

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in 1820 Van Hise Hall  
1220 Linden Drive  
Madison, Wisconsin

Friday, February 10, 2012  
9:00 a.m.

**APPROVAL OF THE MINUTES OF THE OCTOBER 2011 BOARD OF REGENTS MEETING ..... 4**

**REPORT OF THE PRESIDENT OF THE BOARD ..... 4**

EDUCATIONAL COMMUNICATIONS BOARD, HOSPITAL AUTHORITY BOARD, AND WISCONSIN TECHNICAL COLLEGE SYSTEM BOARD  
REPORTS ..... 5

REPORT OF THE AD HOC COMMITTEE ON BOARD RESPONSIBILITIES ..... 5

*Introduction* ..... 5

*Board of Regents’ Responsibilities* ..... 5

*Emerging Roles for Board Members* ..... 6

*Strategic Focus* ..... 6

*Number of Meetings* ..... 7

*Standing Committees* ..... 8

*Board Meeting Format* ..... 8

REGENT DISCUSSION ..... 9

*Approval of Bylaw Revisions to Create a Research, Economic Development, and Innovation Committee* ..... 14

**REPORT OF THE PRESIDENT OF THE SYSTEM ..... 14**

NEWS FROM AROUND THE SYSTEM ..... 14

*OPAR Report on Transfers* ..... 15

*Aftermath of Residence Hall Fire at UW-La Crosse* ..... 15

*South Korea’s Order of Service Merit for UW-Madison Professor Jae Park* ..... 16

*Sustainability Award for UW-Oshkosh* ..... 16

*New Student Center at UW-Stout* ..... 17

*New Center for Arts and Humanities at UW-Parkside* ..... 17

*New Residence Hall Under Construction at UW-Platteville* ..... 17

*Significant Gift to UW-Eau Claire* ..... 17

*LEAP Day at UW-Whitewater* ..... 18

*Donation for Scholarships at UW-Whitewater* ..... 18

*Great Lakes Maritime Research Institute Agreement* ..... 18

*UW-Madison Biochemist Judith Kimble Chosen for National Committee* ..... 18

*UW-Green Bay Women’s Basketball* ..... 19

*UW-La Crosse Water Ski Team Nominated Team of the Year* ..... 19

*eCampus College Fair* ..... 19

**BOARD OF REGENTS DIVERSITY AWARDS PRESENTATION ..... 19**

    OPENING REMARKS BY REGENT CRAIN, CHAIR OF THE DIVERSITY AWARDS COMMITTEE ..... 19

INDIVIDUAL AWARD: IRMA BURGOS, DIRECTOR OF THE CENTER FOR ACADEMIC SUPPORT AND DIVERSITY AT UW-OSHKOSH.....	20
TEAM AWARD: UNIVERSITY HONORS PROGRAM AT UW-EAU CLAIRE.....	22
INSTITUTION AWARD: FIRST NATIONS STUDIES PROGRAM AT UW-GREEN BAY .....	25
<b>REPORT OF THE BUSINESS, FINANCE, AND AUDIT COMMITTEE .....</b>	<b>28</b>
JOINT MEETING OF THE BUSINESS, FINANCE, & AUDIT COMMITTEE AND THE CAPITAL PLANNING & BUDGET COMMITTEE .....	28
<i>General Contract Signature Authority, Approval, and Reporting .....</i>	<i>28</i>
<i>Real Property and Construction Contract Signature Authority and Contract Approval.....</i>	<i>28</i>
COMMITTEE BUSINESS.....	28
2011 Annual Financial Report and Auditor’s Opinion .....	28
2011 Annual Trust Funds Report .....	29
Review and Approval of the 2012 Operations Review and Audit Plan .....	29
Quarterly Audit Status Update .....	29
UW Strategic Plans for Major Information Technology Projects .....	29
UW System Information Technology Reports: Status Report for Major Projects .....	29
Review and Approval of Changes to Regent Policy Document 30-4: Mandatory Refundable Fee Policies and Procedures for Student Government Organizations .....	29
Approval of the Minutes of the December 8, 2011, Meeting of the Business, Finance, and Audit Committee ...	30
Consideration of an Adjustment to the Salary Range Related to the Recruitment for the Provost Position at the University of Wisconsin-Milwaukee.....	30
Report on Gifts, Grants, and Contracts.....	30
Report of the Senior Vice President .....	30
CONSENT AGENDA.....	31
Regent Policy Document Review: RPD 13-1 General Contract Signature Authority, Approval, and Reporting ...	31
Regent Policy Document Review: RPD 13-2 Real Property and Construction Contract Signature Authority Approval.....	31
Operations Review and Audit Calendar Year 2012 Operations Review and Audit Plan .....	31
Regent Policy Document 30-4 Mandatory Refundable Fee Policies and Procedures for Student Government Organizations.....	32
CONSIDERATION OF AN ADJUSTMENT TO THE SALARY RANGE RELATED TO THE RECRUITMENT FOR THE VICE CHANCELLOR/PROVOST POSITION AT THE UNIVERSITY OF WISCONSIN-MILWAUKEE.....	32
Consideration of an Adjustment to the Salary Range Related to the Recruitment for the Vice Chancellor/Provost Position at the University of Wisconsin-Milwaukee .....	33
<b>REPORT OF THE CAPITAL PLANNING AND BUDGET COMMITTEE .....</b>	<b>34</b>
COMMITTEE BUSINESS.....	34
Authority to Increase the Budget of the Parking Ramp and Police Building Project and Construct the \$13.8- million Project, UW-La Crosse.....	34
Authority to Demolish the River Commons Building, UW-Oshkosh .....	34
Authority to Increase the Budget of the UW-Platteville Porter Hall Renovation Project.....	35
Authority for UW-Platteville to Transfer a Small Amount of Land to an Adjacent Private Property Owner .....	35
Authority to Construct the \$15.3-million Ross and Hawkes Halls Renovation Project, UW-Superior.....	35
Authority to Increase the Budget and Construct the \$5.3-million Drumlin Dining Hall Remodeling Project, UW- Whitewater.....	35
All Agency Maintenance and Repair Projects .....	35
CONSENT AGENDA.....	35
Approval of the Design Report of the Parking Ramp and Police Building Project and Authority to (a) Increase the Scope and Budget, and (b) Construct the Project, UW-La Crosse.....	35
Authority to Demolish the River Commons Building, UW-Oshkosh .....	36
Authority to Increase the Budget of the Porter Hall Renovation Project, UW-Platteville.....	36
Authority to Transfer a 0.374-Acre Parcel of Board of Regents-Owned Land, UW-Platteville .....	36
Approval of the Design Report and Authority to Construct the Ross and Hawkes Halls Renovation Project, UW- Superior.....	36

<i>Approval of the Design Report of the Drumlin Dining Hall Remodeling Project and Authority to Increase the Budget and Construct the Project, UW-Whitewater</i> .....	36
<i>Authority to Construct All Agency Maintenance and Repair Projects, UW System</i> .....	37
REPORT OF THE ASSOCIATE VICE PRESIDENT .....	37
<b>REPORT OF THE EDUCATION COMMITTEE .....</b>	<b>37</b>
COMMITTEE BUSINESS.....	37
<i>New Academic Program Approvals</i> .....	37
<i>UW-Milwaukee Charter School Authorization and Renewals</i> .....	37
<i>Annual Program Planning and Review Report</i> .....	38
REPORT OF THE SENIOR VICE PRESIDENT .....	38
CONSENT AGENDA.....	38
<i>Program Authorization (Implementation) B.S. in Nutritional Sciences, UW-Milwaukee</i> .....	38
<i>Program Authorization (Implementation) B.F.A. in Entertainment Design, UW-Stout</i> .....	39
<i>Program Authorization (Implementation) B.F.A. in Graphic Design and Interactive Media, UW-Stout</i> .....	39
<i>Program Authorization (Implementation) B.S. in Sustainable and Renewable Energy Systems, UW-Platteville</i> .....	39
<i>Program Authorization (Implementation) M.S. and the Ph.D. in Epidemiology, UW-Madison</i> .....	39
<i>The University of Wisconsin-Milwaukee Charter School Contract Extension, Capitol West Academy</i> .....	39
<i>University of Wisconsin-Milwaukee Charter School Contract Extension, School for Early Development and Achievement</i> .....	39
UNIVERSITY OF WISCONSIN-MILWAUKEE CHARTER SCHOOL CONTRACT APPROVAL, BREAKWATER LIGHTHOUSE CHARTER SCHOOL....	40
<i>The University of Wisconsin-Milwaukee Charter School Contract Approval, Breakwater Lighthouse Charter School</i> .....	41
<b>CLOSED SESSION .....</b>	<b>41</b>
<i>Closed Session Resolution</i> .....	42
<i>Authority to Name the New Program-Revenue-Funded Residence Hall the “Jesse H. Ames Suites,” UW-River Falls</i> .....	42
<i>Authority to Name the New School of Nursing Facility “Signe Skott Cooper Hall,” UW-Madison</i> .....	42

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Held in 1820 Van Hise Hall  
1220 Linden Drive  
Madison, Wisconsin

Friday, February 10, 2012  
9:00 a.m.

- President Spector presiding -

PRESENT: Regents Jeffrey Bartell, Mark Bradley, Judith Crain, John Drew, Tony Evers, Michael Falbo, Tim Higgins, Edmund Manydeeds, Charles Pruitt, Gary Roberts, Troy Sherven, Brent Smith, Michael Spector, Mark Tyler, José Vásquez, David Walsh, and Gerald Whitburn

UNABLE TO ATTEND: Regent Katherine Pointer

- - -

**APPROVAL OF THE MINUTES OF THE OCTOBER 2011 BOARD OF REGENTS MEETING**

The minutes of the October 2011 meetings were distributed. There were no additions or corrections. Upon the motion of Regent Bartell, which was seconded by Regent Whitburn, the minutes were approved on a unanimous voice vote.

- - -

**REPORT OF THE PRESIDENT OF THE BOARD**

President Spector noted that he had a phone conversation with Regent Pointer the day before to brief her on what had occurred at both the closed and regular sessions. He said that she was in Washington, D.C., at a conference and looked forward to seeing everyone at the next meeting.

## ***Educational Communications Board, Hospital Authority Board, and Wisconsin Technical College System Board Reports***

President Spector said that the reports for the Educational Communications, Hospital Authority and Wisconsin Technical College System Boards had been provided. The Board of Regents has representatives on each of those boards. He asked whether anyone had any questions or comments about those reports. There were no comments.

### ***Report of the Ad Hoc Committee on Board Responsibilities***

Moving forward to the report of the Ad Hoc Committee on Board Roles and Responsibilities, President Spector observed that, the day before, the Board had been pleased to hear Regent Falbo's update regarding the Legislative Task Force on UW Restructuring and Operational Flexibilities and Vice President Smith's report from the Working Group on System Structure and Governance. At the current meeting, Regent Mark Bradley would report on the work of the Ad Hoc Committee on Board Roles and Responsibilities. As part of that report, several recommendations would be made as to what the Board should be doing in terms of internal structure, as well as how it conducts its business.

President Spector said that he hoped that after Regent Bradley's presentation and the related discussion the Board would be comfortable acting upon a recommendation from the committee regarding a new Board of Regents standing committee.

### **Introduction**

President Spector turned to Regent Bradley for the report of the Ad Hoc Committee on Board Roles and Responsibilities. Regent Bradley said that he was pleased to present the report of the committee, and introduced the other committee members: Regents Walsh and Manydeeds, Chancellor Van Galen from UW-River Falls, Interim Chancellor Ward from UW-Madison, UW System Vice President Debbie Durcan, and Board Secretary Jane Radue. Jess Lathrop, Assistant Secretary of the Board of Regents, capably assisted the committee with its work.

Regent Bradley noted that the committee identified six recommendations, included at the end of the report. He indicated that President Spector charged the committee with committing to writing the key roles and responsibilities of the Board of Regents and then examining how the Board could best meet those functions and responsibilities, including whether to change the Board's committee structure.

### **Board of Regents' Responsibilities**

The committee examined the Board's statutory and historical responsibilities, and considered best practices of governing boards throughout the country. The committee was mindful of the recommendations of the President's Advisory Committee on the Roles of System Administration, as well as the Legislature's directive that there be more delegation to campus

leaders and its decision to reduce the budget of UW System Administration by 25 percent. He noted that the committee identified nine key responsibilities of the Board of Regents, summarized in the report. This list was not all-inclusive, but comprehensive.

### **Emerging Roles for Board Members**

Regent Bradley stated that after reviewing the Board's responsibilities, the committee concluded that new roles for Board members were emerging on at least three fronts. As the UW System moves into an era of providing more flexibility to institutions for funding decisions and planning, the Board has a continuing obligation to assure that the efforts of each of the institutions are aligned with systemwide priorities. Furthermore, as institutions are given more operational flexibility, the Board's committees, especially the standing committees, can focus primarily on items for which Regent involvement is critical, thus allowing more time for Regents to engage in strategic discussions and fulfilling their role as advocates for higher education.

Finally, as science and technology play an increasingly important role in a 21<sup>st</sup> century economy, the committee concluded that the Board could focus greater attention on the varied research missions of UW System institutions, including how professional development, outreach, and research can enhance ongoing regional and state-wide economic development efforts.

### **Strategic Focus**

Regent Bradley stated that after identifying the Board's key responsibilities, the committee turned its attention to how the Board could best carry out those responsibilities. The committee's guiding principle was that the Board of Regents is a policy-setting board, not an operations-focused board. The committee considered how the Board could maintain a strategic focus as a policy-setting board, how the committees operate, and how meetings are structured.

As for the strategic focus of the Board, the committee concluded that Regent meetings offer a very valuable public forum for discussing significant higher education issues, and the emphasis of the Board should be on discussion and deliberation. He added that if there is going to be a sifting and winnowing of higher education policy in the state of Wisconsin, the appropriate place for that to occur is before the citizen board that has the statutory responsibility to set policy and recommend policy to the Governor and the legislature. The committee believed that this also would be an opportunity for the Board, in an era where there will be more delegation to institutional leaders, to hear from those leaders regarding their strategic visions for their institutions. In addition, Regent meetings would provide an opportunity for Chancellors to report on their goals for the institution, and how those goals align with systemwide priorities.

Therefore, the committee envisioned the Board's Thursday-morning sessions as a sort of public forum on higher-level higher education issues. To allow time for presentations by chancellors, System Administration, or people invited from outside the UW System community, the meetings would begin on Thursday morning at 9:00 a.m. This would give a sustained period of time not only for the presentations, but especially for board discussion, deliberation, discussion, and examination of the issues.

Regent Bradley said that the committee also proposed that after lunch on Thursdays, the early part of Thursday afternoon would be reserved for the important function that the Board plays in recognizing achievements throughout the System. This time would be reserved for the awards that the Regents present and also for farewells, honoring the service of people on the Board and from around the system. Thus, in order to reserve Friday morning for Board of Regents business, ceremonial functions would be reserved for the first part of Thursday afternoon.

### **Number of Meetings**

Regent Bradley said that if the Board moves toward an emphasis on higher-level policy and strategic thinking, it might be time to consider, for several reasons set forth in the report, going to six two-day meetings and discontinuing the practice, in place for only about four or five years, of having two one-day meetings focused on big issues. The committee thought that the Board would not need the two one-day sessions if it were going to move that type of discussion and analysis to its Thursday-morning sessions.

Also, the recommendation to focus on six two-day meetings recognized the amount of staff time that meeting preparation takes. Regent Bradley said that he had not talked with President Reilly about this, and he based his comments on his observations. He said that everybody recognized that if the Board wanted ten meetings a year, President Reilly and his staff would produce ten meetings a year, or if the Board wanted 14 meetings a year, President Reilly and his staff would carry out that directive. However, he suggested that Board members need to be realistic and to recognize the changes occurring in the role of System Administration, budgetary support for System Administration, and System Administration's relationship with the institutions. Referring to the amount of work it takes to support the Board's meetings, Regent Bradley noted that the people who do support the meetings have regular Monday-through-Friday jobs. Preparing for Board meetings takes time away from their regular jobs. There will be fewer people in System Administration.

Mainly, though, reducing the number of meetings to six two-day meetings would allow Regents time to be involved with institutional advisory committees, if the institutions adopt them. Many Board members also spend time on Regent-related committees throughout the year. There would be more of an opportunity to continue very committed involvement in UW System governance, but it would take some different forms.

A final factor that the committee considered was large-system governing boards throughout the United States. During an effort led by Regent Connolly-Keesler a number of years before, to examine the UW System Board of Regents' operations compared with operations of other large-system boards, it was determined that the UW System "took the prize" for the amount of time spent in formal meetings among all large-system boards in the United States. It could be suggested that those other boards come up to the high standards of commitment and time spent of the UW System Board; however, another perspective is to ask how all of those other large-system boards are able to carry out their responsibilities as policy-setting boards in less time. This provides food for thought.



## **Standing Committees**

Regent Bradley said that the Committee on Board Roles and Responsibilities also looked at the Board's standing committee structure. The committee recommended streamlining committee operations. The agenda items for the Board's standing committees could be better aligned with the Board's policy-making and oversight roles. The agendas also should align with the Board's interest in examining high-level higher education policy issues and its strategic direction.

The committee's recommendation was to reduce the size of the standing committee agendas by delegating some of the items that historically have come before the standing committees either to the System president or to institutional leaders. Another committee recommendation was to forego the practice of having committee chairs read their reports to the Board on Friday mornings. These reports could be prepared either Thursday evening or Friday morning and be delivered to Regents electronically. One of Board members' obligations would be to read the reports and be ready to discuss their content and vote on the proposed resolutions on Friday morning. Regent Bradley quoted one of the members of the Committee on Board Roles and Responsibilities, who said, "We can all read."

Regent Bradley said that the committee's report also set forth its rationale for recommending a new, fourth standing committee for the Board of Regents, the Research, Economic Development, and Innovation (REDI) Committee. The proposed committee would meet several important goals. It would elevate the knowledge economy as a priority topic for the Board of Regents. It would signal the Board's recognition of the importance of the System's scientific and research and technical work in moving the state forward. It would also highlight for the state and local leaders the role and potential of the UW System institutions in addressing the state's economic development challenges; rather than being a big part of the state's budget problem, the System is an essential part of the budget solution for the state of Wisconsin. In addition, the new standing committee would recognize that institutions from multiple sectors within the UW system are involved in important research and economic development work.

The committee developed a prospective description of the scope of the REDI Committee's work, shown in the report, included with the Board materials. Regent Bradley emphasized that the committee was proposing that initially the REDI Committee would be a committee of the whole Board of Regents, convene on Friday mornings, and be chaired by the President and co-chaired by the Vice President of the Board of Regents. How often the committee would meet, and what it would do, could evolve; the report proposed an initial structure.

## **Board Meeting Format**

With an eye toward strategic and systemwide issues, rather than focusing on operations, and also toward streamlining the Board's committee meetings, the Roles and Responsibilities Committee developed a revised board meeting format. The Board meetings would start at 9:00 a.m. on Thursday mornings. Full-Board sessions would be focused on listening to presentations after Board members had read on their own time the background materials provided in advance



by the presenters, System Administration, or the chancellor who might be presenting about his or her strategic plan. Thursday afternoon, after lunch, the Board would fulfill its ceremonial duties, followed by the meetings of the standing committees. Those committee meetings, with more streamlined agendas would, it was hoped, be shorter meetings.

Regent Bradley said that Friday morning would be the full Board's business meeting, including the Board President's Report and System President's reports. After these reports would be a discussion of the committee reports, which Board members would have read either Thursday evening or Friday morning before coming to the full-Board session. Initially, Friday morning also would be devoted to meetings of the Research, Economic Development, and Innovation Committee, whenever necessary. Friday also would be available for the items that the Board has a responsibility to address in closed session.

Regent Bradley closed his remarks by saying that the committee believed that this revised format would help the board maintain its focus on strategic and high-priority issues and that it would be consistent with the roles and responsibilities of the Board of Regents as a large-system operating board. Regent Bradley concluded his report by thanking all Roles and Responsibilities Committee members for their excellent work, participation in the meetings, and comments on drafts of the report; they contributed greatly to whatever success the report has.

### ***Regent Discussion***

President Spector thanked Regent Bradley for his leadership and also thanked all others who contributed to the report. He said that when he charged the Board Roles and Responsibilities Committee with its task back in October, he had certain expectations. However, Regent Bradley and the committee more than exceeded his expectations, as had Regent Smith and his working group, the results of which were discussed during the previous day's meeting. President Spector said that he was most appreciative of what everybody had done.

President Spector suggested that the Regents discuss the recommendations or other content in the report Regent Bradley had presented. He said that he thought that in the seven years he had served on the Board, this was the first time the Board had really examined these issues. He added that it had been a worthwhile, good effort, and it would help the Board, going forward, to do the best job possible.

President Spector recognized Vice President Smith, who commented that the Board has an Executive Committee which had not been used very much as long as he had served on the Board. He said that if the Board had fewer meetings, and if there were more time in between meetings, one of the results might be more responsibility or influence for the Board leadership, or for System leadership. He asked if there was an increased role for the Executive Committee for the times in between meetings.

Regent Bradley said that while the report did not mention it, the committee discussed that topic. The committee noted that the Board had always had an Executive Committee but, in his experience, never used the Executive Committee. He said that the Committee discussed how policy boards in large institutions, including those in private corporations, deal with their

meeting schedule and with the issues that come up in between meetings. The committee believed that the Board ought to use the Executive Committee structure that it has.

Also in the report, related to the recommendation to have the Board set six two-day meetings, is the idea of reserving two additional days that could be used for meetings at the discretion of the Board President. Alternatively, the Executive Committee could act during this time.

Recognized next, Regent Whitburn said that in the private sector, in certain circumstances, the executive committee of a board is authorized to act on the board's behalf on certain matters during those months when the board is not meeting. He said that an executive committee cannot hire and promote the CEO, but in some companies it can do everything but that function. He asked if this was the kind of role envisioned for the Board's Executive Committee. He said that he did not think the Board's bylaws empowered the Executive Committee in that way.

Regent Bradley said that the committee's discussion was focused on relying on for the Executive Committee for things that absolutely needed attention in order to keep the engines of the University of Wisconsin System going. It was not the Committee's intention that the Executive Committee take on permanent decision-making responsibilities in between the Board meetings.

President Spector acknowledged Regent Bartell, who said that he was very impressed with the report, and thought it properly identified the appropriate functions of the Board and where Regents should direct their focus. He added that he liked the idea of chancellor presentations; this had been discussed by the President's Advisory Committee, and he thought it was an excellent idea. Regent Bartell said that, with regard to other deliberations and strategic discussions, to identify times during the meeting when the Board could do those kinds of things was an excellent idea. He also liked the "REDI" Committee, as it would be a good way to direct the Board's attention to functions that are very important to the state. He also agreed with paring back or eliminating functions that committees or the Board have done for traditional reasons, public relations reasons, or other reasons.

Regent Bartell said that the one thing that he did not agree with was the recommendation to reduce the amount of time spent by the Board collegially in discussion and interaction. He said he had come to that conclusion for a number of reasons. First, the Board had been asking for more legislative authority which the Board would delegate to the various institutions that it supervises. In doing that, the Board should not be spending less time together, but should be addressing the issues that will arise in connection with that process.

Second, Regent Bartell said, reducing the number of meetings also reduces the input the Board would have with System Administration staff. Most of the staff he talks to appreciate the feedback they receive from the Board; Board members would not see them as much if two meetings a year were eliminated, and staff would have to make more decisions without Regent input. Regent Bartell said that maybe that was good, or maybe that was not good, but the Board of Regents is a public body that represents the entire population of the state with respect to higher education. He said that he thought the Board ought not to diminish its impact in that area.

Third, Regent Bartell said that he thought there was a real benefit to meeting collectively. Looking around the table, he said that a lot of wisdom and experience is shared when the Board meets. He commented that he has been on the board almost six years and had learned so much from his fellow Regents. He said he thought his decision-making had been improved by that. He recognized that some Regents have a lot more responsibility in that they serve on other boards, and serving on the Higher Education Aids Board or the Hospital Board is time consuming. He said that he knew it was difficult for some people to do, but that this was a commitment that one made when they joined the Board.

One argument that Regent Bartell said resonated with him, in favor of reducing the number of meetings, was the burden on staff. He said that if that was a serious problem, then he might be persuaded to reduce the number of meetings, but he said that knowing boards of other higher education institutions meet fewer times was not persuasive, adding that he follows a couple of other boards, and he believes that the Board of Regents does a better job in many respects.

Regent Bartell concluded by saying that the Board and its membership provide a certain consistency to higher education policy in the state, and it is meeting around the table that does that. Board members are not lone wolves, and do not come to the table with single issues, for the most part. Board members collectively come to conclusions that are important, and he would not want to reduce that fact. He said that if the Board must do its work with six meetings instead of eight, he would vote in favor of the report, but would prefer to continue with the schedule as it was now.

Regent Bradley responded by saying that he thought that Regent Bartell had made an eloquent counterpoint argument to the recommendation in the report and that the Board would have to make a decision.

Regent Falbo said that he agreed with what Regent Bartell said, but was not going to go through all the reasons because Regent Bartell said it very well. He said he learned at every function he attended, and he thought that helped him to be a better Regent. He said that he thought that Board of Regents meetings were extremely important. He suggested that if the Board could lift some burdens from the staff, and streamline what is needed, that would be helpful, but the burden on staff should not be a driver in determining how many meetings the Board has.

Regent Falbo said that he would not feel comfortable carrying out his responsibility as a Board member by meeting less often. He said that public company boards did not try to have fewer meetings; they had more meetings because it was important to do so. He said that Board members knew the responsibility they were taking on when accepting their appointment. He suggested that if the Board wanted to lift some burden, it should consider looking at the buddy system. He said he felt badly when leaving a campus because he had put the institution through a lot of work. He suggested revamping the buddy system, or finding a way to make it more productive.

President Spector called upon Regent Vásquez, who said that he was very appreciative of the committee's work, and thought the report was excellent. He said that he wanted to highlight

that embracing technology, individually and collectively, would provide more flexibility. He noted that the report made reference to that, and he thought the Board needed to do more in this area.

Regent Vásquez continued by saying that in not-for-profits and also in the for-profit world of governance, boards have internet sites that are exclusively for the board of directors to use to access meeting minutes, to do research, and generally to access information at any time. Such an arrangement is easier for staff, because instead of one gigantic deadline, staff could add information to the website as reports or other materials are completed. He suggested that the use of technology should be examined to determine if it would create more efficiency. Board members could access information on a website, and in so doing, spread out the work and avoid spending meeting time reviewing materials.

President Spector observed that when the Board is asking institutions to be more efficient, it could certainly be more efficient itself. President Spector then called on Regent Tyler.

Regent Tyler said that he thought the UW System was a complex entity, and for new Regents, the ramp-up period can be difficult. He added that Regents can read and can get material through technology, but he was not sure that this would provide the full context of what a new Regent needed to know to be prepared. He said that his preference would be to not reduce face-to-face meetings.

Regent Crain said that she had also struggled with the issue of the number of meetings. She agreed with most of what was said, but at the same time realized how much staff work goes into a Board meeting, and was sensitive to the issue. She added that in the end, the staff time may turn out to be a more important factor.

Regent Crain said that in contrast to other things in which she was involved, the Board meetings were the only time that she saw everybody around the table and in the room. She joked about her longstanding preference that those in the room wear nametags, but said that nametags had been very helpful because familiarity among Board members and others was important. Board members come and go every year, and it takes time for them to know each other, operate in a collegial fashion, and express opinions freely. Familiarity is a strong consideration.

Regent Crain, expressing her interest in the REDI Committee, asked Regent Bradley why the subject of the REDI Committee should not be part of the full Board's regular focus, since the committee would operate for the time being as a committee of a whole.

Regent Bradley said that initially, the REDI committee would be a committee of the whole, but eventually it would be like the other standing committees and meet on Thursday afternoons. President Spector added that to give the REDI committee more prominence and a chance to develop substance, the entire Board would at first meet as a committee of the whole.

President Spector asked if there was anyone in favor of reducing Board of Regents meetings to six meetings per year, and no one responded affirmatively. He then asked if there was anyone with concerns regarding the REDI Committee who wanted to be heard on that issue

or who was concerned about the Board moving in that direction, and no one responded affirmatively. President Spector suggested that those two issues be set aside, and asked if anyone had any other comments regarding ceremonial things occurring on Thursday afternoons, or other issues.

President Spector recognized Regent Pruitt, who said that he thought the report was terrific. He said the proposed regular Board meeting format for Thursdays and Fridays that the Bradley Committee developed was thoughtful, reasonable, and an efficient way of looking at the issues and reorganizing things. He said the flow would modernize the meetings. He complimented Regent Bradley and the committee for their good work.

President Spector called upon Regent Higgins, who said that he agreed with Regent Pruitt. He said that as a new Board member, he thought the report was very well written, as it described the necessary history, current operations, and future direction. He said it was an excellent job, and thanked the committee for making his job easier. President Spector agreed, emphasizing that the quality of the report was first rate; he said that the report was easy to understand, logical, and well done.

President Spector recognized President Reilly, who noted that Regent Bradley had referred to the 25-percent reduction to System Administration, and the requirement to give up 50 positions, which was about one-quarter of the System Administration staff. He said it was a tough job, but that System Administration had done it well with the help of the President's Advisory Committee, which Regent Pruitt chaired.

President Reilly said that one of the commitments made in the process of undertaking reductions was not only to cut, but instead to use the crisis to put dollars behind some new priorities. One of the biggest reallocation decisions was to fund a System Administration position focused on economic development, an idea that was thoroughly discussed with the chancellors and others.

President Reilly said that Paul Jadin, chief executive officer of the new Wisconsin Economic Development Corporation, was approached about this position. Mr. Jadin agreed to fund half of a position at UW System Administration, to bring together all of the economic development, research, and innovation-related activities across UW System institutions and work with the state-level economic development entity. On February 24, recruitment for an Associate Vice President for Economic Development would begin, and the staff person would hopefully be on board within a couple months. President Reilly added that the new position would begin at the same time that the new committee would be starting up, which was a happy coincidence. He said that he liked the idea of the new committee.

### ***Approval of Bylaw Revisions to Create a Research, Economic Development, and Innovation Committee***

Following up on one of the recommendations of the Board Roles and Responsibilities Committee, President Spector said that he had presumptuously prepared a resolution to revise the Board's bylaws to create a Research, Economic Development, and Innovation Committee. He

noted that Secretary Radue had prepared the revisions and asked if she wanted to make any further comments. She noted that the marked changes reflected the description of the REDI committee in the “Bradley Committee” report.

President Spector asked if there was any discussion on any of the proposed changes to the bylaws. He said that inherent in this change was that the REDI Committee would meet as a committee of the whole at first, and a future Board would decide at what point that approach would change to a more conventional standing-committee approach.

Upon the motion of President Spector, which was seconded by Regent Whitburn, the Board unanimously approved the resolution:

**Approval of Bylaw Revisions to Create a Research, Economic Development, and Innovation Committee**

Resolution 10013: That, upon the recommendation of the President of the Board of Regents of the University of Wisconsin System, the Board of Regents approves the attached bylaws revisions to create a Research, Economic Development, and Innovation Committee.

President Spector thanked the Board for their vote. He said that as for the rest of the report recommendations, he would suggest no change to the number of Board meetings at this time. He added that he thought the Board could implement the changes recommended to the Thursday- and Friday-morning portions of the Board meetings without any bylaw changes, and that meetings would start at 9:00 a.m., for example, instead of 10:00 a.m. on Thursdays, as recommended by the committee. He asked if there were any concerns about this, and no one responded affirmatively.

President Spector thanked Regent Bradley for his work. Regent Bradley expressed appreciation and said the committee’s report was a group effort. He thanked, in particular, Secretary Radue and Assistant Secretary Lathrop for their quality work. President Spector indicated that his thanks of the day before, regarding the work of Ms. Radue and Ms. Lathrop on the governance report, applied to their work on the present report, as well.

---

**REPORT OF THE PRESIDENT OF THE SYSTEM**

***News from Around the System***

President Spector called upon President Reilly to present his report. He started his report by extending condolences to the family and friends of Edwin Young, who passed away on January 2<sup>nd</sup> at the age of 94. He said that Dr. Young served as Chancellor at UW-Madison during the tumultuous Vietnam War era, and as President of the UW System from 1977 to 1980. Dr. Young helped shape Wisconsin’s public university at a pivotal and stressful time. Having served as the UW-Madison Chancellor, when he became the President he worked very diligently



to ensure that individual universities and colleges retained maximum operational freedom within a unified statewide system. President Reilly said that Dr. Young was known for his folksy Maine accent, dry humor, and canny political mind and that he would be missed.

### **OPAR Report on Transfers**

President Reilly said that a new report from the UW System's Office of Policy Analysis and Research showed that the number of students transferring into or within the UW System in 2010-11 reached 17,209. He said that UW-Milwaukee was the most frequent destination, with more than 2,500 transfer students, followed by UW-Madison, UW Colleges, and UW-Oshkosh. Almost one-third of new degree-seeking undergraduates were transfer students, a remarkable fact.

Twenty-eight percent of new transfers were from out-of-state institutions. Part of the *Growth Agenda* was to attract more out-of-state students to Wisconsin and have them earn their degrees, and hopefully with the jobs the UW System is helping to create, keep them in Wisconsin. President Reilly said that 25 percent of the transfers were from the Wisconsin Technical College System, and seven percent were from Wisconsin's private institutions. New transfers were more likely than new freshmen to be non-traditional aged students, and half of new transfers were first-generation college students. He said the UW System was continuing to work on making transfer a smoother, more efficient process for students. He added that while there was work that still needed to be done, the Board of Regents, System Administration, and the institutions could be proud of the major improvements made on transfer policy and practices.

President Reilly said that more students were voting with their feet to take course work at more than one campus, including Regents Sherven and Pointer, and the UW System had a central role in helping ensure that the decision to transfer was an enhancement to students' undergraduate experience.

### **Aftermath of Residence Hall Fire at UW-La Crosse**

President Reilly reported news from UW-La Crosse. Chancellor Gow and the campus had been rallying to cope with a fire that occurred in Drake Hall in the early morning hours of January 29<sup>th</sup>, resulting in the displacement of 271 residents of Drake Hall for the rest of the term. President Reilly said that the good news was that nobody was hurt in the fire and the building would be repaired. The outpouring of support from the UW-La Crosse area community, as well as from sister institutions around the UW System, was heartening. For example, each of UW-Oshkosh's residence hall directors and staff adopted one of UW-La Crosse's residence hall staff members and sent care packages filled with candy, door decorations, bulletin boards, cards and more to distribute to UW La Crosse's Resident Assistants. In addition UW-River Falls sent cookies and other sweet treats to residence life staff team members. President Reilly asked Chancellor Gow if he wanted to provide an update.

Chancellor Gow said that he did not know if any of his colleagues had had a similar experience, but at a previous institution he received a call at 5:00 a.m. and learned that there was a fire, one student was dead, and four others were critical. He said that it was something no one would want to experience. The most important thing about the fire at UW-La Crosse was that



everyone was all right. The campus had received incredible support from the community and other institutions. Relocating 271 students only two weeks into the semester, with no advance notice, was a big logistical challenge for Residence Life staff, but the campus was able to manage it. Some faculty and staff offered space in their homes, there were some vacancies in other residence halls, and students that had been living two people in a room had taken in a third person. It was wonderful to see it all work out. The chancellor added that UW-La Crosse had given full refunds for their housing.

The situation was unusual in that catastrophes often close a whole university, but in this case it affected just one group of students, who were dramatically affected, but for others life went on as normal. Chancellor Gow said that the campus was still looking into the cause of the fire, and would have more information early the following week. The campus systems had worked perfectly; the alarms worked to get people out of the building. He thanked President Reilly for bringing the situation to everyone's attention, and expressed thanks to the many who had offered support.

### **South Korea's Order of Service Merit for UW-Madison Professor Jae Park**

President Reilly said that Dr. Jae (Jim) Park, UW-Madison's professor of Civil and Environmental Engineering and a native of South Korea, received South Korea's Order of Service Merit in recognition of his volunteer consulting for a multi-billion dollar river restoration project in that country. He said that the Order of Service Merit was among the highest honors in Korea and was comparable to the U.S. Congressional Gold Medal. Dr. Park, an expert in biological processes for removing toxic compounds in waste treatment and the environment, gave new meaning to burning the midnight oil. A Milwaukee Journal Sentinel story noted that Dr. Park's second workday would often begin as his UW colleagues were going to sleep. He said that when it was nighttime in Madison, it was daytime in South Korea, and Dr. Park would talk with engineers and the Presidential Office overseeing the project by e-mail and internet telephone. Dr. Park also made appeals on national television and wrote many articles for Korean journals about the value of river restoration, all on a volunteer basis. The students in Dr. Park's UW-Madison classrooms reaped the benefits of his work on the restoration project.

### **Sustainability Award for UW-Oshkosh**

Earlier in the week, it was announced that UW-Oshkosh had become only the 25<sup>th</sup> institution in both the United States and Canada, and the first in Wisconsin, to earn a gold rating from the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking, Assessment & Rating System (STARS). This was a huge accomplishment. While UW-Oshkosh had been repeatedly honored with listings among Princeton University's "Guide to Green Colleges" and the Sierra Club's "Cool Schools," the rigorous and all-encompassing STARS assessment process was the strongest, most quantifiable validation of UW-Oshkosh's sustainability practices yet. President Reilly congratulated Chancellor Rick Wells and his colleagues, as well as UW-Green Bay and UW-River Falls, which each earned silver STARS ratings in the past year.

### **New Student Center at UW-Stout**

President Reilly noted that several campuses were celebrating the opening of new or newly improved facilities. Late in January, UW-Stout officially opened the doors on its newly-renovated Memorial Student Center after nearly eight years of studying, researching, planning, designing, and construction. The Center featured new and improved lounge and meeting spaces, a variety of dining options, a new outdoor amphitheater and an involvement center for student organizations. UW-Stout students were closely involved in every stage of the renovation process. Saying that the grand opening celebration would be on April 18<sup>th</sup>, President Reilly congratulated Chancellor Sorenson and the UW-Stout community on the new addition.

### **New Center for Arts and Humanities at UW-Parkside**

President Reilly said that the prior month marked the official debut of “The Rita,” UW-Parkside’s new Rita Tallent Picken Regional Center for Arts and Humanities. He attended the grand opening and reported that it was a very impressive addition to the campus. He added that Regent Drew and Regent Vásquez also were there. President Reilly said that it was an impressive building with great theater, gallery, studio, and classroom space. The generosity of the late Rita Tallent Picken, for whom the building was named, helped with the bricks and mortar part of the project and provided endowed scholarships for students in the arts and humanities. The new center was expected to be a bridge between UW-Parkside and the community, enriching the lives of both the people on campus and throughout the entire region with its academic and artistic programming. He congratulated Chancellor Ford and UW-Parkside campus community.

### **New Residence Hall Under Construction at UW-Platteville**

President Reilly reported that UW-Platteville’s Rountree Commons was on track to be complete for the next school year. The six-story residence hall was a necessary addition in light of the university’s growing enrollment and would be home for more than 600 students beginning in the fall.

### **Significant Gift to UW-Eau Claire**

President Reilly reported that UW-Eau Claire had announced that in the coming months the UW-Eau Claire Foundation would receive its largest gift ever, a \$4.3 million gift from the estate of Lieutenant Colonel George L. Simpson Jr., whose father was one of UW-Eau Claire’s first faculty members and whose mother was a member of the university’s first graduating class in 1917. He said that the gift was in addition to a \$2 million gift made to the foundation at the time of Mr. Simpson’s death in 2003. Noting the university’s gratitude for such generosity, President Reilly quoted Chancellor Levin-Stankevich, who said that Lt. Col. Simpson “clearly found the university to be an important part of his life and now ensures that it will continue to make a difference in the lives of its students for years to come.”

### **LEAP Day at UW-Whitewater**

President Reilly reported that UW-Whitewater was hosting LEAP Day on February 29<sup>th</sup>. The occasion had to do with LEAP, Liberal Education and America's Promise, an initiative launched by the Association of American Colleges and Universities. President Reilly said that LEAP was about engaging in a public discussion about what matters in college and connecting employers and educational leaders in making the case for the importance of a liberal education in the global economy. The UW System had been involved in this initiative from the start and was regarded by colleagues at AACU as a national leader in LEAP's work. The event at UW-Whitewater included a variety of sessions and keynotes, and Regents were more than welcome to attend.

### **Donation for Scholarships at UW-Whitewater**

UW-Whitewater was the benefactor of generous donors. Two alumni, Quint and Rishy Studer, recently provided \$1 million for scholarships to Janesville high school students who attend UW-Whitewater. The newly established Janesville Promise Fund would award \$50,000 annually to graduates of Craig and Parker high schools. Chancellor Dick Telfer said the full impact of the gift was nearly impossible to predict, and southeastern Wisconsin would benefit from the Studers' generosity for many years to come.

### **Great Lakes Maritime Research Institute Agreement**

The Great Lakes Maritime Research Institute had a new five-year agreement with the U.S. Maritime Administration to study environmental issues facing the Great Lakes maritime industry. He said that one of the first tasks would be determining if it was economically feasible for steam-powered ships to switch from fuel oil to natural gas to meet approaching federal emissions mandates. He said that the Great Lakes Maritime Research Institute was a consortium involving UW-Superior and the University of Minnesota-Duluth, along with ten affiliated universities around the Great Lakes. President Reilly congratulated Chancellor Wachter and the UW-Superior community.

### **UW-Madison Biochemist Judith Kimble Chosen for National Committee**

President Reilly reported that UW-Madison biochemist Judith Kimble was chosen to be a member of President Obama's Committee on the National Medal of Science. As a committee member, Kimble would help choose the next recipients of this honor, which is the nation's most prestigious science award. He said that Dr. Kimble was the Vilas Professor of Biochemistry at UW-Madison and an investigator with the Howard Hughes Medical Institute. He said that she studies the molecular regulation of animal development and had made a number of key discoveries, including finding the first stem cell niche, the micro environment that controls stem cell maintenance.

## **UW-Green Bay Women's Basketball**

At UW-Green Bay the women's basketball team was staking its own claim to Title Town lore. According to a recent New York Times article, the Phoenix women's basketball team was a force to be reckoned with, despite competing against programs with ten times their budget. The Phoenix recently moved up into the top ten in both the Associated Press and USA Today/ESPN Coaches' Poll, the highest rankings in program history. The Phoenix hit a bump in the road with their first loss of the season in a game against Detroit, but their record was still a very impressive 20 and one. President Reilly added that their run of 13 consecutive Horizon League regular season championships stood as the longest active streak of its kind in the country.

## **UW-La Crosse Water Ski Team Nominated Team of the Year**

The UW-La Crosse Water Ski and Wakeboard team was named the 2011 Team of the Year by the National Collegiate Water Ski Association at the USA Water Ski Awards in January. He said that the UW-La Crosse team was at the top of the field of 72 teams from around the country, which was especially impressive given their somewhat shorter open water training season in the river. President Reilly congratulated Chancellor Gow and UW-La Crosse.

## **eCampus College Fair**

President Reilly reported that the UW System eCampus hosted a college fair the prior month that was a wild success. He said that the first-ever college fair via Twitter was a one-hour event geared to providing information and inspiration to adult returning students who were considering on-line degrees. A panel of experts tweeted about financial aid, the 100 on-line degree programs available throughout the UW System, and tips for adult students. The event was successful, with more than 1,100 tweets generated and an estimated 100,000 people receiving the word about the UW System's eCampus.

---

## **BOARD OF REGENTS DIVERSITY AWARDS PRESENTATION**

President Spector said that the Board would turn to one of its most enjoyable responsibilities as Regents, the presentation of Regent Awards, at the present meeting honoring the recipients of the 2012 Regent Diversity Awards. He introduced Regent Crain to lead the presentation.

### ***Opening Remarks by Regent Crain, Chair of the Diversity Awards Committee***

On behalf of her fellow Regents, Regent Crain extended a special welcome to the award recipients, their families, friends and colleagues. She said she and the Board were honored by their presence. She said that this was the fourth year that the Board of Regents would present its Diversity Awards, which were meant to recognize the outstanding contributions to diversity and inclusion by people in programs at the UW institutions. She said that while the awards were

relatively new, the ideals have been promoted by UW system for more than 20 years. The honors bestowed by the Board of Regents represented significant campus efforts to ensure a high-quality UW education to all students of every background. She said that the recipients of Regent awards were an inspiration and source of great pride for the Regents.

Regent Crain said that the Regents' Diversity Awards Program was established through a Board directive calling for the formal recognition of individuals, teams, or units within the UW System who successfully fostered greater access and success for historically under-represented populations. These efforts were vitally important, not only because of the principles of justice and genuine opportunity for all, but because of the educational, social, and economic value to the university, the state of Wisconsin, and beyond.

The people and programs that the Board would recognize understood those values and had done something extraordinary to show a genuine respect for the human differences among us, a deep attentiveness and understanding of the learning process, and a keen responsiveness to students and their educational needs.

Regent Crain explained that the selection committee included Regents Manydeeds and Pruitt and herself. She said that the three of them greatly valued the time they took to read and evaluate the portfolio submissions they received from UW System institutions. She said they were grateful to the universities and colleges for their nominations, and that there were many outstanding people worthy of recognition. She also thanked the staff, especially the Office of Equity, Diversity, and Inclusion, and also the other staff who helped with preparing the recognitions. It was helpful that there were people on the staff committee who represented other institutions in the System.

Regent Crain said it was very difficult to select the winners, but rewarding to see the exceptional work on diversity and inclusion occurring all around the UW System, work that leads to progress for all in this important area. She encouraged the Regents to read the profiles of the award recipients.

***Individual Award: Irma Burgos, Director of the Center for Academic Support and Diversity at UW-Oshkosh***

Regent Crain said it was her honor to be the presenter of the individual award, and announced that the Diversity Award in the individual category was for Irma Burgos, Director of the Center for Academic Support and Diversity at UW-Oshkosh. She said that Ms. Burgos had served in that capacity since 2007, and that the Center included the Office of Multi-Cultural Retention Programs, Student Support Services, Multi-Cultural Education Center, and the Office of Precollege Programs. Regent Crain said that Ms. Burgos' commitment to the educational success of students of color attending UW-Oshkosh spanned more than 20 years, since 1989. In that time she had done it all – served as advisor, counselor, career planner, tutor coordinator, and program manager – and each role had a focus on the needs of diverse students.

Regent Crain spoke of Ms. Burgos' dedication to the university's mission and of the profound difference she had made in transforming the lives of many multi-cultural and

disadvantaged students and enhancing the educational experience of all UW-Oshkosh students. Regent Crain said that much of Ms. Burgos' work focused on improving retention and graduation rates, with an eye on closing the achievement gap, which was a priority for UW-Oshkosh.

Regent Crain explained that Ms. Burgos had developed a relatively new initiative, called the Multicultural Retention Programs Tracker, a shining example of being proactive. The Tracker is, in effect, an early warning system to alert campus staff, faculty, and administrators when students of color and at-risk groups are struggling academically or socially. She said the Tracker pinpoints students who are apt to fail before that happens and then helps connect them with resources and people to turn things around. She added that the intended result is for students to develop the necessary skills to become successful students and, ultimately, successful graduates. Regent Crain said that the Tracker initiative was still in the early stages, but all indications were that this was a step in the right direction. This effort was only one of the initiatives in which Ms. Burgos had been involved.

Ms. Burgos had also received the Trio Achievements Award, the UW System Women of Color Award, and the 2011 College of Letters and Science Diversity Award.

Regent Crain presented the 2012 Regent Diversity Award winner in the individual category to Ms. Irma Burgos, who received a standing ovation from those assembled.

Ms. Burgos greeted Board members and said that she was greatly honored to be at the Board of Regents meeting to receive the award. She said she was excited, humbled, and deeply moved that the Board chose to present an important award to her, a first-generation Puerto Rican woman from the Bronx. She thanked the Board for recognizing her accomplishments and said she was sure that she was one of many nominated for the award. She believed that each nominee was deserving of the honor in that all of the nominees were involved in working with a diversified student population and carried the passion, determination, and courage to see that students received the best education possible.

Ms. Burgos said she accepted the award with profound gratitude on behalf of all students across the UW System campuses who sought to achieve academic success and as a tribute to the UW System's pursuit of diversity, equity, and inclusivity. Saying that her thanks extended to many, Ms. Burgos acknowledged: the Board of Regents for its leadership and continued support of diversity in Wisconsin higher education; the Regent Diversity Awards Committee for its tireless work in reviewing, examining, and weighing all submissions; Chancellor Wells of UW-Oshkosh for his support; and Provost Earns, her direct supervisor, for recognizing the valuable work done each day. She said that knowing the work is appreciated spurs creativity in forming new ideas, programs, and alliances. She thanked her staff, most of whom were present, from the Center for Academic Support and Diversity.

Expressing her deepest gratitude, Ms. Burgos said that she would not have received the award without the collaboration, cooperation, and talent of her wonderful staff. She said that she and her staff worked toward the same goals, day after day, and that a one-size-fits-all approach is not in their vocabulary. She said that students were treated as individuals, and without her staff's



flexibility, creativity, and unwavering dedication to see that the students received the best services possible, the award would not be a reality. She also thanked the UW System Office of Equity, Diversity, and Inclusion for its leadership.

Ms. Burgos said that during her 22 years of service she had had the privilege of working with the UW-Oshkosh campus community in an array of exciting ventures to improve the campus climate, enhance the enrollment and retention of students, and increase the diversity of faculty and staff. She was proud of their progress in creating programs geared toward retention and graduation of historically under-represented populations.

One of their most successful programs, the Multi-Cultural Retention Programs Tracker, or MRP Tracker, was a coordinated effort that provided a comprehensive plan targeted for academically at-risk students. The target population was students with GPAs that may put them in jeopardy. Ms. Burgos said that with help from the faculty in identifying students experiencing academic difficulties, the Center can implement action-based intervention strategies to further guide students in their successful pursuit of post-secondary education.

Ms. Burgos observed that one of the most important resources is faculty. Another important feature was the assessment of programs to measure outcomes. It is not quotas that need to be filled, but potential. Data collection from key departments is important. All retention programs are time sensitive in nature, being based on faculty, university, and departmental guidelines; being respectful of these timelines facilitates better relationships and communication between her department and those of the faculty and campus community.

Ms. Burgos said that she and her staff would continue being intentional, flexible, and mindful of their actions in their commitment to provide the best opportunities for student retention, graduation, and lifelong learning. She thanked the Regents again for the award and said she felt truly fortunate to have had the opportunity to work at the University of Wisconsin-Oshkosh, partnering with faculty and staff to help students achieve academic success.

### ***Team Award: University Honors Program at UW-Eau Claire***

Regent Pruitt said it was his privilege to introduce the Regent Diversity Award in the team category to the UW-Eau Claire Honors Program. He said that in 2009, the UW-Eau Claire Equity Scorecard Report on Excellence noted that students of color were underrepresented in the university's Honors Program. Of 392 students officially enrolled in honors, only seven students, or 1.7 percent, were known to be students of color. He said that the Scorecard also reported that admissions criteria for the university Honors Program unfairly disadvantaged students of color and suggested the university reexamine its ACT and class rank admissions requirements.

Regent Pruitt said that one of the unfortunate canards offered by too many in society was the assertion that the pursuit of diversity is at odds with the pursuit of excellence, that somehow if one sees a more diverse and representative community on campuses or in businesses, it will be at the expense of high standards and high achievements. He said that everyone in the meeting room knew that was simply not true, and, indeed, the opposite was true. He said that "diversity enriches us all, and we can never achieve true institutional excellence without diversity, equity,



and inclusion.” Regent Pruitt said that on this point, as Dr. King used to say, “our lives begin to end the day that we decide to become silent about things that matter.” He said that the good staff in the UW-Eau Claire Honors Program understood this well, and not only were they not silent, but they took the findings of the Equity Scorecard and used them as a call to action.

Regent Pruitt said that the Program Director, Jeff Vahlbusch, and Faculty Fellow David Jones developed and implemented, with the help of a campus-wide team, an innovative, holistic admissions pilot project that takes into account other factors, such as service and extracurricular activities, in addition to academic performance and potential. Regent Pruitt said that in 2010, the year after the program was revamped, representation of students of color in the UW-Eau Claire Honors Program increased from 1.7 percent to 9.6 percent. First- and second-year retention rates for the 2010 cohort were 92 percent. He said that, as a result, a larger number of deserving and capable students were taking part in high-impact practices that were known to be powerful in enhancing student learning and success.

Regent Pruitt said that in the two years since the holistic admissions process was implemented, more than 100 students who otherwise would have been overlooked had been invited to join the UW-Eau Claire Honors Program, representing real change and recognition that the pursuit of increased diversity can and should go hand in hand with the pursuit of individual excellence.

Regent Pruitt said that it was his pleasure to present the 2012 Regent Diversity Award in the team category to the Honors Program at UW-Eau Claire. Program Director Jeff Vahlbusch and Faculty Fellow David Jones accepted the award on behalf of the program and were met with a standing ovation.

Dr. Vahlbusch expressed his gratitude and said that he and University Honors Faculty Fellow and English Professor Dr. David Jones were delighted to accept the award. He said they did so as representatives of a wonderful group of faculty, honor students, staff, and administrators from across the University of Wisconsin-Eau Claire, who worked together on their Honors Holistic Admissions Project.

He said it was his pleasure to thank and name the main members of their team: the Chancellor’s EDI Fellows, Dr. David Shih and Dr. Selika Ducksworth-Lawton; Executive Director of Enrollment Management Kris Anderson and her staff, including multicultural recruiter Kia Lee, Office of Multicultural Affairs Director Dr. Jessie Dickson and Assistant Director Charles Vue; Associate Dean of Students Jodi Thesing-Ritter; Director of American Indian Studies Dr. Deborah Barker; honors students Adam Gewiss, Sara Tweedale, and Mariah Quick; Assistant Director of Honors Dr. Ivy Bohnlein; all of the members of the University Honors Council; Professor of Geology and Honors Council member Dr. Phil Ihinger, and Honors Program Associate Pam Golden. He said that this was an award in the team category and every single one of these members deserved thanks and appreciation.

Dr. Vahlbusch said that two things made the project possible. The first was the UW System’s adoption; the Office of Equity, Diversity, and Inclusion’s administration; and UW-Eau Claire’s successful implementation of the Equity Scorecard. He said that the Scorecard gave

them a clearer picture of the problem; that their university Honors Program was far less diverse than their broader university population. The Scorecard also pointed them toward a solution: to reexamine Honors' traditional reliance on absolute ACT and rank-in-class cutoffs. Most helpfully, he said, the Scorecard told them exactly how many students in which under-represented groups were needed in the program to attain equity. The Equity Scorecard gave them a goal to meet, and they were well on their way to meeting the goal.

Dr. Vahlbusch said that the second key to their success was the unwaveringly strong support for Inclusive Excellence and EDI initiatives by UW-Eau Claire Chancellor Brian Levin-Stankevich, Provost Patricia Klein, Arts and Sciences Dean Marty Wood and their staff members. He said they created the context in which they could do their work well.

Dr. Vahlbusch said that he looked forward to making the high-impact practice of honors education available to ever greater numbers of underrepresented students. He thanked the Regents and Diversity Awards Committee members for their support of equity, diversity, and inclusiveness.

Faculty Fellow Dr. David Jones added that he wanted to mention two deceptively simple keys to diversifying the pool of honor students. The first key was to review the honors criteria for admission to make sure that they were equitable and valid. He said that prior to the development of the holistic admissions process, UW-Eau Claire students were admitted to honors based on a 28 ACT score and a top-5-percent-in-class rank. He said that these criteria were originally set to manage enrollment; when put in place in 1983, these benchmarks had no known validity for predicting student success, yet they guided honors admissions for 26 years.

Dr. Jones said that when they took over the honors program in 2009, they began to ask questions about the benchmarks: Is there is a significant predictive difference between a score of 28 on the ACT and a score of 27? What about top-5-percent-in-class rank versus a top 8 percent? If one comes in third out of a graduating class of 35, should they be ineligible for honors admission? If one learned English after early childhood and had a 23 ACT in reading but a 31 in science, should they be disqualified from honors admissions? He said they posed such questions and revised the criteria to help assure equity and validity.

Dr. Jones said that the second key was to begin to read student applications with diversity in mind. He said that he started in honors with Dr. Vahlbusch, and in his tenth year as a UW-Eau Claire faculty member, but until that point had never seen or read an admissions application. He said that implementing holistic admissions required that they start reading. He said that by taking this deceptively simple step, they learned a great deal about incoming students and their academic achievements, their extra-curricular activities, employment, career interests, and personal stories. They could never get this kind of detail from an ACT score, and were able to identify ethnic and other kinds of diversity in the student pool, make more informed decisions about admissions, and look deeply within student data to help track student success.

Dr. Jones said that he was describing the steps as “deceptively simple,” because it did require time and effort to review admissions criteria to make sure they were equitable and valid, and it takes time to read student applications. However, if one is unable or unwilling to take

these steps, they choose not to seek or develop a great deal of student talent. He closed by saying that the future productivity of the state depends on developing this talent. He thanked the Regents and said it was a great honor to receive the award.

### ***Institution Award: First Nations Studies Program at UW-Green Bay***

Regent Manydeeds said that he wanted everyone to know that he felt honored and privileged to be included in the group of people present. He said that he admired and respected everyone present, and acknowledged that their jobs were difficult. He asked that his remarks be accepted, not as a statement of complaint, criticism, or blame, but as fact and concern for some people close to him.

Regent Manydeeds explained that Native people face many challenges, just as the UW System faces challenges. Two of those challenges are at a crossroads and when that happens, they must be examined with concern, to see what can be done to change things. Regent Manydeeds said that when he was reading the submissions for the nominations, he came across a shocking statistic: According to a System study in 2009 (or perhaps 2011), of the 1,000 Native American students that graduated from high school, only 40 took the ACT test and applied to a UW System institution. Of those 40 students, 34 were admitted. Of those 34 students admitted, only 22 enrolled. Of the 22 students that enrolled, only 16 were retained through the first year, and of those 16 students, only 8 graduated. Regent Manydeeds said that this was a concern of his, and he knew it was a concern of everyone in the room. He said that it was a problem that must be addressed.

A second area of concern, Regent Manydeeds said, was preparing teachers. It is state law that Superintendent Evers cannot license a teacher in Wisconsin unless that teacher has received instruction in the study of minority group relations, including the history, culture, and tribal sovereignty of Wisconsin tribes. He said that he believed this was being done, but questioned if it was being done well enough. He said he thought that most of the campuses he had visited were doing what they could, and as well as they could.

Regent Manydeeds said that he heard about something that happened in northern Wisconsin within the last two weeks, which disappointed him. He indicated that he did not know all of the facts, but he understood that a young student was disciplined by a teacher for speaking in the Menominee language. He said his father was a teacher, and until recently his wife was a teacher. He said that teachers have a hard job, and he understands their hardships. He said that he was not criticizing the teacher, but that more must be done as a System to better prepare teachers. He said that he thought that moment could have been used as a great teaching moment by that teacher had he or she been better prepared.

Regent Manydeeds said he was very happy and pleased with the recipient of the institution/unit award, UW-Green Bay's First Nations Studies program. He explained that the First Nations Studies Program was part of a professional program in education at UW-Green Bay, an interdisciplinary degree program that reflected the holistic world view of Native indigenous people. He said that the program was committed to the study of Indian culture, philosophy, history and language, as well as the social, economic, and political status of

indigenous people in their communities. The First Nations Studies Program actively embraced the oral traditions of the American Indian Tribal communities and incorporated those teachings and learning approaches of tribal people offering students a new way to learn.

Regent Manydeeds said that Tim Kaufman, chair of UW-Green Bay's Professional Program in Education, included in his nomination letter a description of the opportunity to learn from oral tradition scholars. Regent Manydeeds explained that elders are people from a tribe that are educated in the ways of the tribe, have received an oral history of the tribe and its culture, embody those key spirits of the culture, and are able to tell them and translate and explain how the tribe and culture work and the beliefs of the tribe.

Regent Manydeeds said that this approach mirrored the tribal world, as the indigenous people of Turtle Island have transmitted this knowledge for many thousands of years. He said that the impact of the program was cross-disciplinary. In collaboration with the professional program in education, the First Nations Studies program created an innovative fusion model designed to teach teachers how to deliver culturally relevant instruction about history, culture, and tribal sovereignty of First Nations people. In essence, First Nations knowledge is fused into existing undergraduate courses, such as social work, history, democracy and justice studies, human development, and biology, a practice which aligns it with the UW System's Inclusive Excellence initiative.

Regent Manydeeds said that First Nations Studies was also responding to community needs of the tribes in areas such as language, preservation, generational healing, and efforts to increase the recruitment, retention, and graduation rates among First Nations students. He cited the personal impact on students in the program, including a Hmong student who noted that the courses had touched his or her heart.

Regent Manydeeds said that he was pleased to present the 2012 Regents Diversity Award to the University of Wisconsin-Green Bay's First Nations Studies Program. Dr. Lisa Poupart, chair of the program, was unable to attend, but two members of the First Nations Studies faculty were present to accept the award, Cliff Abbott and JP Leary. They received a standing ovation from those present.

Dr. Cliff Abbott expressed his gratitude and introduced himself and Mr. JP Leary. He joked that the two of them were bookends for the program: He was working on his fourth decade as a faculty member at UW-Green Bay, and Mr. Leary was working on his second semester. He explained that they wanted their chair, Dr. Lisa Poupart, to be present, but she and other members of the program were at UW-Eau Claire as part of a workshop at which they were explaining the kinds of the things they do at Green Bay, and sharing advice, the kind of advice that wins awards.

Dr. Abbott said that he had been at UW-Green Bay for a long time, and a program like this did not happen overnight; it took a long time to build. He said that he could remember when he first arrived at the UW-Green Bay campus, in the mid-1970s, and thought about trying to do something for diversity. He said that at that time, as embarrassing as it was to say, they simply cast around to fellow faculty members and asked if anybody was teaching anything about

minority groups somewhere in their classes. He said that if some responded “yes” to that, they gathered all of the courses together and said they had an ethnic studies program.

Dr. Abbott said that over the years, they were able to focus the program, hire faculty members with the expertise to increase the focus of the courses, assemble courses in a coherent program and create a minor, eventually to create a major for First Nations Studies, and then to have that major be able to support a center for experimentation and innovation. It had been a long path, and important work had been done.

Dr. Abbott said that he would mention one significant step that happened about 15 years before. It was the point at which the institution posed the question, “Why do we want a First Nations Studies program in the first place?” He said that the answer was that it had to be more than only being able to recruit Native students, and it had to be more than an effort to close the achievement gap. It had to be more than carving out a small place for Native American communities to recognize themselves in academia. It was decided that the program should invite challenges to the traditional ways that the academy was operating, and relying upon the voice of Native American people would be an excellent way to do that. He said they hired several people from the communities.

It was not always comfortable, but there was an effort to apply the Wisconsin tradition of sifting and winnowing when considering different value systems, appropriate ways to teach, and different ideas about access to knowledge. He said that for the academy, access to knowledge should be available to all students and to all citizens. He said that for Native American groups, the access was often something that had to be gained by developing relationships with elders and community, which is a different way of organizing knowledge. Dr. Abbott said that the holistic way of viewing the world that was characteristic of Native people was different from the structure of most universities that “silo things into departments.” A challenge was the high value placed on an oral, rather than written, tradition.

Mr. Leary spoke next, noting that he was brand new to UW-Green Bay, and prior to joining the institution, he worked at the Department of Public Instruction with Superintendent Evers and others for about 15 years. He said that in his position with the American Indian Studies program, he had a good sense of what was happening around the state and around the UW System. He also said that he had been fortunate to work with Professor Abbott, Dr. Poupart, and others, and knew about the work occurring at UW-Green Bay.

Mr. Leary indicated that about a year before, he and Regent Evers were walking to a meeting, and he told Regent Evers that UW-Green Bay was doing some really good things, he wanted to be a part of that, and had applied for a job there. He said he was not leaving DPI, but going toward something. He expressed his gratitude for the recognition for the program, and told Regent Evers he still thought he had made a good decision.

To close the awards ceremony, Regent Crain said that the Regents were truly honored and inspired by the extraordinary recipients and their work, and that there was still a lot of work to be done. President Spector thanked Regent Crain and others and said that the presentations were very enriching.

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

President Spector then called upon Regent Falbo to present the report of the Business, Finance, and Audit Committee.

### ***Joint Meeting of the Business, Finance, & Audit Committee and the Capital Planning & Budget Committee***

Regent Falbo reported that the Business, Finance, and Audit Committee met jointly with the Capital Planning and Budget Committee and heard about the UW Colleges' relationships with the city and county political subdivisions. He said they had a presentation from UW-Marathon County and the city planner from Marathon County. He said that the successes, collaboration, and partnerships were impressive. Regent Falbo explained that Marathon County was one of Chancellor Cross's 72 "bosses" across the state.

### **General Contract Signature Authority, Approval, and Reporting**

Regent Falbo indicated that the first resolution discussed during the joint meeting, general contract signature authority, would update and consolidate several Regent Policy Documents relating to signature authority. The resolution would streamline the process for delegating authority to sign documents by allowing the UW System President to delegate approval of authorized signers to institution chancellors, rather than having chancellors recommend signers for the UW System President's approval.

### **Real Property and Construction Contract Signature Authority and Contract Approval**

A second item discussed during the joint meeting, a resolution related to real property and construction contract signature authority, would consolidate several Regent policies and bring them in line with existing laws and regulations. Authority for these actions would be maintained with the Board and, in most cases, would also require the approval of the State Building Commission or, in the case of leases, the state Department of Administration.

### ***Committee Business***

### **2011 Annual Financial Report and Auditor's Opinion**

Regent Falbo said that the committee then reconvened as the Business, Finance, and Audit Committee to take up the 2011 Annual Financial Report and Auditor's Opinion. He said that for the first item Julie Gordon, the Associate Vice President for Financial Administration, presented a summary of information for the UW System's 2011 Annual Financial Report, which included an unqualified audit opinion from the Legislative Audit Bureau. State Auditor Joe Chrisman and Financial Audit Director Carolyn Stittleburg of the Legislative Audit Bureau (LAB) presented the auditor's opinion. Regent Falbo said that LAB highlighted three findings,



two of which were repeat findings that had been addressed by management. The remaining finding related to security access in the new HRS System and would be addressed as HRS stabilizes.

### **2011 Annual Trust Funds Report**

Regent Falbo said that Trust Funds Director Doug Hoerr presented highlights from the 2011 Annual Trust Fund Report. Trust funds are comprised of gifts and bequests made directly to a UW institution, rather than to a foundation. Regent Falbo reported that as of June 30, 2011, the trust funds held net assets of \$464.2 million, up from \$409.3 million at the end of the prior year. The long-term fund gained 21.2 percent over the period, and the intermediate and the income fund returned 8.3 and .2 percent respectively.

### **Review and Approval of the 2012 Operations Review and Audit Plan**

Regent Falbo said the committee took up the review and approval of the 2012 Operations Review and Audit Plan. They welcomed back from maternity leave Elizabeth Dionne, Director of Operations Review and Audit. He said that at their last meeting, the committee had discussed potential audit topics, and the proposed plan was adjusted based on risk analysis, institutional impact, staffing realities, and priorities expressed by the committee. Due to the priority placed on the review relating to reporting crimes against minors, work began on this audit in December. The committee approved the plan as presented.

### **Quarterly Audit Status Update**

Ms. Dionne provided an update for the committee of ongoing Office of Operations Review and Audit projects.

### **UW Strategic Plans for Major Information Technology Projects**

Regent Falbo reported that the committee discussed UW strategic plans for major informational technology projects. Ed Meachen, Associate Vice President for Learning and Information Technology, presented the overview of the UW System IT Strategic Plan, entitled "The Common Systems Road Map." In addition to this overall UW System plan, each institution is required to develop a plan for its local systems and projects.

### **UW System Information Technology Reports: Status Report for Major Projects**

Regent Falbo indicated that the project status for UW System information technology reports, another topic discussed by the committee, was available online.

### **Review and Approval of Changes to Regent Policy Document 30-4: Mandatory Refundable Fee Policies and Procedures for Student Government Organizations**

Regent Falbo reported that the committee reviewed changes to Regent Policy Document 30-4, "Mandatory Refundable Fees and Procedures for Student Government Organizations."



The committee approved changes to the Regent Policy requiring UW institutions to collect fees for any UW System inter-institutional governance support groups for which the board approved a mandatory refundable fee. Interim Associate Vice President for Student Affairs and Chief Student Affairs Officer at UW-Oshkosh, Petra Roter, explained the process used to draft the proposal and highlighted the changes. Regent Falbo said that the only organization for which an MRF is currently approved is United Council of UW Students.

### **Approval of the Minutes of the December 8, 2011, Meeting of the Business, Finance, and Audit Committee**

The committee approved the minutes of the December 8, 2011, meeting of Business, Finance, and Audit.

### **Consideration of an Adjustment to the Salary Range Related to the Recruitment for the Provost Position at the University of Wisconsin-Milwaukee**

The committee considered an adjustment to the salary range related to the recruitment for the provost position at UW-Milwaukee. Chancellor Lovell outlined some of the recruitment challenges surrounding the current salary range for the provost position. The range had not been adjusted for six years. The committee approved the resolution.

### **Report on Gifts, Grants, and Contracts**

Vice President for Finance Debbie Durcan presented information regarding gift, grant, and contract awards.

### **Report of the Senior Vice President**

Regent Falbo noted that Senior Vice President Michael Morgan updated the committee on progress toward operationalizing the ITMAC (Interpret, Train, Monitor, Advocate, Consult) philosophy of management in Administration and Fiscal Affairs. Mr. Morgan also talked about the Human Resources System, which he reported was on time and on budget, with only two more critical pieces to come online.

Regent Falbo said that Associate Vice President Freda Harris provided an overview of the 2013-15 biannual budget process and timeline for informational purposes.

The committee then heard an update from the UW Personnel Systems Task Force. The University Task Force is co-Chaired by UW-Platteville Chancellor Dennis Shields, who briefed the committee on recent activities. The Task Force held its third meeting on Wednesday, February 8. Regent Falbo said the working groups were developing systems and reporting back to the Task Force. The Task Force has an aggressive timeline. Regent Falbo said that Chancellor Shields stressed the importance of having all the stakeholders participate in the process.

## ***Consent Agenda***

Regent Falbo then moved adoption of Resolutions 10014, 10015, 10016, 10017 and 10018. The motion was seconded by Regent Whitburn. Regent Drew requested that Resolution 10018 be removed for separate consideration. A vote was called on Resolutions 10014, 10015, 10016 and 10017, and these resolutions were adopted unanimously on a voice vote:

### **Regent Policy Document Review: RPD 13-1 General Contract Signature Authority, Approval, and Reporting**

Resolution 10014: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revised Regent Policy Document 13-1 General Contract Signature Authority, Approval, and Reporting. This action repeals existing Regent Policy Document 13-3, Authorization to Sign Documents and Regent Policy Document 13-4, Delegation of Responsibilities to the Vice President for Finance, the subject matter of which will now be covered under this consolidated and renumbered policy regarding general contract signature authority.

### **Regent Policy Document Review: RPD 13-2 Real Property and Construction Contract Signature Authority Approval**

Resolution 10015: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the attached revised Regent Policy Document 13-2 Real Property and Construction Contract Signature Authority and Approval. This action repeals existing Regent Policy Document 13-1, Authorization to Sign Construction Contracts and Change Orders, Regent Policy Document 13-4, Delegation of Responsibilities to the Vice President for Finance, and Regent Policy Document 19-13, Acquisition of Property within Approved Campus Development Plan Boundaries the subject matter of which will now be covered under this consolidated and renumbered policy.

### **Operations Review and Audit Calendar Year 2012 Operations Review and Audit Plan**

Resolution 10016: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Calendar Year 2012 Operations Review and Audit Plan.

**Regent Policy Document 30-4 Mandatory Refundable Fee Policies and Procedures for Student Government Organizations**

Resolution 10017: That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the changes to Regent Policy Document 30-4, “Mandatory Refundable Fee Policies and Procedures for Student Government Organizations.”

Prior to the vote, Regent Bartell had asked a question about Resolution 10017. He noted having received a communication from the Student Senate at UW-River Falls about the amendment of RPD 30-4, the mandatory refundable fee policy. He asked if Business, Finance, and Audit had considered this communication. Regent Falbo said that it had.

***Consideration of an Adjustment to the Salary Range Related to the Recruitment for the Vice Chancellor/Provost Position at the University of Wisconsin-Milwaukee***

Called upon by President Spector, Regent Drew spoke against the motion to adopt Resolution 10018. He said that he understood the vital importance of the provost/vice chancellor position to UWM and to all of the institutions and the need to be competitive in attracting high-quality candidates. However, he cautioned that the Board ran the risk of appearing tone deaf to the concerns of faculty and staff at a time of declining state aid, rising tuition, frozen salaries, and, in effect, pay cuts, with the benefit contributions that went into effect. Regent Drew said that he did not believe that an increase of \$73,000, which would be the midpoint increase for the provost position, was justified. He said that he did not see how the Board could raise the salary for someone not yet hired, and ignore the needs of current employees.

President Spector asked if there were other comments on the motion. Regent Higgins observed that disinvestment is taking place in public universities all across the country. With budgets being cut, he asked at what point in time the competitive environment would change in the university’s favor. Associate Vice President for Human Resources and Workforce Diversity Al Crist was called upon for a response. Dr. Crist said that the proposed new salary range was developed pursuant to Regent policy, the same policy structure that applies for chancellors, provosts, and presidents in the System. The range was essentially based on surveying the peer institutions that were established by the legislature through a committee in 1984. The range was based on data from UW-Milwaukee’s peers; a reduction of the peer median by 5 percent to reflect a lower cost of living in Wisconsin; and a 10-percent spread around the median. This was a narrow range, last calculated in 2006 and was, therefore, out of date and out of market.

Responding to a question about the peer group for the UW-Milwaukee position, Associate Vice President Crist said that the state Legislature sets the ranges for the vast majority of UW employees, a very unusual circumstance across the country. That will improve with the new personnel systems to be put in place on July 1, 2013.

President Spector asked Chancellor Lovell if he had any comments. The chancellor said that the reason for the proposal to change the range was that when UW-Milwaukee started the

provost search, the search firm received questions from the candidates. The firm had done the preliminary screening and had identified 12 people for interviews; five of them asked what the salary range was. All five of them were already making more than the maximum of the range, as deans at other universities. It became apparent that a competitive search for a provost of high quality would require an adjustment to the salary range. Chancellor Lovell added that it is sometimes necessary to pay market value for new faculty, which has resulted in newly-hired assistant professors being paid more than full professors who had been on campus for 20 years. This is not fair, but is part of the reality in hiring quality people.

President Spector, referring to Regent Higgins' inquiry and Chancellor Lovell's comments, summarized by observing that Chancellor Lovell seemed to be saying that notwithstanding that in the abstract there ought to be more people available of high quality, in this specific situation, based on the people the search firm identified, it seemed best to look at raising this range.

Regent Walsh commented that Regent Drew's concern about being tone deaf to faculty and staff posed an honest question and a challenge. He said that he saw a significant distinction in who controls what. Unfortunately, the people who control the ranges for faculty and staff do not have to be accountable for the consequences, but the Board does. The Board controls salaries for the leadership positions, and the Board watches people leave because they are paid too much elsewhere. It is the Board's responsibility to make sure the right people are hired. He recalled that, going back ten years, there was an effort to adjust salary ranges as a group, but now it was being done individually, following the reality of the legislative prescription.

Regent Walsh said that as Chair of the UW Hospital and Clinics, he has seen a similar problem. He said he was sensitive to Regent Drew's concern. However, the Board's responsibility is one of leadership, and it is important to be in the market when hiring leaders.

Regent Roberts asked about the source of funding for the UW-Milwaukee provost position. Dr. Crist said that the funds would come from UW-Milwaukee's existing operating budget. Regent Roberts, expressing an appreciation for Regent Drew's point about the need to be sensitive to the current environment, said that he thought it was also important to be sensitive to and to support the chancellor's wishes.

President Spector called for a vote on Resolution 10018. A roll call vote was necessary to comply with Regent policy regarding salary range adjustments. The resolution was adopted on a roll call vote, with Regents Bartell, Bradley, Crain, Evers, Falbo, Higgins, Manydeeds, Pruitt, Roberts, Sherven, Smith, Spector, Tyler, Vásquez, Walsh, and Whitburn (16) voting in the affirmative, and Regent Drew (1) voting in opposition.

**Consideration of an Adjustment to the Salary Range Related to the Recruitment for the Vice Chancellor/Provost Position at the University of Wisconsin-Milwaukee**

Resolution 10018: That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, in accordance with Wisconsin statutes and Regent Policy

Document 6-5, the Board of Regents adopts a new salary range for the UW-Milwaukee Vice Chancellor/Provost as set forth in the attached, effective July 1, 2012.

- - -

## **REPORT OF THE CAPITAL PLANNING AND BUDGET COMMITTEE**

President Spector then turned to Regent Bartell for the report of the Capital Planning and Budget Committee.

### ***Joint Meeting of the Business, Finance, & Audit Committee and the Capital Planning & Budget Committee***

Referring to the joint meeting with Business, Finance, and Audit, Regents Bartell said that he would only add some numbers to what Regent Falbo had reported, because the numbers were impressive. The counties and municipalities around the state of Wisconsin provided about \$25 million of financial support to UW Colleges and Extension last year. That is \$25 million not provided by the state, but by the local municipalities and counties. With respect to UW Marathon County, which made its presentation, that campus described six major projects that they had undertaken that had a total insured value of \$61 million, which Regent Bartell said was a very impressive amount. He emphasized the significant partnership with these local governmental entities, which should be valued and treasured.

In recognition of the Bradley Committee recommendations that the reports of the committee chairs be abbreviated, Regent Bartell said that he would identify the items that were approved by the Capital Planning and Budget Committee unanimously and then address any questions or concerns.

### ***Committee Business***

#### **Authority to Increase the Budget of the Parking Ramp and Police Building Project and Construct the \$13.8-million Project, UW-La Crosse**

Regent Bartell said that the Capital Planning and Budget Committee adopted Resolution 10019, having to do with a UW-La Crosse request for authority for a parking ramp and police building project at \$13.8 million. The new police building would provide appropriate modern space for campus security, which is now housed in outdated space.

#### **Authority to Demolish the River Commons Building, UW-Oshkosh**

The committee approved Resolution 10020, requested by UW-Oshkosh, to demolish the River Commons Building on Pearl Avenue, using insurance funds to finance the demolition. Once it is demolished the site will be developed into fields for intramural athletics.

### **Authority to Increase the Budget of the UW-Platteville Porter Hall Renovation Project**

Resolution 10021 requested authority for a small increase in the budget at UW-Platteville for the Porter Hall renovation project.

### **Authority for UW-Platteville to Transfer a Small Amount of Land to an Adjacent Private Property Owner**

Resolution 10022 was UW-Platteville's request to transfer a small amount of land to an adjacent private property owner who claimed it by adverse possession. This action resolved a substantiated claim that a fence, which the campus located on the property years ago, was not constructed on the true property boundary.

### **Authority to Construct the \$15.3-million Ross and Hawkes Halls Renovation Project, UW-Superior**

Resolution 10023, by UW-Superior, sought authority to construct the \$15.3-million Ross & Hawks Hall residence-hall renovation project.

### **Authority to Increase the Budget and Construct the \$5.3-million Drumlin Dining Hall Remodeling Project, UW-Whitewater**

Resolution 10024, for UW-Whitewater, requested authority to construct the \$5.3-million Drumlin Dining Hall remodeling project, replacing food service equipment, exterior windows, and outdated HVAC equipment, as well as remodeling the hall's dining areas.

### **All Agency Maintenance and Repair Projects**

Regent Bartell said that Resolution 10025 would seek authority to construct six all-agency maintenance and repair projects at five UW institutions, for a total of \$16 million.

### ***Consent Agenda***

Regent Bartell then moved adoption of Resolutions 10019, 10020, 10021, 10022, 10023, 10024, and 10025. Regent Drew seconded the motion, which was adopted on a unanimous voice vote.

### **Approval of the Design Report of the Parking Ramp and Police Building Project and Authority to (a) Increase the Scope and Budget, and (b) Construct the Project, UW-La Crosse**

Resolution 10019: That, upon the recommendation of the UW-La Crosse Chancellor and the President of the University of Wisconsin System, the Design Report of the Parking Ramp and Police Services Building project be approved and authority be granted (a) increase the project scope and budget by \$1,707,000 Program Revenue-Cash; and (b) construct the project for a

total project cost of \$13,838,000 (\$6,838,000 Program Revenue Supported Borrowing and 7,000,000 Program Revenue-Cash).

**Authority to Demolish the River Commons Building, UW-Oshkosh**

Resolution 10020: That, upon the recommendation of the UW-Oshkosh Chancellor and the President of the University of Wisconsin System, authority be granted to demolish the River Commons building, which is located at 632 Pearl Avenue on the UW-Oshkosh campus, for a total estimated cost of \$693,000 Insurance Funds.

**Authority to Increase the Budget of the Porter Hall Renovation Project, UW-Platteville**

Resolution 10021: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to increase the budget of the Porter Residence Hall Renovation project by \$150,000 Program Revenue Supported Borrowing for a revised total project cost of \$4,926,000 Program Revenue Supported Borrowing.

**Authority to Transfer a 0.374-Acre Parcel of Board of Regents-Owned Land, UW-Platteville**

Resolution 10022: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to transfer 0.374 acres of undeveloped Board of Regents-owned land to the adjacent private property owner.

**Approval of the Design Report and Authority to Construct the Ross and Hawkes Halls Renovation Project, UW-Superior**

Resolution 10023: That, upon the recommendation of the UW-Superior Chancellor and the President of the University of Wisconsin System, the Design Report be approved and authority be granted to construct the Ross and Hawkes Halls Renovation project for a total cost of \$15,276,000 Program Revenue Supported Borrowing.

**Approval of the Design Report of the Drumlin Dining Hall Remodeling Project and Authority to Increase the Budget and Construct the Project, UW-Whitewater**

Resolution 10024: That, upon the recommendation of the UW-Whitewater Chancellor and the President of the University of Wisconsin System, the Design Report of the Drumlin Dining Hall Remodeling project be approved and authority be granted to increase the budget by \$673,000 Program Revenue-Cash and construct the project for a total cost of \$5,300,000 (\$4,627,000 Program Revenue Supported Borrowing and \$673,000 Program Revenue-Cash.)



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

Resolution 10025: That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$15,775,400 (\$12,029,500 General Fund Supported Borrowing; \$2,143,500 Program Revenue Supported Borrowing; and \$1,602,400 Program Revenue-Cash).

### ***Report of the Associate Vice President***

Regent Bartell closed his report by noting that Associate Vice President David Miller reported that the State Building Commission approved \$84 million of projects for the UW at its December meeting.

President Spector, thanking Regent Bartell for his report, said that he set a wonderful example for the future with his brevity.

- - -

## **REPORT OF THE EDUCATION COMMITTEE**

Regent Vásquez next made his report on behalf of the Education Committee, saying that he, too, would be brief. The full discussion would be reflected in the committee's minutes.

### ***Committee Business***

#### **New Academic Program Approvals**

Regent Vásquez said that the Committee unanimously approved six new academic degree programs, all of which would be a part of the consent agenda. These included the M.S. and Ph.D. degrees in Epidemiology at UW-Madison, on which the committee heard a brief presentation. Madison Provost Paul DeLuca and Hal Skinner, Professor of Population Health Studies, made clear the extent to which Epidemiology is fundamental to the program array and the education of students in the School of Medicine and Public Health.

Collaboration was being explored with UW-Milwaukee, which is also developing a Ph.D. in Epidemiology as part of its new School of Public Health, and Regents can expect to see that degree proposal sometime in the near future.

#### **UW-Milwaukee Charter School Authorization and Renewals**

The committee welcomed Dr. Bob Kattman, Director of the Office of Charter Schools, and Dean Carol Colbeck, Dean of the School of Education at UW-Milwaukee, to discuss the charter schools that they were bringing forward. Dr. Kattman would be retiring soon, Regent Vásquez said. The charter schools that were moved forward were the two existing ones: Capitol West Academy and the School of Early Development and Achievement came before the

committee, which recommended them for four-year renewals. Normally these would be a five-year renewals. They have been making some substantial progress and showing good achievement. There were some areas where a four-year renewal was deemed more appropriate, it this gives the office an opportunity to come back earlier rather than later to do a good assessment of them again.

A third school that was recommended was the Lighthouse Charter. This was a new school, Regent Vásquez explained. In response to a question from President Spector, Regent Vásquez said that this school would have a five-year renewal period.

### **Annual Program Planning and Review Report**

The committee discussed the Annual Program Planning and Review Report, presented by Dr. Stephen Kolison, and provided in the Board materials. Regent Vásquez indicated there was a good analysis and good recommendations, tied in with President Reilly's recommendation that UW System Administration take responsibility for managing the System's program array, and leave the determination of quality to the institutions. The committee's discussion centered on some key issues, including what it would mean for System Administration to manage the array; how gaps in the array could be identified and addressed; and what role the Board would play in this changing process. Some recommendations on these questions would be forthcoming in the near future, Regent Vásquez said.

### ***Report of the Senior Vice President***

Regent Vásquez said that the committee meeting concluded with the Report of the Senior Vice President, which included updates on: the transfer of several Academic Affairs Advisory Committees to UW institutions; revisions to the System's *Growth Agenda for Wisconsin Grant Program*; and recent developments in the System's LEAP Wisconsin work.

### ***Consent Agenda***

Regent Vásquez then moved adoption of Resolutions 10026, 10027, 10028, 10029, 10030, 10031, 10032 and 10033, and the motion was seconded by Regent Crain. Regent Drew asked that Resolution 10033 be removed from the consent agenda. President Spector called for a vote on Resolutions 10026, 10027, 10028, 10029, 10030, 10031 and 10032, and these resolutions were adopted unanimously on a voice vote.

### **Program Authorization (Implementation) B.S. in Nutritional Sciences, UW-Milwaukee**

Resolution 10026: That, upon the recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Nutritional Sciences.

**Program Authorization (Implementation) B.F.A. in Entertainment Design, UW-Stout**

Resolution 10027: That, upon the recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.F.A. in Entertainment Design.

**Program Authorization (Implementation) B.F.A. in Graphic Design and Interactive Media, UW-Stout**

Resolution 10028: That, upon the recommendation of the Chancellor of the University of Wisconsin-Stout and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.F.A. in Graphic Design and Interactive Media.

**Program Authorization (Implementation) B.S. in Sustainable and Renewable Energy Systems, UW-Platteville**

Resolution 10029: That, upon the recommendation of the Chancellor of the University of Wisconsin-Platteville and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Sustainable and Renewable Energy Systems.

**Program Authorization (Implementation) M.S. and the Ph.D. in Epidemiology, UW-Madison**

Resolution 10030: That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor be authorized to implement the M.S. and the Ph.D. in Epidemiology.

**The University of Wisconsin-Milwaukee Charter School Contract Extension, Capitol West Academy**

Resolution 10031: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the extension of the charter school contract with Capitol West Academy, Inc., together with amendments to the contract, maintaining a charter school known as the Capitol West Academy.

**University of Wisconsin-Milwaukee Charter School Contract Extension, School for Early Development and Achievement**

Resolution 10032: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin

System, the Board of Regents approves the extension of the charter school contract with School for Early Development and Achievement, Inc., together with amendments to the contract, maintaining a charter school known as the School for Early Development and Achievement.

### ***University of Wisconsin-Milwaukee Charter School Contract Approval, Breakwater Lighthouse Charter School***

President Spector acknowledged Regent Drew, who spoke in opposition to the charter for Breakwater Lighthouse School. He said that UW-Milwaukee does great things in collaboration with its partners in the public K-12 system, but he said that he was opposed to adding an additional charter school because he did not believe that as a public higher education system, the System should continue to contribute to the unsustainability of the K-12 public system in Milwaukee. Adding 644 students, which would be the capacity of this school, only siphons more money away from the established public system. The track record for voucher charter schools is mixed. UW-Milwaukee probably does a better job than some of the “fly-by-night charter outfits and voucher outfits” that exist. However, Regent Drew said that he believed the Board should hold the line and not continue to add more charter schools. The purpose of having a laboratory to look at different methods is well served by the existing schools.

Regent Vásquez spoke in support of granting the authorization, saying that Dr. Kattman had been very successful at creating an office that holds the schools accountable. He was concerned that the quality would decline, left to other authorizers. He said that he believed charters would continue to exist and would grow in number; he said that the Board of Regents had at its disposal a vehicle to ensure children received a quality education. It is a tool that the Legislature gave the Board, and the Board should take the tool and use it wisely.

Regent Crain, for the benefit of newer Board members, said that this was part of an ongoing conversation that had been occurring on the Board, especially in the Education Committee. A lot of the opinions, she said, were reflective of members’ individual opinions about the direction of public education. This would be an ongoing conversation. She said that she personally would support the motion, as she had supported the others, while acknowledging that many of Regent Drew’s broader concerns about public education were concerns for her, as well.

Regent Crain said that she very much respected the office at UW-Milwaukee, and the work of that office. While the concerns are ongoing, that office and UW-Milwaukee had done what the Board had asked in the course of the various proposals, and she said she honored that work.

President Spector recognized Regent Evers, who also said that he would support the resolution, although he had the same sort of concerns that Regent Drew had. This investment in Milwaukee Public Schools caused elementary class sizes to go from the mid-20s to the mid-30s at a point in time when work is being done to turn their achievement around. The expansion of charters impacts that. That aside, Regent Evers said that he would be supporting the resolution.

Regent Evers also mentioned his hope that in the future UW-Milwaukee could, in addition to providing quality control related to the charters that they are authorizing, take an opportunity to incorporate the entire UW-Milwaukee community with these schools. For example, student teachers should be teaching in these schools, researchers should be going in and out, and the schools should become lab schools. If these things are not done, a great opportunity will have been missed. He said that quality control is important, but he hoped that UW-Milwaukee would take a more active role in the schools.

Regent Spector observed that these were timely comments, with the appointment of a new Dean of Education at UW-Milwaukee. In response to Regent Drew's comments, he added that while he understood Regent Drew's concerns, he had been supportive of Superintendent Thornton and his efforts to improve the Milwaukee Public Schools on a steady basis. President Spector said that he would also ask that UW-Milwaukee, through the provost and the chancellor, ask the School of Education to continue its strong work in training teachers who are well prepared to teach in the Milwaukee Public Schools. That function should be performed at the same time that UW-Milwaukee is monitoring and authorizing charter schools. President Spector said that he was going to vote for the resolution, but he appreciated Regent Drew's comments.

President Spector then called for a vote on Resolution 10033, which was adopted on a voice vote, with Regent Drew voting in opposition:

**The University of Wisconsin-Milwaukee Charter School Contract Approval, Breakwater Lighthouse Charter School**

Resolution 10033: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents approves the charter school contract with the Lighthouse Academies of Wisconsin, Inc., establishing a charter school known as the Breakwater Lighthouse Charter School, effective July 1, 2012.

- - -

The meeting was recessed at 11:45 a.m. and reconvened at 11:55 a.m.

- - -

**CLOSED SESSION**

President Spector called upon Vice President Smith to present Resolution 10034, to move into closed session. The motion was seconded by Regent Falbo and adopted on a roll-call vote, with Regents Bartell, Bradley, Crain, Drew, Evers, Falbo, Higgins, Manydeeds, Pruitt, Roberts, Sherven, Smith, Spector, Tyler, Vásquez, Walsh, and Whitburn voting in the affirmative. There were no dissenting votes and no abstentions.

**Closed Session Resolution**

Resolution 10034: That the Board of Regents move into closed session to consider UW-River Falls and UW-Stout honorary degree nominations, as permitted by s. 19.85(1)(f), Wis. Stats.; and to consider personal histories related to the naming of facilities at UW-Madison and UW-River Falls, as permitted by s.19.85(1)(f), Wis. Stats.

The following resolutions were adopted during the closed session:

**Authority to Name the New Program-Revenue-Funded Residence Hall the “Jesse H. Ames Suites,” UW-River Falls**

Resolution 10035: That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, authority be granted to name the new program revenue funded residence hall on the University of Wisconsin-River Falls campus the “Jesse H. Ames Suites.”

**Authority to Name the New School of Nursing Facility “Signe Skott Cooper Hall,” UW-Madison**

Resolution 10036: That, upon the recommendation of the UW-Madison Interim Chancellor and the President of the University of Wisconsin System, authority be granted to name the new facility for the School of Nursing, which will be constructed at 701 Highland Avenue, “Signe Skott Cooper Hall.”

- - -

The meeting was adjourned at 12:05 p.m.

- - -

Submitted by:

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