



Board of Regents of the University of Wisconsin System
Office of the Secretary
1860 Van Hise Hall
Madison, Wisconsin 53706
(608)262-2324

December 29, 2003

MEETING NOTICE

TO: Each Regent

FROM: Judith A. Temby

A handwritten signature in cursive script, appearing to read "J. A. Temby".

RE: Agendas and supporting documents for meetings of the Board and Committees to be held at The Lowell Center, 610 Langdon St., Madison, on Wednesday, January 7, 2004.

Wednesday, January 7, 2004

10:00 a.m. - 12:00 noon - Steering Committee for Charting a New Course for the UW System

All participants invited to attend

Lower Level Dining Room

Box lunches will be served

12:15 p.m. - 2:15 p.m. - Working Groups - Charting a New Course for the UW System

- Revenue Authority and Other Opportunities, Lowell Center, room 118
- Achieving Operating Efficiencies, Lowell Center, room B1B
- The Research and Public Service Mission, Lowell Center, room B1A
- Our Partnership with the State, Lowell Center, Lower Lounge
- Re-Defining Educational Quality, **will not meet**

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

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REVISED

Charting A New Course For the UW System

Steering Committee Meeting
(All participants invited)

Lowell Center, Lower Level Dining Room
10:00am -- 12:00 noon
January 7, 2004

- I. Introductory Remarks – Regent Gottschalk
- II. Working Group updates and review of revised timetables
 - Revenue Authority – Regent Axtell
 - Operating Efficiencies – Regent Bradley
 - Educational Quality – Regent Mohs
 - Research & Public Service – Regent Davis
 - Our Partnership With the State – Regent Walsh
- III. Open discussion on Group focus and alignment
- IV. Working Group communication with the Board of Regents
- V. Board of Regent action on Working Group recommendations
- VI. Open discussion on Final Report format

Regent Toby Marcovich will participate by telephone at 1214 Belknap Street,
Superior, WI 54880, phone no. 715/394-6624.

Regent Nino Amato will participate by telephone at 10 E. Doty, Street, Suite 800,
Madison, WI 53703, phone no. 608/441-5740.

REVISED

**Revenue Authority And Other Opportunities Working Group
Of The
Board Of Regents Of The University Of Wisconsin**

Wednesday, January 7, 2004
Lowell center, 610 Langdon St., Madison
Room 118
12:15 p.m.
Agenda

- 12:15 p.m. Differential Tuition Follow-up
Freda Harris, Associate Vice President for Budget & Planning
Andy Richards, Assistant Vice President for Budget & Planning
- 1:00 p.m. Per Credit Tuition Follow-up
Freda Harris, Associate Vice President for Budget & Planning
Andy Richards, Assistant Vice President for Budget & Planning
- 1:30 p.m. Federal Relations Follow-up
- 1:45 p.m. Vote on action items
- 2:15 p.m. Adjourn

David Hay will participate by telephone at 1708 South Craftsman Dr., New Berlin,
WI 53146, phone no. 262/446-2751

Achieving Operating Efficiencies Work Group
January 7, 2004
Agenda

1. Approval of December 4, 2003 meeting minutes
2. Discussion paper: UW System missions and program emphasis
3. Discussion: Materials on competency-based degrees and creating change in instructional delivery systems
4. Discussion paper: Collaborative academic programs among UW institutions
5. Follow-up on program review or administrative efficiency issues from December meeting
6. Review of Strategies and Components of Efficiency table
7. Other

[Note: Items 2, 3 and 4 are carried over from the December meeting, and group members previously received materials for these items.]

**Achieving Operating Efficiencies Work Group
January 7, 2003
Strategies and Components of Operational Efficiency**

ISSUES	PRODUCTS/COMMENTS	TENTATIVE DUE DATE
1. Identifying significant unresolved issues from past studies on efficiency.	Report on past UW System efficiency measures, compiled by UW System staff, with specific discussions of: a. Cash management; b. State building program; and c. Procurement.	October 9, 2003 October 9, 2003
2. Defining "efficiency".	UW System staff are drafting a working definition.	February 5, 2004
3. Reviewing system structure, including: a. Centralization and regionalization; and b. Opportunities for internal efficiencies.	a. Report on the administrative structure, governance, and restructuring efforts of higher education in other states - UW System staff. b. Report on ideas for enhancing efficient UW operations - UW System staff.	November 6, 2003 December 4, 2003
4. Re-thinking instructional delivery, including: a. Relationships among the UW institutions, including distance education and general education; b. Relationships between UW System and its partners, including high schools and WTCS; and c. The basis upon which degrees are awarded (e.g., competency vs. number of credits).	a. Report on collaborative academic programs. b. --All-Regent session on credit transfer will be a starting point for discussion. --Report on high school programs - UW System staff. c. Alan Guskin presentation regarding reform in undergraduate education.	January 7, 2003 November 6, 2003 February 5, 2004 February 5, 2004
5. Examining better ways of using campuses' capacities, including: a. Faculty workload; b. Student support services; and c. Use of campus facilities and resources.	Reports on methods used to increase the number of students (capacity) without additional funds - UW System staff.	February 5, 2004
6. Examining the link between missions and resources, including: a. UW institutions' missions; and b. Relationship between academic programs and missions.	a. Report on institutional mission statements - UW System staff. b. Report on UW System program review process and "best practices" in other states - UW System staff.	January 7, 2004 December 4, 2003

Board of Regents Study
Re-Defining Educational Quality
January 7, 2004

1. **The committee will not meet.**

R E V I S E D

AGENDA OF THE RESEARCH AND PUBLIC SERVICE WORKING GROUP OF
THE BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Wednesday, January 7, 2003
The Lowell Center, Room B1A
12:15 p.m.
Agenda

1. Call to order
2. Approval of minutes
3. Discussion regarding higher education diversity
4. Finalize preliminary recommendations in the areas of research and communications
5. Other business
6. Adjournment

Regent Connolly-Keesler will participate by telephone at 404 N. Main St., Suite 205, Oshkosh, WI 54901, phone no. 920/426-3993.

Draft Preliminary Recommendations/12/10/03

Research & Public Service Working Group Charting a New Course for the UW System

Research

Given that the 21st century will be knowledge based, given that university jobs are “brain gain” jobs for the state, given the University of Wisconsin System’s strong national reputation and given UW-Madison’s exceptional success in getting research funding, this committee recommends the explicit promotion of academic research and development as a growth industry for the state of Wisconsin. Specifically, in this regard, to recommend:

- The strategic rebuilding of the faculty with the capacity to do research and scholarship in areas of national and state need.
- The creation of an incentive fund and infrastructure at the System level that will encourage faculty and staff collaboration across campuses and across disciplines to prepare competitive research proposals for the federal and state governments, private foundations and corporations and to take advantage of funding opportunities that require a broad geographic/interdisciplinary approach.
- Greater networking among existing entities such as WiSYS, the Wisconsin Technology Council, SBDC and campus programs to enhance the knowledge base and outreach in technology transfer and research application.
- Greater regional collaborations in economic development and research.
- The creation of a Wisconsin Research Opportunities Fund that can be used for the development of federal grants and to provide federal matching funds and/or business research partnerships.
- Greater recognition and reward for faculty whose research serves national, state, regional and local needs.
- Address infrastructure needs on the campuses to enhance research capacity including
 - The need for additional/remodeled space
 - Supply and expense funding
 - Library resources
 - Summer salaries for faculty and staff
 - Funding to retain the UW System’s top researchers

Communication

Given that the study committee breakfast meetings with local business leaders and legislators revealed a general lack of awareness of university resources available to assist local government and the private sector, given that the university has invested time and energy in four highly successful statewide economic summits, given that the primary service that local employers desire from the university is a well prepared cadre of graduates, in the liberal arts as well as in specific technical disciplines, and given that

UW System chancellors and deans have made local and regional economic development and community partnerships a high priority during the past four years, the committee recommends that the university's role in economic development and business outreach be continued as a major UW System priority and that these activities be enhanced.

Specifically, in this regard, to recommend:

- The UW System engage in a major public relations/communications campaign with external stakeholders to better inform them of what the university has to offer in this regard and how to access it.
- The UW System continue to play a role in serving as a neutral convener of the many parties engaged throughout the state in economic development activities at the state, regional and local levels.
- That the Board of Regents seeks ways to acknowledge and reward university leaders, faculty, staff and students who are having a major impact on the economic health of their communities.
- That a comprehensive, targeted marketing campaign be undertaken with support from the private sector to address very specific Wisconsin workforce development issues – i.e., manufacturing, health care, new technologies.
- That a “front door” to the UW System be created for local businesses to help them access faculty and staff expertise wherever it exists.

Our Partnership with the State Working Group

Wednesday, January 7, 2004
Lowell Center, 610 Langdon St., Madison
Lower Lounge
12:15 p.m.
Agenda

- I. Review Discussion with Legislators from December meeting
- II. Discuss UW System - State Relations
- III. Review other States' Practices on University - State Communications

December 18, 2003

Memorandum

TO: Partnership with the State Working Group Members

FROM: David Walsh, Chairman

RE: January 2004 Meeting

Regent Gottschalk has scheduled a meeting of the *Charting a New Course for the UW System* Steering Committee on Wednesday, January 7, 2004. All study participant are invited to attend the steering committee which is scheduled from 10:00 a.m. until Noon. A box lunch will be available.

Arrangements have been made for the individual working groups to meet from 12:15 to 2:15 following this meeting of the Steering Committee. I am proposing that our group make use of this opportunity, and convene at 12:15 on January 7 to continue our work.

Our discussions will include reviewing our dialogue with visiting legislators earlier this month. We will further discuss the overall relationship between the university and state government and look at how some public universities in other states communicate with their government.

Please find enclosed materials for the meeting including information on position control within the UW System and a proposal to decouple program revenue positions.

Please let us know if you are able to attend the working group meeting on January 7 by calling Kathy Dickerson at 263-5515 or by email to kdickerson@uwsa.edu. Thank you and I look forward to seeing you in the new year.

Removing the University of Wisconsin System from the State's Position Totals

The UW System's non-GPR funded positions should be removed from the state's position count for efficiency. There are several reasons why this change makes sense.

- The University already operates under a separate process for counting employees than the rest of the state. Most agencies participate in the state's PMIS (Position Management Information System). The University maintains its own position control system and reports quarterly to the state the number of positions that are authorized and filled. In the 1970's when position management was established the state decided that the University's operations were so significantly different from other state agencies that they would not try to control the number of positions at the University, only maintain a method of reporting those positions.¹
- All of the Big 10 institutions have the ability to create positions by need regardless of source, except the University of Wisconsin. A survey found that only Illinois and Iowa included state and non-state funded positions in "total state employees" count
- The UW System has the ability to create positions as needed from Gifts and Trust Funds, Auxiliary Operations, Federal Contracts and Overhead, Credit Extension and Trust Funds. In 2001, the UW received authority to create Academic Tuition-funded positions for self supporting programs. This authority allows the UW to create positions necessary for economic development and participate in cutting edge research in areas such as biotechnology, cancer research, development of telescopes used on the space shuttle, etc. Auxiliary-funded positions are needed to support the operations of the unions, the dormitories, computer labs, parking staff, campus health operations, etc. As student needs and demands grow, the number of staff required in auxiliary operations grows.

Since the state is not responsible for creating non-GPR positions in the UW, it is contradictory for these positions to be counted as state positions. The positions could be totally excluded from the state position count, or included in the total with the ability to separate the University.

- Excluding the University's positions from the state count would also be consistent with the treatment of K-12 teachers and staff at WTCS institutions.
- There are inconsistencies in the way positions are counted at the University and other state agencies that inflate the University's position counts. Three examples are ad hoc staff, graduate assistants and 9 month appointments. Grad Assistants and ad hoc staff such as lecturers are basically considered temporary employees at other state agencies, but are counted in the University's position counts. Staff under 9 month contracts are treated as $\frac{3}{4}$ staff at other agencies but counted as full time in the University's count.
- There is not a statutory requirement that positions are counted the way that they currently are. It is an administrative decision that could be made based upon the Best Practices review of other states and the current operation of state government.

¹ Source: John Torphy, Department of Administration Secretary, 1977-79.

UNIVERSITY OF WISCONSIN SYSTEM

GPR POSITION AUTHORITY

In 2001, the Board of Regents was authorized to create or abolish GPR academic staff or faculty positions from funds appropriated under the UW System’s largest GPR general program operations appropriation. The Board must submit a report annually, by September 30, to the DOA and the Co-chairs of the Joint Committee on Finance concerning the number of GPR-FTE positions created or abolished in the prior fiscal year.

The UW System and DOA operate under a memorandum of understanding for tracking and accounting for the cost of funding any new GPR positions. The UW System cannot exceed the legislative salary line as a result of the new GPR positions and cannot request funding supplements for the health insurance costs associated with the new positions.

PR POSITION AUTHORITY

The UW System is allowed to create or abolish positions funded by program revenue sources such as auxiliaries, operational receipts, federal indirect cost reimbursements and trust funds without legislative approval.

The Board may also create PR positions under the tuition continuing appropriation from revenue that is generated from increased enrollment and from courses for which academic fees or tuition charged equals the full cost of offering the courses. The Board must submit a report to the DOA Secretary and the Co-chairs of the Joint Committee on Finance concerning the number of full-time equivalent positions created or abolished through the PR position authority during the preceding calendar quarter and the source of funding for each position.

ACT 33, THE 2003-05 BIENNIAL BUDGET BILL

The budget bill deleted 650.0 positions (325 in 2003-04 and 325 in 2004-05). Nearly all the positions are deleted from the UW System’s largest general program operations appropriation, which is used to support programs, services, enrollments, faculty, and staff of UW System institutions.

Based on the October 2003, position control report, the University of Wisconsin System has the following number of authorized positions in non-GPR categories for which position creation has been delegated:

Type of Position	Authorized	1988-89 Budget
Gifts and Grants	3,121	1,304
Auxiliary & Operating Receipts	3,687	3,030
Federal Contracts	4,175	2,824
Federal Indirect Costs	543	317
Credit Extension	99	0
Trust Funds	106	54
Total	11,731	7,529

This contrasts with the changes in GPR position levels over that same period of time:

Type of Position	Authorized	1988-89 Budget
GPR	18,653	18,915

Numbers are rounded to the nearest FTE