the provisions of Wis. Stats. §13.48 to allow single prime bidding; and (c) construct the project for a total project cost of $53,013,800 ($50,000,000 General Fund Supported Borrowing, $450,000 Existing General Fund Supported Borrowing; and $2,563,800 General Fund Supported Borrowing-All Agency-UW Infrastructure).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-Milwaukee

2. Request: Approval of the Design Report of the School of Freshwater Sciences project and authority to: (a) increase the project scope and budget by $3,013,800 ($450,000 Existing General Fund Supported Borrowing and $2,563,800 General Fund Supported Borrowing - All Agency-UW Infrastructure); (b) seek a waiver of Wis. Stats. §16.855 under the provisions of Wis. Stats. §13.48 to allow single prime bidding; and (c) construct the project for a total project cost of $53,013,800 ($50,000,000 General Fund Supported Borrowing, $450,000 Existing General Fund Supported Borrowing; and $2,563,800 General Fund Supported Borrowing-All Agency-UW Infrastructure).

3. Description and Scope of Project: This project will construct a 94,060 GSF/52,515 ASF three-story integrated research laboratory addition on the south side of the existing Great Lakes Research Facility (GLRF) for the School of Freshwater Sciences. The addition will contain multidisciplinary and interdisciplinary research laboratories, shared core laboratory facilities, offices, instructional spaces, and collaboration spaces. This project will seek LEED™ Silver Certification.

   On the west end of the property, a 20,000 GSF stand-alone boat storage building will be bid as an add-alternate and will be constructed if bids are favorable. Within the existing GLRF facility renovations and improvements will be included a new fire alarm system, emergency power distribution system, and a new process water system for aquatic life support. The siting of the new addition demolishes and displaces an existing small robotics laboratory. As part of this project, the robotics laboratory will be relocated into 2,650 ASF/ 3,620 GSF of renovated space in the existing GLRF.

   It was originally intended that new gas-fired boilers would provide the primary heating for both the existing GLRF and the new addition. Instead, steam will be purchased from WE Energies, who will construct an approximately 1,500-foot steam line extension to serve the project. Gas utilities will remain as back-up for planned or emergency disruptions to the steam service. In addition, the use of solar hot-water collectors is being investigated as a renewable energy source and may be incorporated into this project.

4. Justification of the Request: Building on the successful 40-year history of the Great Lakes WATER Institute and the key role of freshwater in the health and economy of the region, the nation's first School of Freshwater Sciences was created at UWM with a mission of promoting transformative research and graduate education. This project is necessary to

create an environment that will attract a diverse group of researchers by providing them with both the tools and the colleagues to advance fundamental and strategic science. The facility will provide scientists and students an opportunity to engage in multidisciplinary and interdisciplinary lines of scientific inquiry; to share data, knowledge, and models; and to accelerate the pace of discovery and innovation.

This proposed project is the first phase of fully developing a Harbor Campus on and around the existing GLRF property as recommended by the recently completed campus master plan and project pre-design efforts. Future phases will address additional high priority research and academic needs, both in the existing GLRF building and surrounding property.

During the design process, an opportunity became available to purchase steam from the WE Energies central plant. Therefore, a detailed engineering analysis was performed to study the implications of switching from gas to steam as the primary heating source for the existing GLRF and the new addition. The study showed that use of steam would be cost effective, in addition to providing better long-term reliability and reducing operational maintenance costs. The reliability of steam and the redundancy of maintaining the existing gas boilers as a back-up for the aquatic life support systems will better serve and protect the critical and sensitive research activities performed in the facility.

The preliminary WE Energies cost estimate to extend steam service to the complex is $3,000,000. Since new boilers will no longer be needed, $875,000 of project savings will be contributed to the steam extension costs. An additional $2,125,000 All Agency-UW Infrastructure Funds are being requested to fund the balance. Once the steam service is in use, embedded credits in the WE Energies billing structure will offset a significant amount of the initial investment. These credits were incorporated in the analysis to determine the financial viability of the new steam service.

A waiver is being requested to allow single-prime bidding, since that method of delivery will better suit the needs of this project than multiple-prime bidding. The existing GLRF facility houses critical aquatic research that cannot be disrupted by construction activities or an interruption of services. Phasing and sequencing of work will need to be tightly coordinated to assure that existing building operations continue. The coordination of all construction work by a single source will best assure that construction activities do not disrupt research and operations. The project is also being constructed on a tight portion of the site that is located between the existing GLRF building and a street right-of-way. There is a limited area for staging on the remainder of the site, since portions of the site need to continue accommodating boat activities that support research activities. A single contractor will be best able to manage and efficiently use the site.

5. Budget and Schedule:

Budget	%	Cost
Construction		$38,662,200
Contingency		2,766,300
A/E Fees		3,852,600
Other Design Fees		768,900
DSF Management Fees		1,693,800
Movable Equipment		600,000
Movable and Special Equipment		1,670,000
Steam line extension		3,000,000
Total Project Cost		$53,013,800

Addition	52,515 ASF/ 94,060 GSF	Efficiency	56%
Robotics Renovation	2,650 ASF/ 3,620 GSF	Efficiency	73%
Construction Cost/ GSF	$411		
Project Cost/GSF	$564		

Schedule	Date
BOR/SBC Approval	October 2011
100% Documents Submitted	March 2012
Bid Opening	April 2012
Construction Start	June 2012
Substantial Completion	December 2013

6. Previous Action:

December 11, 2009 Resolution 9709	Granted authority to seek enumeration of the School of Freshwater Sciences Research Building Phase I project at a total cost of $50,000,000 General Fund Supported Borrowing ($43,400,000, 2009-11 and $6,600,000 2011-13) as the initial project of the UW-Milwaukee Master Plan Initiative.
June 11, 2010 Resolution 9783	Granted authority to seek the release of $1,586,000 Building Trust Funds – Planning to plan the Freshwater Sciences Addition project.
July 15, 2011 Resolution 9957	Granted authority to seek the release of an additional $315,000 ($300,000 BTF-Planning and $15,000 PR-Cash) to continue planning the Freshwater Sciences Addition project.

Authority to Seek the Release of Additional Funds to Continue Planning the Kenwood Interdisciplinary Research Complex (IRC)-Phase I Project, UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to seek the release of an additional $975,000 ($91,000 Building Trust Funds–Planning, $20,000 Program Revenue-Cash, and $864,000 Gifts/Grant Funds) to continue planning for the Kenwood Interdisciplinary Research Complex (IRC)-Phase I project with a current total project cost of $75,000,000 ($73,400,000 General Fund Supported Borrowing and $1,600,000 Gift/Grant Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-Milwaukee

2. Request: Authority to seek the release of an additional $975,000 ($91,000 Building Trust Funds-Planning, $20,000 Program Revenue-Cash, and $864,000 Gifts/Grant Funds) to continue planning for the Kenwood Interdisciplinary Research Complex (IRC)-Phase I project with a current total project cost of $75,000,000 ($73,400,000 General Fund Supported Borrowing and $1,600,000 Gift/Grant Funds).

3. Description and Scope of Project: This project is the initial phase of a multi-phase major redevelopment on the southwest precinct of campus as described in both the recent master plan and pre-design documents. This project will address the acute need for Science, Technology, Engineering, and Mathematics (STEM) facilities by constructing the most urgently needed academic and core research needs. This first phase will construct approximately 143,000 GSF of total building area comprised of research labs and core facilities, instructional and collaboration space, and office and support space, with Physics the primary occupant. The project will also connect to the adjacent existing Lapham Hall.

   Future phases of work will include additional new buildings to accommodate current unmet space needs and core facilities and anticipated growth. Ultimately, it is anticipated that the overall complex will be developed from east to west and contain nearly 500,000 gross square feet. As construction phases are undertaken, demolitions of the Kunkle Center and the Physics Building will be necessary in accordance with the Campus Master Plan.

   The requested planning authority will include design for a scope of work that is anticipated to exceed the current budget estimate by approximately $11,000,000. The current budget was determined prior to design and based on general square foot costs. The design team has made a number of scope reductions and presented alternative design scenarios. The university and DSF are working with the design team to determine final scope, cost estimates, and potential gift and grant funding in order to prepare an accurate design report for approval.

4. Justification of the Request: With a previous approval and release of planning funds, architectural/engineering consultants have been retained and work has commenced to prepare preliminary plans, cost estimates, and a design report. Approval of the design report and authority to construct will be sought when planning is complete and detailed budgets have been developed. Now that the planning has progressed, additional planning funds are necessary to sustain uninterrupted efforts to reach the design report milestone and satisfy project construction schedule goals. A recent request to release additional planning funds

was approved by the Board of Regents in July 2011, but was not approved by the State Building Commission. Since then, the request has been modified to reflect recent scope, schedule, and budget decisions.

A portion of the requested additional planning funds is needed to cover costs related to the pre-construction services provided by the construction manager-at-risk (cost estimating, constructability, schedule/phasing), completion of the WEPA Environmental Impact Study (EIS) process, and consulting fees for the state-required building commissioning process. The architectural/engineering team also did additional planning to assure that this first phase of work coordinates well with future phases of the overall Kenwood Interdisciplinary Research Complex.

Additional planning funds will also address the following specific scope modifications and schedule requirements:

The pre-design for this project recommended that a new greenhouse facility be constructed on the roof. As design proceeded, it became apparent that an existing greenhouse at Lapham Hall would need to be demolished to properly site the project, which was not anticipated in the pre-design. Since the roof will not be large enough to accommodate the current and future programmatic needs of this instructional and research function, a feasibility study was done to evaluate alternative locations. The recommended location is on the roof of Building C at the recently acquired Northwest Quadrant Complex (former Columbia St. Mary's Hospital). This alternative will cost more than the $3.6 million allocated for this scope in the Kenwood IRC-Phase I project, and the additional cost will be funded with campus funds. A portion of the additional costs relate to remedial structural reinforcements required to meet current codes and support the proposed greenhouse and other anticipated uses in Building C. In order to maintain the project schedule and have a greenhouse available as early as possible, the Northwest Quadrant greenhouse will need to be an early construction activity. Campus funds will be utilized to fund design work to 100 percent bid documents, prior to the approval of the overall project design report.

As envisioned in the pre-design, the Kenwood IRC-Phase I will contain some unfinished shell space for future research needs. The campus has decided that a portion of this shell space should be finished to meet research needs for the new School of Public Health. This location is ideal because the Kenwood IRC-Phase I project will physically connect to adjacent Lapham Hall. Lapham Hall is home to other School of Public Health experimental faculty and the campus central vivarium facility, both of which will support their collaboration and research activities. The campus has committed to provide the additional gift/grant funds required to finish this shell space.

To minimize operational disruptions on campus and streamline the project schedule, the project team has identified the opportunity to create an early construction activity for site utility work. Some of the requested planning funds will be utilized to advance the design to the 100 percent bid documents stage, prior to the approval of the overall project design report. Other site planning will address the demolition of the Kunkle Children's Center and related site work and landscaping. Lastly, the existing surface parking lot adjacent to

the project will need reconfiguration to maintain the current space counts per the Campus Master Plan. Program revenue-cash funds are included in this request to complete this planning to the design report level.

5. Budget and Schedule: A detailed budget and schedule will be included in the design report. At this time, the design report is expected to be complete by February 2012. Approval of the requested additional planning funds will allow the project team to continue pursuit of an aggressive schedule that allows construction to begin on initial site utility work and the Northwest Quadrant greenhouse in summer 2012, the main Kenwood IRC building in fall 2012, with occupancy in the fall of 2014.

6. Previous Action:

January 8, 2010 Resolution 9717	Granted authority to seek enumeration of the Kenwood Integrated Research Complex (IRC) Phase I project at a total estimated cost of $75,000,000 ($43,400,000 existing General Fund Supported Borrowing 2011-13; $30,000,000 existing GFSB 2013-15; and $1,600,000 million Gifts/Grant Funds).
June 11, 2010 Resolution 9783	Granted authority to seek the release of $2,694,000 Building Trust Funds – Planning for the Kenwood Integrated Research Complex.
July 15, 2011 Resolution 9957	Granted authority to seek the release of $515,000 ($489,350 BTF, $10,650 Gifts/Grants, and $15,000 PR-Cash) to continue planning the Kenwood Integrated Research Complex – Phase I project.

THE UNIVERSITY OF WISCONSIN SYSTEM

Presentation for Information Only
Board of Regents
October 2011

1. Institution: The University of Wisconsin-Platteville

2. Presentation: Information provided for discussion of a proposal from UW-Platteville and the UW-Platteville Real Estate Foundation to develop a private residence hall on the UW-Platteville campus.

3. Description: The ground lease will permit the Real Estate Foundation (REF) to privately construct a building to house approximately 400 students and a dining facility. The REF will own the facility and is solely responsible for financing the project. The ground lease terms will include specificification of the building permitted to be constructed and payment for the fair market value of the ground lease. The president of the Board of Regents would be authorized to sign the appropriate legal documents.

   The authority to enter into the ground lease may not be exercised until the following provisions are met.

   a. The REF will submit to the Board of Regents evidence of financing that is sufficient to complete the project, including appropriate bond requirements, and a business proforma demonstrating ongoing operational feasibility.
   b. The REF will submit the preliminary design plans to UW System Administration for consultative review.
   c. The ground lease will specify the type and use of building that may be constructed.
   d. The ground lease will be reviewed and approved by the chief legal counsel for the UW System and the Department of Administration.
   e. The ground lease will include terms that specify the rights of the university in the event of a default.

   Prior to construction, the REF will submit design plans to the State Department of Safety and Professional Services as required, and submit a maintenance and operational plan to the UW-Platteville chancellor.

4. Justification: The University of Wisconsin-Platteville currently faces a critical housing shortage. The current total student enrollment is 7,900. Enrollment is projected to increase to more than 8,200 by 2013. The current on-campus housing provides a total of ten (nine traditional and one suite-style) residence halls with approximately 2,700 available beds to house a sophomore and freshman projected population of nearly 3,000 for 2013. Increasing student demand will be partially met when the REF opens a 620-bed residence hall in August 2012.

In 2011-12, approximately 376 juniors and seniors lived in the residence halls; however, there is an additional demand for on-campus housing from juniors and seniors. The campus began turning away transfer students who requested housing in May 2011.

The table below shows actual housing allocation and total beds for Fall 2011 and projected housing allocation and beds for Fall 2012, Fall 2013 (with the additional 400 beds as requested via the ground lease), and the implementation of the master plan.

For Fall 2012 and Fall 2013, the projections below do not provide for housing all of the "Other Freshman and Sophomores" on campus. In other words, additional beds could be assigned beyond the 3,320 for Fall 2012 and 3,720 for Fall 2013. Under the master plan, the goal is to provide housing for about 50% of students (5,000+) on-campus or in off-campus housing that includes quality management, programming, and other services that support increased retention and higher graduation rates.

Students	2011	2012	2013	Master Plan Goal
Freshmen	1,600	1,650	1,732	1,900+
Other Freshmen and Sophmores	724	1,270	1,588	2,400+
Upperclassemen	376	400	400	700+
Total	2,700	3,320	3,720	5,000+

The goal of the project is to construct a private residence hall to meet more of the existing and projected demand for on-campus housing by 2013. The campus goal is that the facility be financially self-sustaining. A request for the construction of a new state-owned hall was not pursued during the 2011-13 biennial budget because the state standard cost estimates resulted in a cost-per-bed that would be unaffordable. Based on the REF model, which is currently in construction, the new facility will achieve both quality and affordability.

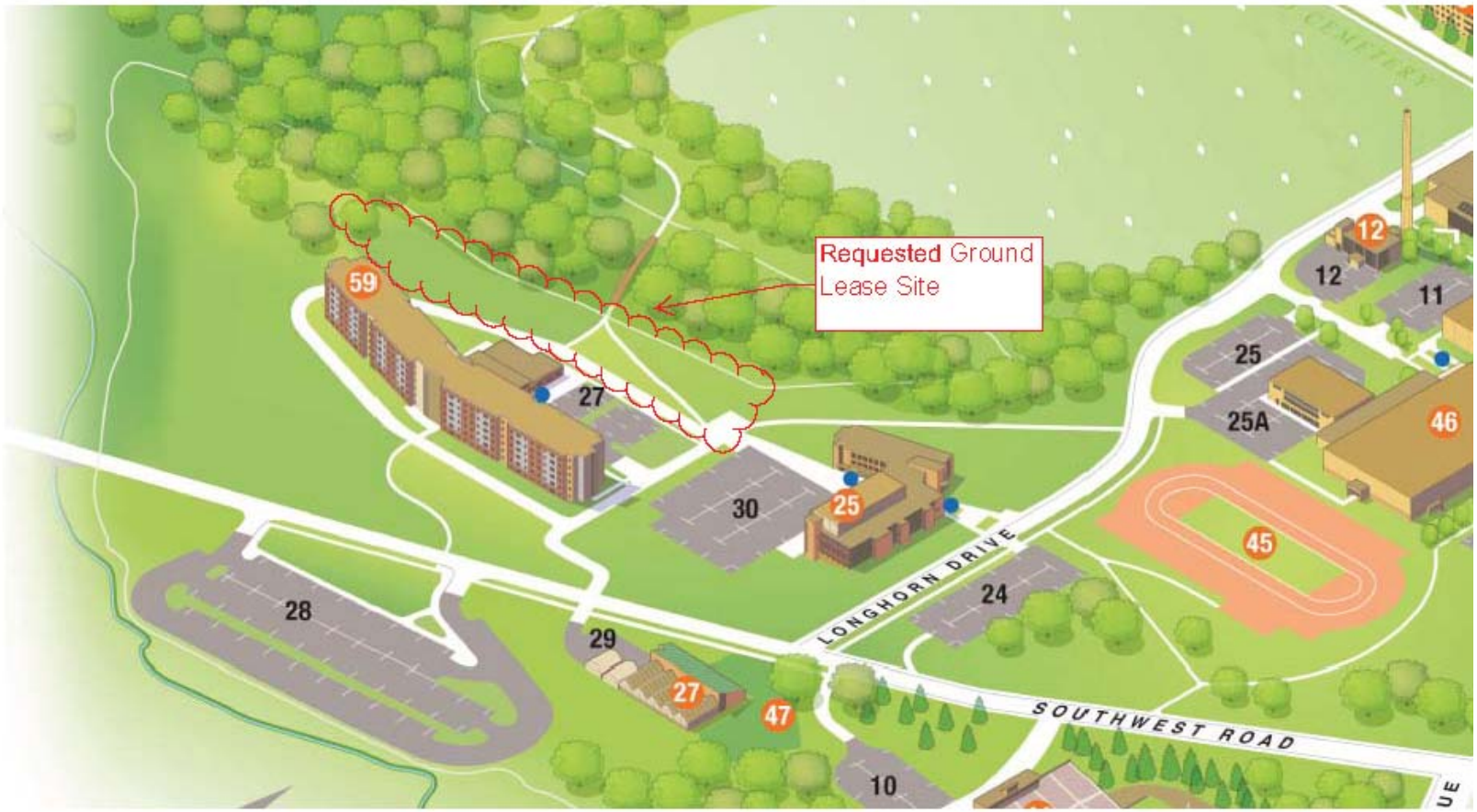
The REF facility, which is in construction, is not on campus land; therefore, the university has no risk associated with the project. Because this ground lease facility would be on campus land, the university has an interest its quality and financial viability; however, the state and university will have limited financial risk in the project.

The nine original residence halls were constructed in the 1960s. These facilities lack many of the current amenities and are in need of eventual updating or replacement. The gross square footage of these legacy buildings also provides far less space per bed than modern buildings. The 1960s era buildings are traditional double rooms with common lavatory and bathing facilities on each floor or wing. In 2005, a single 380-bed suite-style residence hall was constructed (Southwest Hall).

The UW-Platteville Master Plan provides for a new residence hall and dining facility in phase 1, which would be located in the area requested for the land use agreement. The dining facility is planned to serve Southwest Hall, the building identified for consideration in this request, and the off-campus REF residence hall under construction.

5. Budget: No state costs are associated with this transaction. The facility will fully self-fund and will be operated by the Real Estate Foundation. The campus may request a lease to operate the dining hall portion of the facilty. The campus will not request authority to purchase the facility.

6. Previous Action: None.


Requested Ground
Lease Site
59
27
30
25
28
29
27
47
10
24
45
25
25A
46
12
12
11
LONGHORN DRIVE
SOUTHWEST ROAD

Authority to Modify the Campus Boundary of UW-Platteville, 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, approval be granted for the campus boundary change associated with a new master plan at the University of Wisconsin-Platteville.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-Platteville

2. Request: Approval of the campus boundary change associated with a new master plan at the University of Wisconsin-Platteville.

3. Description and Scope of Project: The UW-Platteville comprehensive campus master plan proposes a boundary change on the perimeter of the main campus in the city of Platteville. This change is the addition of one parcel adjacent to existing campus-owned property, and is located at the intersection of University Plaza and College Drive. The campus anticipates purchasing property in the future as it becomes available from willing sellers. The parcel is located at 65 College Drive, and is 1.85 acres.

4. Justification of the Request: UW-Platteville completed a comprehensive campus master plan in September 2011. The boundary expansion supports the master plan.

6. Budget and Schedule: None.

7. Previous Action: None.

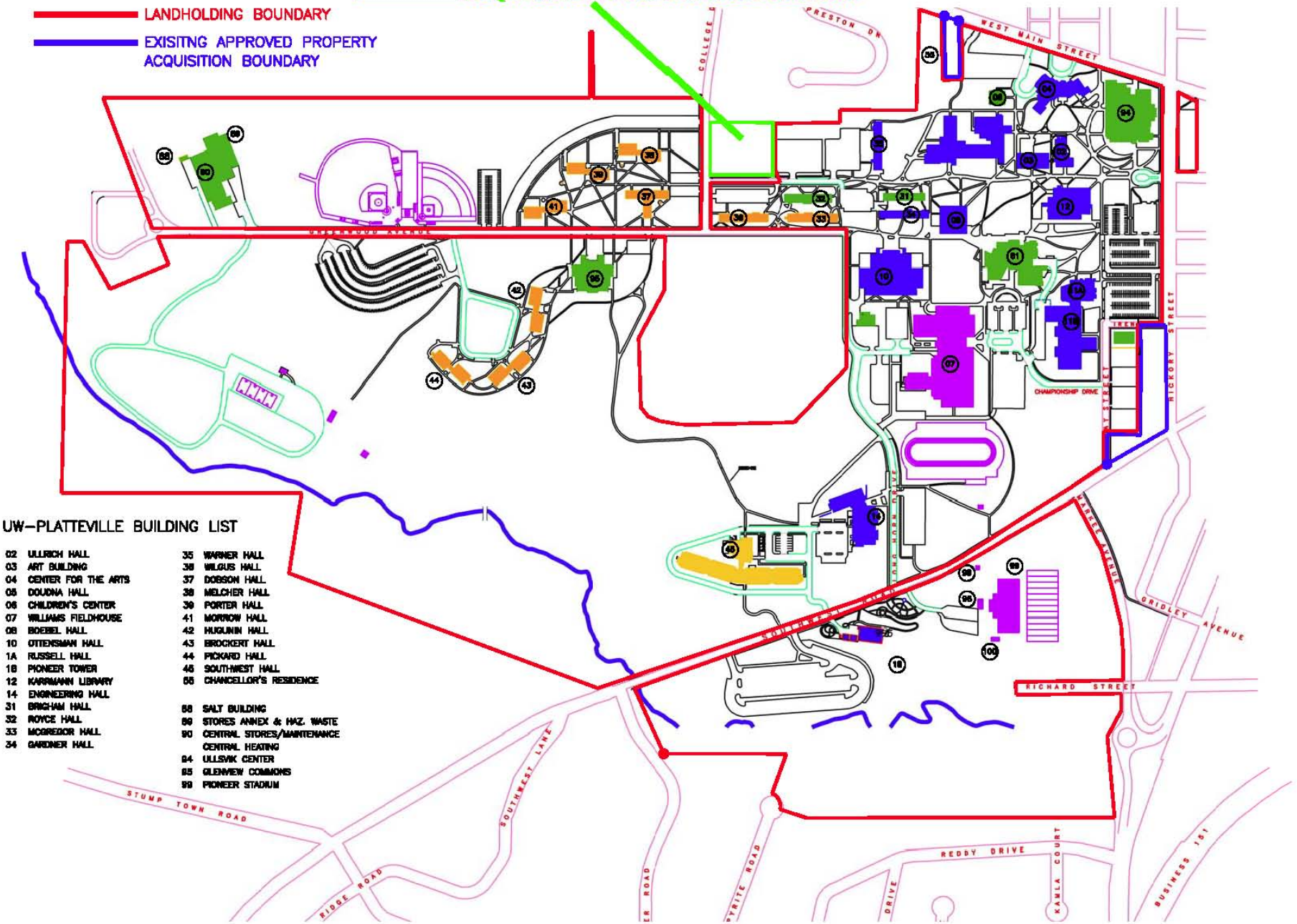
University of Wisconsin - Platteville

September 28, 2011

REQUESTED BOUNDARY MODIFICATION

LANDHOLDING BOUNDARY

EXISITNG APPROVED PROPERTY ACQUISITION BOUNDARY



UW–PLATTEVILLE BUILDING LIST

02	ULLRICH HALL	35	WARNER HALL
03	ART BUILDING	36	WILGUS HALL
04	CENTER FOR THE ARTS	37	DOBSON HALL
05	DOUDNA HALL	38	MELCHER HALL
06	CHILDREN'S CENTER	39	PORTER HALL
07	WILLIAMS FIELDHOUSE	41	MORROW HALL
08	BOEBEL HALL	42	HUGUNIN HALL
10	OTTENSMAN HALL	43	BROCKERT HALL
1A	RUSSELL HALL	44	PICKARD HALL
18	PIONEER TOWER	46	SOUTHWEST HALL
12	KARRMANN LIBRARY	66	CHANCELLOR'S RESIDENCE
14	ENGINEERING HALL		
31	BRIGHAM HALL	68	SALT BUILDING
32	ROYCE HALL	80	STORES ANNEX & HAZ. WASTE
33	MCGREGOR HALL	90	CENTRAL STORES/MAINTENANCE
34	GARDINER HALL		CENTRAL HEATING
		94	ULLSVIK CENTER
		95	GLENVIEW COMMONS
		99	PIONEER STADIUM

Authority to Modify the Campus Boundary,
UW-River Falls

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, approval be granted for various campus boundary changes associated with a new master plan at the University of Wisconsin-River Falls.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-River Falls

2. Request: Approval of various campus boundary changes associated with a new master plan at the University of Wisconsin-River Falls.

3. Description and Scope of Project: The UW-River Falls facilities master plan proposes several plan boundary changes on the perimeter of the main campus in the city of River Falls. These changes include addition of (a) two parcels adjacent to the campus laboratory farm, (b) one parcel for road access on the northeast corner of campus, (c) parcels on the southwest side of campus along South Main Street adjacent to the current and proposed physical education/athletic/recreation complex, and, (d) removal of a planned boundary in an adjacent residential neighborhood.

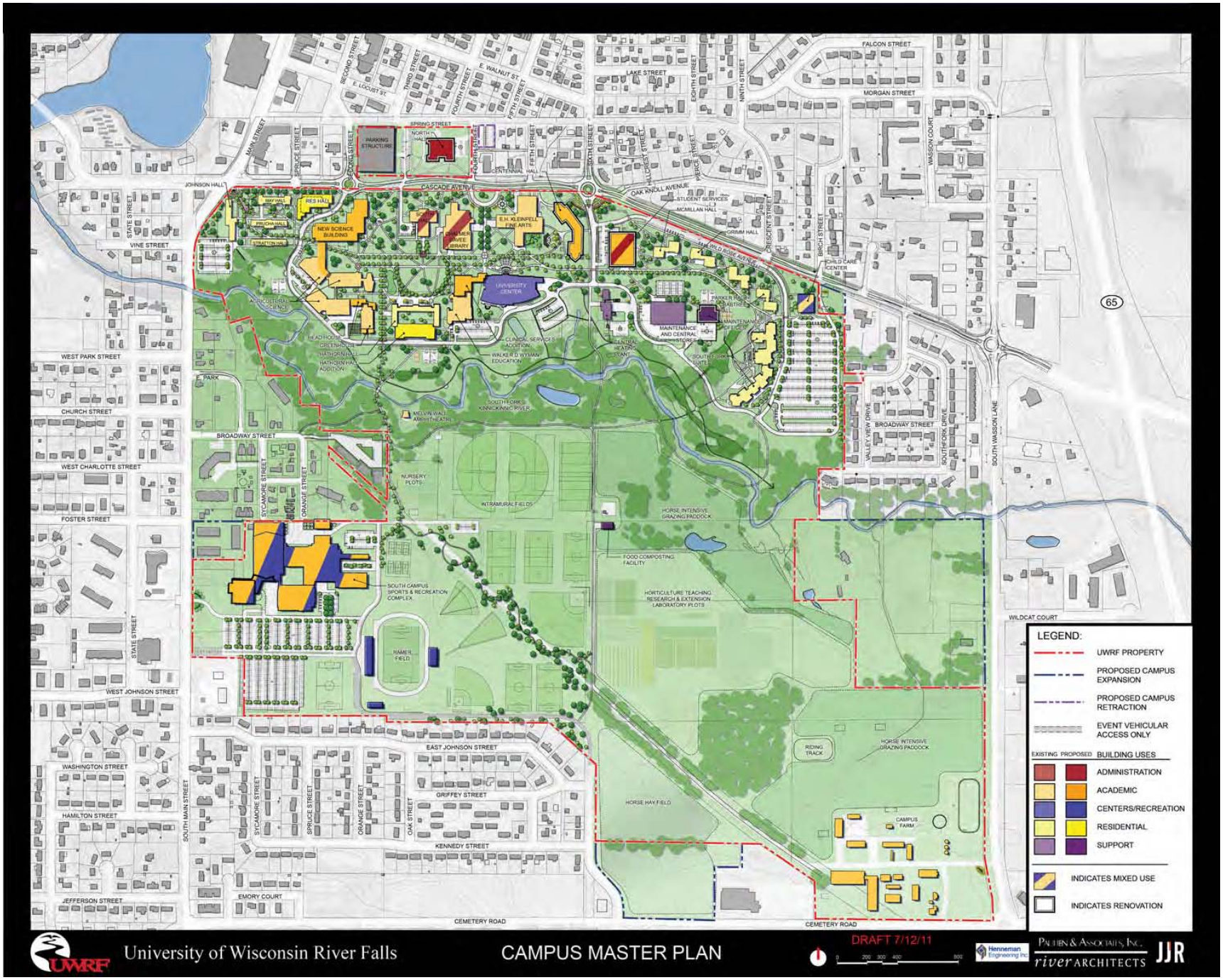
4. Justification of the Request: UW-River Falls completed a facilities master plan in September 2011. The plan recommends expansion of the campus boundary in two locations to increase the land base of the campus laboratory farm. The lab farm supports the equine and horticulture programs and requires more land for pastures, nursery plots, and research plots. The plan also recommends expansion of the campus boundary to include one parcel on East Cascade Avenue on the northeast corner of the main campus to accommodate future realignment of the roadway near the Creative Hours in Learning Development (CHILD) Center serving the eastern portion of campus. The addition near the physical education/athletic/recreation complex on the southwest portion of campus will allow for future development.

   The plan also recommends removing some land from within the campus boundary on the north half of the block bound by East Spring Street, South Fifth Street, East Cascade Avenue, and South Fourth Street. This area, which contains five parcels, had been identified in prior development plan maps as an area for parking development. The new campus master plan accommodates parking within its existing borders.

5. Fee Impact: There are no fee impacts as a result of this action.

6. Budget and Schedule: None.

7. Previous Action: None.


University of Wisconsin River Falls
CAMPUS MASTER PLAN
DRAFT 7/12/11
LEGEND:
UWRF PROPERTY
PROPOSED CAMPUS EXPANSION
PROPOSED CAMPUS RETRACTION
EVENT VEHICULAR ACCESS ONLY
EXISTING PROPOSED BUILDING USES
ADMINISTRATION
ACADEMIC
CENTERS/RECREATION
RESIDENTIAL
SUPPORT
INDICATES MIXED USE
INDICATES RENOVATION
CASCADE AVENUE
OAK KNOLL AVENUE
WEST PARK STREET
CHURCH STREET
BROADWAY STREET
WEST CHARLOTTE STREET
FOSTER STREET
WEST JOHNSON STREET
EAST JOHNSON STREET
GRIFFEY STREET
KENNEDY STREET
CEMETERY ROAD
WILDCAT COURT
SOUTH WASSON LANE
MORGAN STREET
FALCON STREET
LAKE STREET
65

Authority to Reimburse the City of River Falls for Cascade Avenue Assessable Improvements, UW-River Falls

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, in regard to projects to expand a parking lot and improve Cascade Avenue, River Falls, authority be granted to:

(a) convey 1.567 acres of Board of Regents-owned land for use as right-of-way in exchange for the receipt from the city of River Falls 2.013 acres of land, which is currently used as a right-of-way;

(b) reimburse the city of River Falls for assessable improvements valued at $1,729,706 using $607,369 of 2011-13 General Fund Supported Borrowing, $309,375 of 2009-11 General Fund Supported Borrowing, $253,125 residual funds from a utility project, and $559,837 Program Revenue-Cash; and

(c) reimburse the city of River Falls for discretionary improvements that will be undertaken to further improve the roadway, which are valued at $564,449, using $564,449 Program Revenue-Cash.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin-River Falls

2. Request: In association with projects to expand a parking lot and improve Cascade Avenue, River Falls, Wisconsin, authority to:
   (a) convey 1.567 acres of Board of Regents-owned land for use as right-of-way in exchange for the receipt from the city of River Falls of 2.013 acres of land, which is currently used as a right-of-way;
   (b) reimburse the city of River Falls for assessable improvements valued at $1,729,706, using $607,369 of 2011-13 General Fund Supported Borrowing, $309,375 of 2009-11 General Fund Supported Borrowing, $253,125 residual funds from a utility project, and $559,837 Program Revenue-Cash; and
   (c) reimburse the city of River Falls for discretionary improvements that will be undertaken to further improve the roadway, which are valued at $564,449, using $564,449 Program Revenue-Cash.

3. Description and Scope of Project: The Cascade Avenue project will reconstruct 2,000 lineal feet of roadway on the northern portion of the UW-River Falls campus. Improvements will include the following features:
   - upgrading of intersections to a roundabout-type at Second Street and Sixth Street;
   - realignment and reconstruction of roadway with single-lane traffic in each direction and dedicated turn lanes;
   - widening of the right-of-way in select areas to accommodate roundabouts, roadway and sidewalk realignments;
   - reconstruction of sidewalks within the right-of-way and connection to campus sidewalks;
   - replacement of all underground utilities including university utilities serving facilities north of Cascade Avenue;
   - addition of bike lanes in both directions;
   - enhancement of pedestrian crossings at designated intersections to improve safety;
   - addition of medians for separating vehicular traffic, controlling pedestrian crossings and enhancing aesthetic beauty;
   - upgrade and addition of lighting, signage, and landscaping in medians and roundabouts; and
   - construction of a retaining wall near Centennial Science Hall to accommodate relocated street right-of-way.

Justification of the Request: The purpose of the Cascade Avenue Reconstruction project is to improve Cascade Avenue to function in a safer configuration that is intended to accommodate growth patterns for 50 years. Cascade Avenue, which also carries the designation of State Trunk Highways 29 and 35, is the main connecting highway through the city of River Falls. It also acts as a main arterial for the city of River Falls and the UW-River Falls campus. The parking lot project, which is currently under design, is only referenced as part of this request to allow for the conveyance of land from the city to the Board of Regents.

This project has been in development since 2006, progressing through concept and preliminary engineering stages. The Cascade Avenue corridor condition is poor. Underground utilities are under-sized and beyond their intended useful life. The road surface is in poor condition. The curb-to-curb width is excessive causing safety concerns at intersections. There is no pedestrian control along the length of the roadway, causing numerous pedestrian accidents and near-miss incidents along its length. Lighting is in poor condition and underground power lines are broken in several places. In summary, this 140-year-old traffic corridor requires extensive reconstruction to renew underground utilities, align roadway lanes and sidewalks to accommodate through-traffic safely, enhance pedestrian safety and encourage crossing at designated intersections, and provide an aesthetically pleasing roadway on the edge of campus.

The total reconstruction project cost is $5,950,000, of which the city of River Falls is to pay 59.6%, or $3,548,115. Non-university property owners are assessed $107,730, or 1.8% of the total project cost. The state of Wisconsin is to be assessed a total of $2,294,155, or 38.6% of the total project cost. The state's assessment is comprised of two broad categories: assessable costs and discretionary costs. Assessable costs are for those repairs and improvements allowable by Wisconsin Statutes and that include replacement of underground utilities, driveways, sidewalks, and curb and gutter. These costs are pro-rated 53% General Purpose Revenue and 47% Program Revenue, in accordance with central utility split-funding policies for these types of projects.

This project also constructs several discretionary improvements that are not typically paid using general fund supported borrowing, per state statutes. They include brick edging in the medians, the use of brick in lieu of concrete at pedestrian crossings, landscaping within the interior of the roundabouts, and electrical receptacles within the medians. The improvements are desired by the university for aesthetic enhancement of the corridor and will be funded using program revenue-cash.

Road reconstruction, the construction of the roundabouts, and the vacation of an alley requires the exchange of land between the Board of Regents and the city. On balance, the Board of Regents receives 0.446 acres of land to its favor through all of the associated land exchanges.

Timing and coordination for this project are critical. Therefore, several university utility projects are incorporated into the overall project and managed by the city of River Falls and their consulting engineers and contractors. These improvements include the extension

of a ductbank, the construction of a retaining wall near Centennial Science Hall, the installation of irrigation in the medians, and the installation of electrical service in the center of the roundabouts. This project also includes the extension of steam and chilled water lines across Cascade Avenue to serve North Hall, using residual funds, which are associated with an All Agency project, for replacing utility lines. The steam and chilled water line crossing was engineered earlier in the project and installation was delayed in order to coordinate with roadway construction and eliminate the need to excavate within the right-of-way and detour traffic more than once.

On August 19, 2011, UW-River Falls received the preliminary assessment report from the city of River Falls. Per Section 66.0703(6) of the Wisconsin Statutes, "… the state agency shall submit a request for approval of the assessment, with its recommendation, to the building commission. The building commission shall review the assessment and shall determine within 90 days of the date on which the commission receives the report if the assessment is just and legal and if the proposed improvement is compatible with state plans for the facility which is the subject of the proposed improvement." This project is compatible with the master plan of the UW-River Falls.

5. Fee Impact: There are no student fee impacts as a result of the approval of this assessment.

6. Budget and Schedule: Assessable and discretionary improvements attributable to the university: $2,294,155.

Schedule	Date
Bid Date	January 2012
Start of Construction	March 2012
Substantial Completion	October 2012
Final Completion	November 2012

7. Previous Action: None.


Phase I - 2012
Phase II – 2015 Or Later
LEGEND:
UW RIVER FALLS PROPERTY
ON CAMPUS BUILDINGS
OFF CAMPUS BUILDINGS
Cascade Avenue Project Location Map
University of Wisconsin River Falls
BASE MAP
UWRF
JJR

Authority to Seek Building Trust Funds for
Facility Renewal 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 seek release of $2,330,000 Building Trust Funds – Planning for the preparation of pre-design and preliminary design documents for projects pursued under the categorical enumeration of the Facility Renewal Program: UW-Stout Harvey Hall Renovation Phase II project and UW-Oshkosh Clow Social Science Center and Nursing/Education Building Renovation project.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
October 2011

1. Institution: The University of Wisconsin System

2. Request: Authority to seek release of $2,330,000 Building Trust Funds – Planning for the preparation of pre-design and preliminary design documents for projects pursued under the categorical enumeration of the Facility Renewal Program: UW-Stout Harvey Hall Renovation Phase II project and UW-Oshkosh Clow Social Science Center and Nursing/Education Building Renovation project.

3. Description and Scope of Projects:
The Facility Renewal Program was initiated under the 2011-13 biennium as a system-wide categorical enumeration for the purpose of upgrading the condition of university facilities. Initial projects have been identified as:

(a) UW-Stout Harvey Hall Renovation Phase II – The project will address deferred maintenance and upgrade infrastructure in the remaining 116,192 GSF of this 1916 building and support programmatic remodeling of general assignment classrooms, several departments in the College of Arts, Humanities and Social Sciences, and the department of Psychology. For the portion of the building addressed by this project, infrastructure and remodeling work will include the following as well as the integration of systems with the recently renovated theater area:

- Replace and upgrade of all mechanical, electrical, telecommunications, and life safety systems and improve ADA accessibility.
- Upgrade the existing elevator to meet current standards and accessibility requirements and install an additional elevator to accommodate current needs.
- Construct new restrooms to accommodate the large number of building users and to provide accessibility for persons with disabilities.
- Repair the building envelope by replacing exterior doors and windows with units that are energy efficient and historically correct, replacing roofing, repairing or reconstructing exterior stairs, and tuck-pointing masonry.
- Reconfigure and remodel classrooms and improve instructional technology to meet current standards.
- Reconfigure and remodel office space to meet current and proposed academic programmatic alignment and needs.
- Where feasible in conjunction with remodeling work, restore architectural elements that contribute to the historical quality of the building.
- Abate asbestos and lead-based paint as necessary.

(b) UW-Oshkosh Clow Social Science Center and Nursing/Education Building Renovation – This project will address deferred maintenance and upgrade infrastructure in 207,715 GSF of this 1966 building and support programmatic remodeling for general assignment

classrooms, teaching labs, instructional and support space for the College of Nursing, the College of Education and Human Services, and the College of Letters and Science departments of Psychology, and Foreign Language and Literature's instructional labs and support space. Project work will include the following:

- Replace or install HVAC, electrical, lighting, and life safety systems. Add a ducted return air system. Replace windows and tuckpoint the exterior. Replace the year-round cooling system for the computer lab spaces. Install stand-alone HVAC for Psychology animal colony on emergency generator.
- Replace interior building finishes and components. Reconfigure spaces as required for the future occupants; install systems furniture in faculty/staff offices and open office areas; install modern audio-visual technology in classrooms and conference rooms not yet equipped; provide and install specialized equipment used in the instructional labs; comply with all ADA accessibility requirements.
- Abate asbestos flooring, ceiling, and pipe insulation as necessary.
- Renovate two of the existing lecture halls into shallow tiered rooms with fixed tables and moveable chairs and provide ADA access to the instructor level. Install modern audio-visual technology with integrated control of all systems from the instructor station. Raze the third lecture hall to accommodate a new main entrance and collaboration space.
- Upgrade the pedestrian mall adjacent to the new entrance which connects Dempsey Hall on the east and the new academic building on the west.

4. Justification of the Request: The level of deferred maintenance at UW facilities continues to grow and outpace the state's investment in those maintenance projects. Currently, the All Agency Projects Program is limited to relatively small projects that address maintenance and repair issues in existing facilities. The Facilities Renewal Program, which is a new system-wide categorical enumeration to repair and renovate existing university facilities, is intended to make strides to alleviate deferred maintenance and improve the functionality of interior spaces for intended uses. The scopes of the projects that will be completed under this program are more comprehensive and complex than the projects currently funded through the All Agency Projects Program. The program allows all necessary building components to be addressed by comprehensive projects rather than disrupting the same building multiple times over a series of years.

   The two projects advanced in this request have been long-standing requests with high priority:

   (a) UW-Stout Harvey Hall Renovation Phase II
   Harvey Hall was constructed in 1916 and serves as an important campus academic building. Problems with the building infrastructure were identified in the early 1990's. Harvey Hall renovation is a critical project for the campus both because of programmatic and infrastructure needs.

   The Harvey Hall Theater was recently renovated in Phase I. The deteriorating conditions in the balance of Harvey Hall make it important that the entire remaining portion of the building be renovated. While there have been a number of projects that have addressed critical remodeling and infrastructure needs, there has never been a comprehensive project to renovate this building. As a result much of the building has the original heating and

ventilation systems that were obsolete decades ago, perform poorly, and require intensive maintenance. Many of the upgrades and improvements made in the 1970's are reaching the end of their service lives. In general, the building has an assortment of mechanical and electrical systems of different vintages and remaining service lives, making the building difficult to maintain and keep operational. Portions of the mechanical and electrical infrastructure do not serve present needs, particularly in the case of the electrical system, which predates the use of computers and lacks adequate capacity.

Improvements made in the 1970s to restrooms do not meet current standards for accessibility. The single elevator in the building does not meet current standards for accessibility, and is undersized to serve the needs of a five-level building. Past remodeling projects compromised the historical integrity of the building and overall functionality. In addition, the effect of ninety years of wear on this building, which has a wood structural system, has resulted in interior finishes that are quite deteriorated despite normal maintenance.

Although there have been minor masonry repairs, window replacement, and roof replacement, no comprehensive renovation work has occurred on the exterior of the building. The 1970s vintage windows, in addition to being of an inappropriate and insensitive design for an historical building, are at the end of their usable lives and experiencing failures. Exterior stairs have deteriorated and are in need of repair to maintain their safe use. Exterior masonry has weathered to the point that repairs are needed to maintain the weather integrity of the exterior.

Harvey Hall houses nearly one-quarter of campus general assignment classrooms. However, many, if not most, of the classrooms in Harvey Hall do not meet current standards for classrooms. In addition to being undersized for current table and chair configurations, problems exist with room proportions, ventilation, lighting, and the incorporation of modern instructional technology. This project would reconfigure and upgrade classrooms to meet current needs and standards, thus returning these classrooms to full instructional functionality.

Many of the department office areas are inappropriately configured for current needs, resulting in inconsistent office sizes and operational inefficiencies. There is a lack of meeting and conference space necessary support student-faculty and faculty-faculty interaction. In addition, office space assignments are not appropriately consolidated, and inhibit an institutional goal of achieving greater collaborative and interdisciplinary work. Remodeling and reconfiguration of office space would provide efficient space assignments, result in functional departmental offices, and foster collaboration

(b) UW-Oshkosh Clow Hall Renovation

Clow Social Science Center was built in 1966 and the Nursing/Education Building was adjoined with a major addition in 1970 and serve as heavily used academic facilities. Numerous functional and maintenance issues throughout these facilities can only be remedied with a comprehensive renovation. Instructional labs and classrooms are in extremely poor condition and no longer accommodate the current methods of teaching for the programs. Numerous facilities do not allow for compliance with current ADA requirements.

Specific needs are also associated with several academic programs.

- College of Nursing has a substantial and increasing need for experiential learning. This rising need is triggered by the rapid pace of change associated with the health care industry, limited access to patients for clinical learning, higher expectations of students when in clinical settings including the use of computer mannequins to simulate a broad range of scenarios, and increased minimum skill-competencies before students work with live patients. Thus, there is a critical need to upgrade and add instructional facilities including wet labs and simulation labs for undergraduate, graduate and family nurse practitioner programs.

- College of Education and Human Services
  Based on long-range planning, recognized needs include:
  - improved Counselor Education suite
  - science Education lab which can emulate a typical K-12 science lab and promote engagement with STEM (i.e. integrated science, technology, engineering, and math) initiatives
  - additional dedicated instructional computer lab and an enlarged faculty development computer lab
  - increased faculty and staff offices, outreach workspace, and support space
  - relocation of the Special Education Instruction Material Center (SEIMC) to be co-located with the college

- College of Letters and Science department of Psychology needs to enlarge and secure the animal colony for instructional and research needs. Instructional labs and research labs are in extremely poor condition and no longer accommodate the current methods utilized within the programs.

- College of Letters and Science department of Foreign Language and Literature needs to accommodate university growth by creating a second instructional lab from repurposed space adjacent to the existing lab to allow shared use of equipment and efficiently support both labs.

5. Budget and Schedule:
   (a) UW-Stout Harvey Hall Renovation Phase II project ($1,165,000 GFSB)
   Approximately 18-months duration
   (b) UW-Oshkosh Clow Social Science Center and Nursing/Education Building Renovation project ($1,165,000 GFSB)
   Approximately 12-months duration

6. Previous Action:

December 10, 2010 Resolution 9854	Granted authority to seek enumeration of the UW-Stout: Harvey Hall Renovation – Phase II project as part of a group of seven additional major projects to be added to the 2011-13 UW System Capital Budget request.

REVISED 10/4/2011

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Friday, October 7, 2011
UW-Green Bay, University Union
2420 Nicolet Drive, Green Bay, WI 54311

9:00 a.m.

All Regents – Phoenix AB

1. Calling of the roll

2. 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

3. Report of the President of the System

4. Report and approval of actions taken by the Education Committee

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. Resolution of appreciation for UW-Green Bay for hosting the October Board of Regents meeting

8. Communications, petitions, and memorials

9. Move into closed session to consider UW-Madison honorary degree nominations, as permitted by s. 19.85(1)(f), *Wis. Stats*.; to consider a compensation adjustment for the UW-Madison men's basketball head coach, as permitted by s. 19.85(1)(c), *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.

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

UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE – 2012

February 9-10, 2012 – In Madison

March 8, 2012 – In Madison

April 12-13, 2012 – Hosted by UW-Superior

June 7-8, 2012 – Hosted by UW-Milwaukee

August 23-24, 2012 – In Madison

October 4-5, 2012 – Hosted by UW-Stout

November 8, 2012 – In Madison

December 6-7, 2012 – Hosted by UW-Madison

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

President – Michael Spector
Vice President – Brent Smith

STANDING COMMITTEES

Executive Committee
Michael Spector (Chair)
Brent Smith (Vice Chair)
Jeffrey Bartell
Mark Bradley
Judith Crain
Michael Falbo
Charles Pruitt
José Vásquez

Business, Finance, and Audit Committee
Michael Falbo (Chair)
Mark Bradley (Vice Chair)
Charles Pruitt
Troy Sherven

Education Committee
José Vásquez (Chair)
Mark Tyler (Vice Chair)
Judith Crain
Tony Evers

Capital Planning and Budget Committee
Jeffrey Bartell (Chair)
Ed Manydeeds (Vice Chair)
John Drew
Katherine Pointer
David Walsh

Personnel Matters Review Committee
Edmund Manydeeds (Chair)
Mark Bradley
John Drew
Mark Tyler
José Vásquez

Committee on Student Discipline and Other Student Appeals
Brent Smith (Chair)
Jeffrey Bartell
Tony Evers
Troy Sherven

Committee on Faculty and Academic Staff Collective Bargaining
Michael Falbo (Chair)
Michael Spector

OTHER COMMITTEES & APPOINTMENTS

Diversity Awards Committee
Judith Crain (*Chair)*
Edmund Manydeeds
Charles Pruitt

Teaching Excellence Awards Committee
Charles Pruitt (Chair)
Tony Evers
Katherine Pointer
José Vásquez

Academic Staff Excellence Awards Committee
John Drew (Chair)
Brent Smith
Mark Tyler

Hospital Authority Board - Regent Members
Jeffrey Bartell
Michael Falbo
David Walsh

Liaison to Association of Governing Boards
Michael Spector

Higher Educational Aids Board
Jeffrey Bartell, Regent Member

Research Park Board
David Walsh, Regent Member

Wisconsin Technical College System Board
Judith Crain, Regent Member

Wisconsin Educational Communications Board
Judith Crain, Regent Member

Wisconsin Partnership Program
TBA

The Regents President and Vice President serve as ex-officio voting members of all Committees.