

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

May 4, 2000
Ullsvik Center, Beaux Arts Room
University of Wisconsin-Platteville
Platteville, Wisconsin
11:15 a.m.

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Present: Regents Alexander, Axtell, Barry, Benson, Boyle, Brandes, DeSimone,
Gottschalk, Gracz, James, MacNeil, Marcovich, Mohs, Olivieri, Randall and Smith

Unable to attend: Regent Orr

UW-Platteville: Enrollment Plan, 2001-2007

Presenting UW-Platteville's enrollment plan, Chancellor David Markee first outlined the university's history and heritage. UW-Platteville was Wisconsin's first normal school, founded in 1866, but the normal school's roots can be traced to 1839, the founding of the Platteville Academy. In 1908, the Wisconsin Mining Trade School was founded in Platteville. The two schools merged in 1959 and became the Wisconsin State College and Institute of Technology at Platteville.

The university's heritage forms the basis for the campus' theme - "The Traditions Continue". The university seal features two of its enduring symbols, the "M" and the bell. The colors of the seal are blue, representing education, and orange, representing engineering. A huge stone M on the mound east of town symbolizes the university's heritage as Wisconsin Mining Trade School. Twice a year, students participate in lighting of the M, a tradition nearly 75 years old. The bell from the Wisconsin Normal School hangs from Doudna Hall, which houses the School of Education. It will soon become a focal point of the new Student and Technology Center.

Turning to the university's mission, the Chancellor noted that areas of undergraduate emphasis are: Engineering, Middle Level Education, Technology Management, Agriculture, and Criminal Justice. Select masters programs also are offered in these areas. The university's mission and strategic plan also call for UW-Platteville to serve as an educational, cultural and economic development resource to southwestern Wisconsin and to provide increased access for women, minority, disadvantaged and non-traditional students.

The university's mission has served more than 40,000 alumni. About two-thirds of alumni stay in Wisconsin, and an additional 20% are located in surrounding states. Many stay in southwest Wisconsin. The six counties of southwest Wisconsin- Grant, Crawford, Green, Iowa, Lafayette and Richland, are home to about 30% of the university's students. However, UW-Platteville also attracts thousands of students from rural areas of northeast Iowa and northwest Illinois. The region is sparsely populated, with about 40,000 residents, and is composed of small communities and a rural environment. The per capita income for the region is about \$6,000 less than the state average.

This environment, the Chancellor remarked, has created recruiting challenges. First, the number of high school graduates in the region is dropping. Second, the population is very homogenous, with only about a dozen students of color to graduate from CESA 3 high schools this year. Third, smaller communities generally mean a smaller base of potential non-traditional students.

UW-Platteville, the Chancellor stated, is committed to being a major partner in assisting business, industry and educational entities in shaping Wisconsin's new economy. As the third largest employer, after Lands' End and Advance Transformer, the university has a large role in assisting regional economic development. One example is the university's partnership with Platteville in the establishment of the new Platteville Business Incubator, a facility to provide small companies the startup facilities and services they need. The university has a local annual economic impact of more than \$100 million.

The university's current enrollment is 5,340 headcount and 4,884 FTE. Ninety percent of the students are from Wisconsin, 65% are male, and the average age is 21. The average family income of aid applicants is \$38,560, and 1,500 students work on campus. The average ACT score is 22.8, which is third among comprehensive universities and above the state average of 21.8 and the national average of 20.2.

The six-year graduation rate is 54.2%, compared to a Wisconsin average of 51.7%, and a national average of 47.6%. Noting that time to degree presents a challenge, the Chancellor pointed out that 11 1/2% of UW-Platteville's students graduate in four years, compared to a system-wide average of about 17.7%. One reason for the longer time to degree is that 75-80% of the university's students are enrolled in professional programs, most of which require internships for credit. Many students take more than one internship or are enrolled in majors where more credits are required.

A second challenge is to increase the number of women students. While progress has been made over the years in enrollment of women in the Business, Industry, Life Science and Agriculture, and in Engineering, Mathematics and Science, the university remains one of only two UW institutions with more men than women.

Turning to UW-Platteville's EM 21 Plan, Chancellor Markee indicated that the plan calls for a modest increase in FTE students between now and 2007. The target enrollment for fall 2000 is 4,960 FTE, and the target for fall 2007 is 5,250, an increase of 290 FTE. Headcount enrollment will increase from 5,445 to 5,775. Incoming new freshman classes will be maintained at the current level of about 1,150, but the mix in each class will change.

Of the additional 290 FTE students, approximately 200 will come from Wisconsin. Forty-five additional students will come from outside the country, doubling the university's international student population, and about 45 additional students will come from the university's traditional service region outside Wisconsin. Recruiting for out-of-state students will focus on areas where capacity exists, such as Business, Agriculture and Industrial Technology. It is anticipated that about 225 of the new students will enroll in the areas of: Software engineering, computer science, industrial technologies management, agriculture/reclamation/horticulture, education, and graphic design. The goal is to enroll an additional 50 students of color, and the gender goal for

the additional students if 50% male/50% female. New program initiatives in graphic design, software engineering and horticulture are expected to draw larger numbers of women.

Distance education programs, which will attract non-traditional students, also will help achieve EM 21 goals. These include: The Fox Valley engineering initiative, the print-based Business Administration Extended Degree, and interactive video-based distance education offerings.

Two other special initiatives will assist in achieving the enrollment targets. Plan 2008 implementation includes: 1) Expansion of successful pre-college programs; 2) a faculty mentoring program; 3) an increase in campus climate initiatives and partnerships to address community climate concerns; and 4) active student recruitment outside the university's region.

International initiatives include: 1) Establishment of sister schools in Turkey, Japan, China, Taiwan, Germany, and Ireland; 2) an agricultural initiative in the Netherlands which will include student exchanges; 3) exchange programs in Germany and Ireland (engineering); 4) establishment of a Master's program in English Education in mainland China; and 5) continued success of the university's study abroad program, which this year enrolled more than 700 students from across the country, including students from every 4-year UW institution.

The enrollment plan is based on the following principles: 1) It reflects UW-Platteville's mission and strategic plan. 2) It is consistent with the university's main messages. 3) It considers distance learning as a select mission of UW-Platteville. 4) It reflects special partnerships. 5) It implements cost recovery degree programs.

Concluding his presentation, Chancellor Markee outlined UW-Platteville's web-based distance education degree programs, which are offered on a cost-recovery basis, and have been created in partnership with UW System Learning Innovations. The programs are: Business Administration (undergraduate); Master's in Project Management; Master of Engineering; and Master's in Criminal Justice. These programs focus on adult practitioners, time and place-bound students, and mature learners. Enrollments in these programs are not counted toward the university's EM 21 enrollment goals, but will help increase the adult non-traditional population the university serves. By 2007, UW-Platteville anticipates serving 700 students through contracts with business and industry, and as individual learners.

In discussion following the presentation, Regent Mohs asked what UW-Platteville plans to do to enroll more women. In response Chancellor Markee referred to a number of initiatives, including the model Women in Engineering Program. Regent Mohs asked if there are programs in place at other UW institutions to bring about a balance where

there is a deficit of male students. While such programs may not be explicit, President Lyall replied, the overall goal is to reflect the population of the state across the UW System. Chancellor Markee added that, for example, UW-Platteville Elementary Education faculty encourage the enrollment of male students in this field traditionally dominated by women.

Regent Boyle inquired as to the percentage of web-based enrollments that are expected to be Wisconsin residents. Chancellor Markee replied that at least half are expected to be Wisconsin residents, but that this will change with marketing to a national audience. In response to a further question by Regent Boyle, the Chancellor indicated that the fee will not be different for out-of-state students. Fees for all students will be on a cost-recovery basis.

With regard to international initiatives, Regent Smith commended the sister school approach. He asked if future collaboration with other campuses is expected. Replying in the affirmative, Chancellor Markee noted that there is so much interest in China, for example, that the university may partner with other institutions at several sites. He added that these also are excellent opportunities for faculty professional growth.

In response to a question by Regent DeSimone about exchange students, Chancellor Markee noted that cost is an issue. For example, China is looking into expanding funding for such exchanges. It is important, he observed, for UW institutions to bring more international students to Wisconsin.

Regent Axtell asked if study abroad increases time to degree, to which the Chancellor replied that time to degree can be extended by about a semester, but that time is offset by the value of the experience. With good planning, the Chancellor noted that it is possible to study abroad without extending time to degree.

UW-Parkside: Enrollment Plan, 2001-2007

Presenting UW-Parkside's plan, Chancellor Jack Keating reported that both programs and enrollments will be increased. The template for the plan is the university's mission to "offer high quality academic programs rooted in the tradition of a liberal education in the arts, sciences, and professions, responsive to the occupational, civic, and cultural needs of the region, and actively seek their continual improvement."

The objectives are: 1) To maintain and improve quality academic programs; 2) student/faculty research and creative activity; 3) to recruit diverse faculty, staff, and students; 4) to strengthen the campus teaching, learning community; 5) to make use of modern technology; 6) to prepare students for successful, fulfilling lives; 7) to provide cultural, intellectual programming; and 8) to partner with the community for cultural and intellectual benefit. The plan combines the university's research, education and community service mandates.

When he arrived at Parkside, Chancellor Keating noted, enrollments were well below target. His mandate was to increase enrollments and to connect the university better with the area communities. In 1999, enrollment had increased to 3,529 FTE, which is above the target of 3,400. The target for 2003 is 3,664 FTE.

For much of this success, he credited the work of the University Planning Council and its subsidiaries: 1) The Enrollment Management Committee, chaired by the Chancellor and the Dean of Students; 2) the Academic Planning Committee, which looks at the need for future programs to supplement UW-Parkside's modest array; 3) the Facilities Planning Committee which considers how the campus can grow to support students and programs; 4) the Technology Planning and Integration Committee; 5) the Comprehensive Diversity Planning Committee; and 6) the Engaged University Committee, which relates the campus to the community. This planning is tied together and includes time lines.

In the area of enrollment management, the university currently is searching for an Assistant Vice Chancellor for Enrollment Management, who will oversee admissions, financial aid, advising, educational support services and the registrar function. The enrollment manager's tasks include: Effective recruitment and retention strategies, effective advising, providing consistent information, providing a one-stop information center, eliminating redundancies by coordinating mailings, and working with Academics on future needs.

With respect to enrollment potential, the Chancellor noted that projected regional growth for high school graduates is 10% by 2005 and 13% by 2010. There also is a large market for non-traditional students, with only 16.5% of Racine County residents and 12.9% of Kenosha County residents holding bachelor's degrees. The university's theme, "Your Address for Success" is reflected in award winning advertising, designed to make area residents aware that high quality education is available in their own back yard and need not be expensive. The target FTE enrollment of 3,664 by 2003 will include many part-time students and certificate programs, resulting in a considerably higher headcount enrollment.

With regard to academic planning, UW-Parkside's tenet is to retain its strong liberal arts character. An environmental scan completed in 1998 identified area program needs. Since 1997 and in response to that scan, the university has added undergraduate majors in Criminal Justice, Molecular Biology, and Sport and Fitness Management. A program in Engineering Management is in development. Also based on the environmental scan are a number of applied concentrations in the liberal arts: 1) Art - Graphic Design; 2) Music - Piano Pedagogy; 3) Political Science - Legal Studies; 4) Geology - Professional Geology; and 5) Physics - Applied Physics/Materials Science.

In response to the environmental scan, ten new certificate programs have been added since 1997: Arts Management, Piano Pedagogy, Sports Management, WWW Publishing, Wellness, Conflict Analysis and Resolution, Professional Writing, Spanish for Professionals, UNIX System Administration, and Digital Control Systems.

Certificates under development include: Conflict Mediation for Managers, Gerontology, Leadership, Sports Marketing, and Microsoft Certified Systems Engineer. Graduate programs in place are the MBA and the Masters in Molecular Biology. Under development are an MS in Integrated Science and Technology and Computer Information Systems.

Consortial Masters programs in place are the MBA (with UW-Eau Claire, UW-La Crosse, and UW-Oshkosh); Administrative Leadership and Supervision (with UW-Milwaukee), and Cultural Foundation of Education (with UW-Milwaukee). Under development are MBA and Master of Science in Nursing degrees with UW-Milwaukee.

Increasing access for non-traditional students is the successful Weekend College, mostly taught by regular UW-Parkside faculty, and Evening Baccalaureate Programs in Business, English, Psychology, Criminal Justice, Computer Science and Sociology. Effective in fall 2000, there will be a restructured MBA Program formatted to accommodate non-traditional students.

Also increasing access for non-traditional students are articulation agreements with Gateway Technical College to accept 51 credits toward Bachelor's Degree completion programs in Accounting, 48 credits in Logistics; 48 credits in Marketing; and 48 credits in Supervisory Management. UW-Parkside also has an articulation agreement with the College of Lake County (Illinois) for Baccalaureate completion and dual enrollment.

Turning to facilities planning, the chancellor commented that UW-Parkside is proud of the beauty and coherence of its campus. The residence hall addition completed in 1997 is completely full, and the Fieldhouse will open this summer. Tallent Hall has been dedicated as a Community Partnership Center, to contain continuing education and outreach programs, and a business incubator. Funding has been obtained to plan a Fine Arts addition, that will also be a cultural center for the community. Planning is needed for a student union expansion and a new residence hall.

In the area of technology planning and integration, UW-Parkside offers web-based delivery of a consortial MBA program and is planning an MS in Integrated Science for K-12 teachers. A pending Title III grant would be used for data driven decision making, increased access for non-traditional students, and improved use of technology in instruction. To promote technology, the university also offers programs, such as Women in Mathematics, Science and Technology.

The Information Technology Practice Center is a collaboration with Harley-Davidson, Snap-On-Tools, and Johnson Wax Professional. It allows students to work with the technology employed by these companies. According to Al Biland, CIO of Snap-on-Tools, this produces well-prepared graduates, allows the companies to network with each other on technology issues, and draws better students to UW-Parkside.

With respect to diversity planning, Chancellor Keating pointed out that UW-Parkside has experienced a 100% increase in the number of students of color in 10 years, from 405 in 1990 to 805 in 1999. This provides a sound social base that will promote further increases in the future. Plan 2008 Implementation Committees are in place to: 1) Increase high school graduation and UW enrollment; 2) encourage educational partnerships; 3) improve retention and graduation rates; 4) increase financial aid availability; 5) provide an environment that respects diversity; and 6) improve accountability. Campus minority organizations, including the Black Student Union, the Parkside Asian Association, and Latinos Unidos, are visible and active; and pre-college programs are successful.

The purpose of the Engaged University Committee, the Chancellor continued, is to ensure that the campus relates to the community in a coordinated way. UW-Parkside's service area is home to a number of global companies, including Nestle, Case Corporation, Jockey, Harley-Davidson, S.C. Johnson, Daimler-Chrysler, Snap-On-Tools, and Abbott Labs. These companies use sophisticated technology and find UW-Parkside graduates to be well prepared.

Situated on the Racine-Kenosha County line, the university provides a neutral place to talk about common issues. The university is building community partnerships through: 1) Community-based learning programs; 2) community outreach programs; 3) inter-institutional partnerships; 4) professional service; and 5) public service. Regional economic cooperation is promoted through collaborative partnerships, including: 1) Small business development centers; 2) Advanced Technology Center Initiative; 3) A \$700,000 Workforce Development Grant from the Department of Labor; 4) Management Team/Workforce Development Center; and 5) Neighborhood/University Alliance.

Other initiatives to serve and unite communities are: 1) study circles on racism; 2) faculty/staff serving 100+ organizations; and 3) student volunteers doing community improvement projects.

In conclusion, Chancellor Keating pointed out that 75% of UW-Parkside graduates remain in the area, producing a "Brain Gain" for Wisconsin. In a recent satisfaction survey, UW-Parkside scored significantly higher than the national average on these and a number of other student questions: 1) Faculty care about me as an individual; 2) Strong commitment to racial harmony; 3) excellent quality of instruction; and 4) university committed to commuters.

In discussion following the presentation, Regent DeSimone commended UW-Parkside for promoting harmony between the Racine and Kenosha communities and for making positive changes in the community regarding support for diversity. He asked how much of UW-Parkside's growth will be in the area of non-traditional students. Chancellor Keating replied that 34% of UW-Parkside's enrollment currently is over the age of 25 and that there is more room for growth in non-traditional students.

Regent Alexander commended UW-Parkside for its growth in enrollment of students of color. Chancellor Keating commented that this success is due both to successful recruiting and to better retention of students of color than other universities. This indicates that the campus environment is welcoming.

In response to a question by Regent Brandes, Chancellor Keating indicated that the university graduates about 45 K-12 teachers a year and that this program needs improvement.

Regent Brandes inquired as to the greatest challenge in reaching enrollment targets. Chancellor Keating replied that the greatest obstacle is the feeling that students must go away from home to be educated. While UW-Parkside's advertising campaign is helping to overcome that feeling, 50% of residents still are not familiar with the university. Part of that difficulty relates to being located in the country, instead in the middle of a city, making the university less visible.

Regent Olivieri remarked that UW-Parkside's projected enrollments may be on the conservative side, given the area's high school graduation rate, metropolitan Chicago expansion, low percentages of residents with bachelor's degrees, and numerous area businesses.

In response to a question by Regent Olivieri, President Lyall noted that the Board approves majors, but not certificate programs. This frees institutions to be more creative and more rapidly responsive to demand. Regent Olivieri indicated that it would be helpful to have more information on how development of certificate programs relates to those offered by the technical colleges and to the role of UW Extension.

Regent DeSimone commented that construction of residence halls at UW-Parkside marked an important turning point for the university.

Regent MacNeil commended UW-Parkside for presenting an excellent and creative plan. She indicated that improving graduation rates is an area that needs attention and suggested that it would be helpful to have more information on how the university is working with businesses in innovative ways.

UW-Eau Claire: Enrollment Plan, 2001-2007

Presenting the UW-Eau Claire plan, Chancellor Donald Mash remarked that the university's goal is to target enrollment growth to better serve students and to do more to serve the Chippewa Valley region.

Noting that UW-Eau Claire is recognized as an outstanding university in the classic, traditional sense, the Chancellor stated that the mission of undergraduate and graduate education, scholarly activity, outreach and community service, will not change

as a result of the enrollment plan. However, the outreach and community service functions will expand.

With about 9,000 traditional 18-23 year old full-time undergraduate students, UW-Eau Claire is a classical liberal arts school committed to excellence and nationally recognized as exemplary. With regard to measuring excellence, the Chancellor indicated that interactive universities emphasize the value of classroom teaching and the relationship between professors and students. They also contribute significantly to the economic and cultural development of their communities, regions and states. Such universities do research, emphasize international study, and have classes of a reasonable size, with faculty readily available to students.

Three marks of excellence of UW-Eau Claire are: 1) The university is a UW System Center of Excellence for Student/Faculty Research. Nearly 700 students participate and that number will continue to grow. 2) Three hundred thirty UW-Eau Claire students will study abroad next year for at least one semester. The university also attracts 200 international students. 3) Progress in attracting multicultural students is strong, with an enrollment of 466. Successful pre-college programs for multicultural/disadvantaged students include: Reach for the Stars, Science/Math Intervention Model, Dimensions in Nursing, Ho-Chunk Nation Future Leaders, Abriendo Puertas, Upward Bound, Leadership Institute, National Youth Sports Program, Science Summer Institute, and GEAR UP Program. Current federal grants for multicultural/disadvantaged students total \$6.21 million, and \$150,000 is available in scholarships. Teams of students participate in recruitment and retention activities.

A second dimension of excellence concerns Wisconsin's new economy, with UW-Eau Claire as a center of regional and statewide development in providing well-educated graduates and contributing to job creation. Increasing access to the campus starts with a Welcome Center, which provides a one-stop shop connecting people and businesses to UW-Eau Claire. Partnering with UW-Stout, UW-Eau Claire shared in a regional employer survey, a regional liaison for workforce development, a regional advisory committee, and marketing plan development. A key for serving regional needs is a strong agreement with UW-Stout and Chippewa Valley Technical College so that the work of each complements the others. Also important are meetings with technology employers and schools to determine what they need.

The guiding principles for EM 21 planning are: 1) Protect and enhance the traditional core; 2) serve unmet needs; 3) increase access; and 4) obtain adequate support. The target is to preserve the traditional core enrollment of 9,350 FTE students and to add 50 FTE students through realignment of existing programs. This includes more international undergraduates, more international MBA's and brain-gain initiatives.

Beyond this target, UW-Eau Claire plans to add 190 FTE through service-based pricing in niche markets and 60 FTE through adult access/community outreach, for a total of 250 FTE. Community Outreach programs will include Collaborative Teacher Education Completion with the Lac du Flambeau Tribe School District, AODA

Certificate program, Social Work Outreach for 31 counties, and Leadership Programming to be explored with UW-River Falls and UW-Stout. Since many of these will be part-time students, the headcount enrollment will be much higher.

UW-Eau Claire's budget initiative will be to expand Computer Science, Software Engineering and MIS programming. This investment is needed, the Chancellor commented, to drive economic development in the Chippewa Valley and create high-end jobs. Beyond the Chippewa Valley, UW-Eau Claire will look to expand 2+2 programming to include UW-River Falls, as well as UW-Stout and Chippewa Valley Technical College.

Emphasizing that quality is the key, Chancellor Mash said that UW-Eau Claire will not grow unless its resource base grows accordingly. While management flexibility is helpful, additional investment is needed from three sources: 1) Increase in private support beyond the current \$1.5 million in foundation support through international fundraising. These funds will be used for human resources and operating monies, not for capital development. 2) Differential tuition of \$1 million annually is used for student/faculty collaborative research, the first year experience, capstone courses, practical experience and internships, and service learning. 3) The third element is for the state to provide funding. In that regard, the Chancellor noted that from 1996-1999, prior to the 1999-01 Biennial Budget, the UW's GPR increase was one percent, compared to double digit increases in neighboring states.

With the necessary investment, UW-Eau Claire can provide programming in computer science/software engineering/MIS, nursing health care, MBA, special education teachers, alternative teacher certification, technology in-services, and liberal arts-based professionals. These programs, the Chancellor pointed out, are critically needed and are specialties of UW-Eau Claire.

Noting that more than 60% of UW-Eau Claire graduates stay in Wisconsin and 81% in a three-state region including Minnesota and Illinois, Chancellor Mash summarized that UW-Eau Claire's plan will add 300 FTE students with help from the UW System, flexibilities, and tuition. Noting that the UW's GPR growth from 1996-99 was only 1%, in comparison with double digit increases for neighboring states, the Chancellor said that much more can be done with investment from the State. A modest but steady increase is needed to do what Wisconsin needs.

In discussion following the presentation, Regent Brandes inquired about the percentage of applicants accepted at UW-Eau Claire. Chancellor Mash replied that there are about 6,000 applicants for 2,100 spaces. Continuing appropriation authority will be used to serve part-time students.

In response to a question by Regent Marcovich, Chancellor Mash said that staff counsels those not accepted at UW-Eau Claire to go to other UW institutions. Regent Marcovich noted that, unless more is invested, some of these students may end up at colleges in other states and may not return to Wisconsin.

Regent Olivieri observed that growth in non-traditional enrollment is an important market need. He suggested that these enrollments should be reflected in enrollment targets, rather than being considered beyond targets, so that the need can be more clearly articulated to the Legislature and others. Regent Mohs concurred, noting that these presentations show how the continuing appropriation authority is being used to meet educational need. Regent Gottschalk agreed that quantification is critical to show how additional access is being provided. Noting that continuing appropriation authority is new, President Lyall felt that in two years there will be a better feel for its impact. Regent Boyle suggested that a better definition of traditional and non-traditional students will be needed for serving the growing non-traditional student base.

Commending Chancellor Mash for his presentation and the comparison with neighboring states, Regent Barry recommended relating needs to Legislators at a time like this when they are not in the midst of a budget process. It is especially helpful for them to speak with people from their districts. Regent MacNeil added that they also should be informed about distance learning, weekend colleges and other ways to provide wider access to Wisconsin residents.

The New Wisconsin Economy

Senior Vice President David Ward made a presentation to the Board on the New Wisconsin Economy, what it means for Wisconsin, the UW's role in the new economy, and what that means for the UW's biennial budget initiative.

The changes in the economy, Dr. Ward noted, are symbolized by changes in the DOW, with new economy companies like Intel, Microsoft, SBC and Home Depot taking the place of old economy companies like Sears Roebuck, Union Carbide, Chevron and Goodyear.

In the new economy, earning power is directly related to educational attainment. U.S. average annual earnings for high school graduates dropped by \$1,000 between 1977 and 1997, from \$24,241 to \$23,250. For holders of Bachelors Degrees the change in 20 years was from \$38,210 and \$41,106. For advanced degree holders, the change was from \$51,308 to \$64,210. This gap, Dr. Ward predicted, will continue to widen. In terms of population with a four-year degree, Minnesota ranks 5th, with 31%. Wisconsin ranks 29th, with 23.3%, below the national average of 24%. This educational ranking is reflected in the economy, with Wisconsin's per capita income \$1300 below the national average. This results in lost purchasing power of \$7 billion per year.

Wisconsin's long-term economic challenges include: 1) Knowledge workers (brain gain); 2) per capita income; 3) a shrinking labor market, with more people retiring than joining the work force; and 4) venture capital, which amounts to only \$14 per capita in Wisconsin, compared to \$21-\$22 nationally and over \$100 in Minnesota.

To address the new economy for Wisconsin, the UW's budget initiatives focus on strategies in four areas: jobs, adult access, information technology and international education. This presentation deals with the first two areas. In the area of jobs, the challenge is to produce brain power, high-tech skills, productive workers, and training for small businesses. The plan involves: 1) New economy focused degree and certificate programs; 2) outreach to businesses; 3) youth and family programs; 4) Summer Technology and Engineering Preview (STEP) Program; and 5) Small Business Development Centers.

As an example of new initiatives for jobs, Dr. Ward cited the Chippewa Valley Initiative involving UW-Stout, UW-Eau Claire, Chippewa Valley Technical Colleges and CESA's /School Districts, which will partner to provide education and training, credit transfer, and workforce development. UW-Eau Claire will directly serve the needs of technology employers in the Chippewa Valley by expanding degree programs in CS and MIS and by providing high tech labs for software design and systems control. UW-Stout will focus on just-in time training and skilled employee retention needs, use of market research to meet industry training needs in the region, and strengthening degree completion programs for WTCS graduates.

UW-La Crosse will seek permanent operations funding for the La Crosse Medical Health Science Education Center to continue development of allied health jobs and services in the area and to maintain access for students in majors with high regional demand. UW-Parkside will partner with Abbott Labs in a certificate program in molecular biology and bio-informatics and with communities and businesses in non-traditional programming and incubator space. The university also will produce more computing/business degree graduates.

UW-Platteville will provide the Bachelor's Degree in Engineering to the Fox Valley region in partnership with UW-Oshkosh and UW-Fox Valley. UW-Stevens Point will add computer Information Systems and Technology, and New Media Arts majors; create Health Promotion/Safety, Medical Technology, Computer Mediated Communication and Computer Science certificate programs; and focus on reaching time and place bound students in Central Wisconsin through use of technology.

UW-Superior will fully implement its B.S. in Transportation and Logistics Management by increasing majors in the program from 10 to 80 and serving regional and statewide transportation industry worker needs. UW-Whitewater will expand student slots in Management Computer Systems, Computer End-Use Technology, Internet MBA, Library Media/Technology Information, Teacher Preparation, and Technology-Oriented Teachers for Urban Districts programs.

The programs outlined above are designed to meet employment needs for brain power and high-tech skills. To address the challenge of a shrinking labor market, two programs are designed to make Wisconsin workers more productive. First, Youth and Family Programs are planned to provide a research-based statewide infrastructure that brings knowledge and information, based upon best practices, to community coalitions and agencies to serve Wisconsin's children, youth and families. The purpose is to promote more stable communities and increase the number of youth who become productive members of the state's economy. Second is the STEP program, a pre-college initiative to encourage more girls and students of color to consider engineering and science majors. This program would replicate UW-Stout's national model system-wide.

A fourth employment challenge, training for small businesses, will be addressed by serving high-tech companies through expanding the services of the Small Business Development Centers. This expansion is aimed at developing a technology-oriented strategy for the SBDC and establishing three regional technology business specialists, as well as facilitating venture capital investment and government contracts.

A second strategy to meet Wisconsin's economic challenges involves adult access. An example of programming aimed to promote adult access is found in the UW-Oshkosh Model which is designed to develop lifelong learning relationships and create a model of best practices in adult education. Its goals include strong relationships with area employers, responsive, need-based program development, flexibility in services and course access, and individual educational planning for adult students. Best practices will be disseminated to other UW institutions.

The UW Colleges statewide Adult Access General Education Initiative will involve joint Colleges/WTCS programming, extend the collaborative 4-year degree program offerings at College campuses, and market general education offerings via distance education. The initiative also will expand adult focused evening and weekend programming, provide advising for on-line students, expand hours of computer labs and libraries, and offer assessment services for adult students.

There also will be a budget initiative for One-Stop Shop Adult Student Centers, modeled on best practices in serving adults. They would provide extended hours (evening/weekend) and one-stop service, including registrar, bursar, financial aid, academic advising, parking, book ordering, etc.

Responding to Wisconsin's economic challenges also includes the Madison Initiative, the Milwaukee Idea and the Green Bay Idea. The Madison Initiative (Phase 2) includes a bio-technology initiative, research/technology transfer, international opportunities, capstone degree/certificate programs, professional education for Wisconsin's workforce, and new faculty hires in key fields.

The Milwaukee Idea includes a number of initiatives focusing on the economy: TIPS, providing a high tech incubator and assistance to corporations; Wisconsin Worldwide Services, to market and deliver instructional and assessment services to

Wisconsin and overseas corporations, including foreign language, business and cultural training; Milwaukee Technology Center, building and connecting intellectual capital; and non-profit management training and assistance. Initiatives for education include promoting "brain gain" by graduating 20,000 more students over the next five years, including greater numbers in IT, health professions, and K-12 teaching; and increasing the workforce by improving K-12 education and accelerating the pre-college pipeline. Initiatives for the environment include increasing workforce production by improving health care.

The Green Bay Idea concerns inter-disciplinary education and graduating professionals with strong problem-solving skills, internship experience in business and public sectors, and teamwork expertise. Improved graduation rates will provide more skilled workers.

In summary, Dr. Ward emphasized that the national and international economy is changing to a knowledge based economy and that Wisconsin's economic health is dependent on how it responds to the change. If the New Wisconsin Economy Initiative is enacted, in conjunction with the five additional components that make up the UW System's biennial budget, he predicted that the result will be: A state that faces its future with confidence and serves all corners of the state; a state that balances manufacturing and agriculture with new, technology-based industry; a state that competes more effectively with adjacent states for federal dollars and venture capital; a state with a higher tax revenue base, which provides more latitude for support of public higher education; a state with a larger cohort of college graduates; and a state that is a magnet for technologically skilled people and the companies that employ them.

The meeting was adjourned at 2:10 p.m.

Judith A. Temby, Secretary

MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Platteville, Wisconsin

UW-Platteville
 Held in the Ullsvik Center
 Friday, May 5, 2000
 9:00 a.m.

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MINUTES OF THE REGULAR MEETING

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Platteville, Wisconsin

UW-Platteville
Held in the Ullsvik Center
Friday, May 5, 2000
9:00 a.m.

- Vice President Smith presiding -

PRESENT: Regents Alexander, Axtell, Barry, Benson, Boyle, Brandes, DeSimone, Gottschalk, Gracz, James, MacNeil, Marcovich, Mohs, Olivieri, Randall, and Smith

UNABLE TO ATTEND: Regent Orr

APPROVAL OF MINUTES

There being no additions or corrections, the minutes of the April 6 and 7 meetings of the Board stood approved as distributed.

REPORT OF THE PRESIDENT OF THE BOARD

Report on the April 28th meeting of the Higher Educational Aids Board

A written report of the April 28 meeting of the Higher Education Board was provided to the Regents.

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Report on the May 3rd meeting of the Hospital Authority Board

The Board received a written report on the May 3 meeting of the Hospital Authority Board.

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Report on Legislative matters

A written report on legislative matters was provided to the Board.

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REPORT OF THE PRESIDENT OF THE SYSTEM

UW-Platteville Presentation – A Tradition of Engineering Excellence

UW-Platteville Provost Carol Sue Butts introduced Richard Schultz, Dean of Engineering, Mathematics and Science, and Lisa Riedle, Assistant Dean.

Dean Schultz noted that the engineering program has its roots in the Wisconsin Mining Trade School, which was established to meet industry needs. Today, UW-Platteville continues to partner with industry and others to meet the needs of the future. The large stone M on the mound east of Platteville is part of that mining heritage and remains an important tradition for the College of Engineering, Mathematics and Science. Another similarity is hands-on-training -- a hallmark of the Mining School and also an important part of engineering education which incorporates a significant amount of laboratory and other applied work. Companies bring projects for students to work on which provides real-world experience and enhances problem-solving skills. Internships and cooperative experiences with business partners also provide applied skills that are important in the workplace.

There are seven engineering programs that enroll 1,600 students and are taught by 42 faculty. The students have an average ACT score of 24.4. All new freshman engineering majors begin in General Engineering, which provides core courses for all engineering disciplines. Here students also are provided with advising and other information to help them choose one of the seven engineering disciplines as a major: Civil Engineering, Electrical Engineering, Engineering Physics, Environmental Engineering, Industrial Engineering, Mechanical Engineering, and Software Engineering.

Assessment of the programs is conducted through alumni and employer surveys, exit interviews, evaluation of placement rates, and passage rates on the Fundamentals of Engineering Exam. With regard to the latter, the Dean noted that UW-Platteville's rate is 20% above the national average.

There are 21 organizations to serve students in engineering, including national associations, honorary societies, Student Ambassadors, Women in Engineering, and FIRST, a partnership with K-12 schools which involves mentoring and recruiting younger students interested in engineering. These types of organizations enhance student experiences through service projects and other means.

Partnerships with industry include:

- 1) Cooperative Programs, involving 450 companies, which provide opportunities for students to work with professional engineers. Participation in these programs often leads to job offers.
- 2) Capstone Design Projects, which involve students in working on projects presented by companies and which may include service components. On video, State Senator Dale Schultz spoke of the importance of a service project done by UW-Platteville students to keep mudslides from damaging Frank Lloyd Wright's Taliesin, in Spring Green.
- 3) Industry Networks and Contacts, which are established through field visits, and guest speakers.

Other important partners are advisory boards composed of members from industry and faculty. These boards keep the college informed about needs and evaluate the curriculum. The ABET Accreditation Board is another partner, providing accreditation review every six years.

New initiatives being undertaken by the college include:

- 1) Master in Engineering Program, to provide on-line education for professional practitioners.
- 2) An international initiative involving cooperative education with schools in Germany and Ireland and to include student and faculty exchanges. An agreement with universities in Taiwan also is being considered.
- 3) Women in Engineering, a model program for recruitment and retention of women in the field of engineering. Concerning this program, Senator Dale Schultz commended UW-Platteville for understanding the value of involving women and reaching out to them. Tammy Salmon, head of the Women in Engineering Program, noted that the first women graduated in engineering in 1938. Among the initiatives used to attract women to the field are specially designed one-day programs and a Summer Institute. For retention, there is a mentor program and a Mentor Center funded by industry. In 1970, only 2% of engineering students at UW-Platteville were women. That percentage now has increased to 15% and continues to climb.

- 4) To implement Plan 2008, the college is aggressively seeking minority faculty. Out of four hires this year, two were people of color. It is expected that such faculty will serve as role models to increase the number of students of color in engineering. Pre-college programs also are employed to attract students of color to engineering.
- 5) The Fox Valley Initiative for adult learners will bring engineering programs to the Fox Valley, in partnership with UW-Oshkosh and UW Fox Valley. UW-Platteville faculty will rotate in traveling to the Fox Valley to teach engineering courses. Non-engineering courses will be provided by the other institutions. UW System Market Research determined the need in that area of the state for employees with engineering skills.

Concluding his presentation, Dean Schultz stated that UW-Platteville is proud of its 93-year tradition of strong partnerships and hands-on education in engineering.

In discussion following the presentation, Regent MacNeil commended UW-Platteville for its impressive program. She predicted that the Fox Valley initiative will be very successful.

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Academic Staff Excellence Awards

The annual academic staff excellence awards were presented by Regent MacNeil, Chair of the Regent Committee that chose the award recipients. Other members of the Committee were Regents Gracz, Mohs and Olivieri. Noting that the decisions were based on several performance criteria, Regent MacNeil indicated that the committee looked for extraordinary contributions to the nominee's unit and an overall level of service that truly enhanced the mission of the university. The recipients would each be awarded \$5,000 to support their own professional development or to enhance a program or function of their departments.

Regent MacNeil then recognized and congratulated the other nominees, noting that their contributions also are significant and demonstrate the wide range of invaluable services being provided by non-instructional academic staff throughout the UW System:

Timothy Petermann, Assistant to the Athletic Director, UW-Eau Claire

Michael Stearney, Director, Educational Support and Multicultural Services, UW-Green Bay

Larry Ringgenberg, Director of Student Activities and Center, UW-La Crosse

William Horstman, Senior Assistant Dean, Administration Affairs & Personnel, UW-Milwaukee

Deb Vercauteren, Head Coach, Women's Cross Country & Academic Advisor, UW-Oshkosh

De Ann Stone, Director of Residence Life, UW-Parkside

Dawn Drake, Executive Director of Alternative Delivery Systems, UW-Platteville

Gretchen Link, Senior Counselor, Career & Counseling Services, UW-River Falls

Robert E. Mosier, Director of Residential Living, UW-Stevens Point

Patricia Reisinger, Assistant Chancellor for Development & Alumni Services, UW-Stout

Jeff Janz, Director of Resident Life, UW-Whitewater

Lyn Reigstad, Director of Human Resources & Affirmative Action, UW-Colleges

Regent MacNeil then announced the two recipients of the 2000 Regents Academic Staff Awards for Excellence: J. Trey Duffy, of UW-Madison; and David Iverson, of UW-Extension.

Mr. Duffy has been Director of the McBurney Disability Resource Center at UW-Madison since 1989. The McBurney Center helps create an accessible university community where students with disabilities have an equal opportunity to fully participate in all aspects of the educational environment. Under Mr. Duffy's leadership, the UW-Madison was recognized by *WE* magazine as the number one campus in the country for students with disabilities. *New Mobility* magazine also ranked UW-Madison among the top ten campuses for accessibility and services. Cathy Trueba, McBurney Disability Resource Coordinator, who nominated Mr. Duffy, wrote: "Trey has worked tirelessly to ensure that attitudinal barriers regarding disability are dismantled and replaced with an appreciation for the unique abilities each member of this great educational institution has to offer." Regent MacNeil presented Mr. Duffy with a plaque and congratulated him on receiving the award.

In his acceptance remarks, Mr. Duffy thanked the Board for recognizing academic staff as an integral part of the university. He also was pleased that the award calls attention to issues of disability and recognized that UW-Madison has become a comfortable and hospitable place for persons who have disabilities. For that welcoming environment, he credited the open-minded humanitarianism of faculty and staff, who neither deny reasonable requests nor over-accommodate students with disabilities, nor hold them to lower standards than other students. As an example, he related the case of an excellent student who was turned down by seven medical schools because he is blind. He was however, accepted at UW-Madison, understanding that he is going into molecular modeling, a field in which a blind person can excel. This student was admitted and accommodated by the Medical School, with no prompting from the McBurney Center, which, Mr. Duffy observed, is one of the reasons that Madison is such a desirable place for people with disabilities to go to college.

Mr. Duffy pointed out that new instructional technologies pose potential barriers to people with disabilities and urged that steps be taken to make Web pages accessible to students with disabilities. He provided a card of instructions on how Web sites could be made accessible and urged that it be used by those who create these pages. In conclusion,

he thanked the Regents for the great amount of time and energy they devote to the UW System, its staff and students.

Regent MacNeil then presented the second award, which went to David Iverson of UW-Extension. He joined Wisconsin Public Television in 1979 and has served as Executive Editor and National Projects Director since 1995. Nationally, he was the Project Director for the PBS civic journalism series "Citizens '96" and "State of the Union". His most recent documentary, "The 30-Second Candidate", won a national News and Documentary Emmy award from the National Academy of Television Arts and Sciences. In Wisconsin, he co-founded the "We the People-Wisconsin" partnership, to encourage citizen participation in public debate. Mr. Iverson also is a co-creator of "Weekend", a live Friday night television news program. In a letter supporting his nomination, Larry Dickerson, Director of UW Extension Communications, said: "His work has made Wisconsin Public Television one of the most prestigious public affairs institutions in the public broadcasting system."

Accepting the award on behalf of Mr. Iverson, James Steinbach, Director of Programming and Production at Wisconsin Public Television, lauded Mr. Iverson as a remarkable person who has an ability to connect with people through a medium that makes such connections difficult. He is one of the finest broadcasters in the country today, Mr. Steinbach said, and a star of the University of Wisconsin.

He then read a letter from Mr. Iverson expressing his regret at being unable to attend because of a commitment scheduled before the award was made. He considers working for Wisconsin Public Television a privilege because of the talented group of people he has worked with and because the Board of Regents has always supported its mission and honored its independence. In conclusion, he expressed appreciation to the Board for honoring him with this award.

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Enrollment Planning and the Adult Student Market in Wisconsin

The presentation was made by Kathleen Sell, Associate Vice President for Budget and Planning, UW System, and by Mary Grant, Associate Dean of Continuing Education Extension, UW-Extension.

Beginning the presentation, Dr. Sell noted that during EM 21, the number of Wisconsin high school graduates will be essentially steady and that the UW System intends to maintain its high rate of access to resident high school graduates. This rate currently is over 32%, the 4th highest in the nation. At the same time, growth in Wisconsin per capita income in the knowledge economy demands more adults with college degrees. Therefore, the UW focus on enrollment growth at the margins will be on the adult market.

In the past decade, the UW System has experienced small budget increases and a \$33 million base budget cut. Even so, institutions made the choice to maintain high access to high school graduates. A tight fiscal environment and lack of a tuition

continuing appropriation until 1999 meant that the UW was not able to serve the adult market as well as it would have liked. During EM II (1991-95), the UW managed a planned enrollment decline of 5,685 FTE, while maintaining a 32% access rate among high school graduates. The only way to do this was to decrease the number of non-traditionally-aged undergraduate and graduate enrollments.

The intent of EM III (1995-2001) was to increase enrollments. However, between 1995 and 1997, non-traditional student enrollment continued to decline, as did total enrollments. During this time, enrollments of non-traditional undergraduates in UW institutions decreased by 2,615 (10%), from 24,972 to 22,357. Enrollments of non-traditional undergraduates in other Wisconsin institutions decreased by 6,106 (7%), from 71,290 to 66,184. Therefore, the UW's share of the non-traditional undergraduate market slipped from 26% in 1995 to 25% in 1997. From 1995-97, enrollment of non-traditional graduate students in UW institutions decreased by 772 (7%), from 11,086 to 10,034. Enrollments in competitive Wisconsin institutions increased by 295 (6%), from 5,294 to 5,589. Therefore, the UW's share of the non-traditional graduate market fell from 68% in 1995 to 65% in 1997.

Given this information, Dr. Sell emphasized that all Wisconsin institutions need to attend to the adult market. Under EM 21, the UW will deliver high-quality educational products in the flexible manner that working adults require. Opportunities to meet the needs of adult students include the following: 1) Offer flexible scheduling packages; 2) offer flexible course delivery options; 3) provide ancillary services; 4) implement degree completion programs; 5) provide more geographic dispersion; 6) work with area employers to develop programs to meet training needs; and 7) provide more certificate and customized Master's degree programs.

EM 21 plans for UW institutions and the New Wisconsin Economy budget initiatives directly address all seven of these suggested approaches. Innovative ideas at UW institutions to serve non-traditional students include the following: UW-Eau Claire plans include a storefront center to provide student services in one convenient location, and partnership with UW-Stout and Chippewa Valley Technical College on the Chippewa Valley Initiative. At UW-Milwaukee, there will be an Office of Adult Student Services, and support on pre-admission advising, registration, orientation programs, and academic counseling.

UW-Stout plans include Stout Solutions (a one-stop shop for service to business, industry, education, and government seeking customized learning and research) and partnership with UW System's Market Research Unit. UW-Oshkosh will develop a model for life-long learning and build relationships with adults in the Fox Valley area.

UW-Madison will provide a customized Master's Degree in Engineering, capstone/graduate certificate programs, and an evening MBA. UW Colleges will provide advisors trained to meet the needs of adult students (academic and career planning, recruitment/retention), on-line courses (17 courses will be offered in fall 2000), and evening courses (a 21% increase in course offerings over the past two years).

There currently are a large number of non-traditionally offered graduate and undergraduate degree programs, and new programs are being added. Between 1995 and 1998, enrollments in distance education increased by 3,900 students (110%), from 3,537 to 7,437.

Reporting on Continuing Education Extension's 1999 Adult Learner Survey, Mary Grant noted that the purpose of the study was to: 1) Establish new baseline data on needs of adult learners; 2) drive external input into the statewide strategic planning process; 3) identify strengths that allow UW institutions to maintain and gain market share and program niches; and 4) identify competitors, their market share and program niches.

The survey found that the majority of Wisconsin adults want to take programs for personal interest, professional development and via distance education. 75% of respondents said they are interested in taking educational programs, workshops or seminars for personal interest. 68% were interested in taking a program for professional development. 67% were interested in taking a program via distance education technology. 39% expressed interest in a degree program.

With respect to areas of interest, 23% would like to take personal interest courses in computer-related subjects, while 27% mentioned interest in taking computer-related professional development courses. Other topics for personal interest courses include foreign language, art, business and financial planning. For professional development, other desired course topics include business, management, technical office skills, and management information systems.

Forty percent of respondents were aware of courses and programs offered by the UW. Those most likely to be aware of these offerings were: older, had post-college education, earned more than \$60,000 per year, and had attended a UW institution in the last three years. People found out about personal interest programs most often by word of mouth, followed by mail, print ads, and employers. For professional development programs, respondents learned most often about UW courses through their employers, followed by word of mouth, mail, and print ads. People learned about degree programs most often by word of mouth, followed by school catalogs, print ads, and their employers.

Wisconsin adults see family and work commitments as their main barriers to taking educational courses in all three areas. Money was listed as the next most important barrier.

For personal interest programs, the survey revealed that technical schools sponsored 25% of the programs attended by respondents in the last three years and employers sponsored 15%, UW institutions were third with 15%. For professional development programs, professional associations sponsored 38%, employers sponsored 29%, technical schools 7%, other colleges and universities 6%, vendors and software companies 6%, and UW institutions 5%.

The survey found that interest in distance education has increased considerably over the past few years. 17% of respondents had taken programs using distance education. More respondents with higher incomes and education levels had taken

distance education courses, and more men than women had attended programs using distance learning technology. 67% of respondents said they were interested in taking a program using distance learning technology. 85% of respondents said they were interested in taking distance education courses via the Internet. 75% were interested in cable/public TV, 70% in two-way video, and 59% in traditional print-based courses.

The survey found that the following factors influence interest in distance education: 1) The higher the household income, the more interest there was in distance education. 2) The higher the education level, the more interest there was in distance education. 3) Former attendance in distance education courses was positively correlated with interest. 4) The younger the person, the greater the interest in taking programs using distance learning technology. 5) Females were more likely to be interested in distance education courses than males. With regard to computers, 81% of those interested in distance education had access to a computer at home or work, and 76% had access to the Internet at home or work.

With respect to areas of the state, the survey showed that accessibility is a challenge in the far northwest region and that there is increased interest in degree programs in the southeast corner of the state.

In summary, Ms. Grant observed that the survey revealed the following: 1) It is important to develop close working relationships with professional associations and employers - the places where adults turn most often for their continuing education programs. 2) The UW needs to maintain brand quality. 3) Emphasizing customer relations is important. Because people find out about programs through word of mouth, it is important that attendees have a positive experience to talk about. 4) The design and delivery of courses should be sensitive to the family, time and work commitments of learners. 5) It is important to consider multiple technologies for delivery.

National statistics compiled by the College Board's Office of Adult Learning Service reveal that: 1) In 2004, there will be 100 million participants in adult education programs. 2) In 2002, 2.23 million students will be participating in distance learning. 3) 85% of undergraduates and 95% of graduate students return to college for career-related reasons.

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UW System Enrollment Management 21 Plan - First Reading

Presenting the new UW System Enrollment Management Plan, President Lyall first identified four underlying principles:

- 1) The UW's core mission is to serve Wisconsin undergraduates. The intention is to maintain high access for these students.
- 2) The UW will continue to balance enrollments with resources. If access and quality conflict, quality comes first.

- 3) The UW must be a more active partner in helping the state meet the challenges of the new economic future. To do this, the UW must serve adult learners better.
- 4) The role of each UW institution should reflect its regional needs, its resources, and its particular program array.

Over the past six months, the President noted, the Regents have heard presentations from each chancellor about institutional enrollment plans. Some anticipate substantial growth, some plan to maintain current enrollment but change the mix of students within those levels, and two campuses are planning modest downsizing in order to bring their enrollments into better alignment with instructional capacity and to protect quality.

Observing that a pattern emerges from these plans, she identified the following common elements:

- 1) Increased service to adult students;
- 2) An increasing focus on international opportunities for students and faculty;
- 3) Inter-institutional collaboration to extend four year degrees to the Colleges and to share the costs of specialized programs more widely around the state;
- 4) Carefully planned use of instructional technology to increase access;
- 5) Enrollment growth tailored to expected high school graduation growth in each part of the state; and
- 6) Flexible use of certificates, weekend programs, distance education modules and other formats that are convenient for adult students.

The EM 21 Plan, the President stated, fits these individual plans together to serve the entire state. It recognizes that demographic growth and the needs of adult learners and businesses will vary across the state, and it makes use of the new continuing appropriation flexibility to address the state's needs for "brain gain" strategy.

As background to this plan, President Lyall recalled that the UW began managing enrollments in the mid-1980's in order to sustain educational quality in the face of significant budget shortfalls and to use educational resources more effectively. At that time, some campuses were badly overcrowded and others were under-utilized. Enrollment management phases I and II redistributed enrollments across institutions to optimize their capacities and to gradually bring support up to the national average. By 1994, enrollment management had enabled the UW System to achieve its goals without closing campuses and without reducing access for Wisconsin high school graduates. This level of access remained above 30% throughout the whole period.

During Enrollment Management II (1995 to the present) enrollments have rebounded along with the high school graduating cohort and now exceed the target by about 1,800 FTE. In the 1995-97 biennium, the UW System sustained a \$33 million base budget cut, but did not reduce enrollment targets because the cut was believed to be

temporary. The budget base was restored to approximately the 1995 level in the current biennial budget. The 1999-01 biennial budget also provided \$2.8 million to support the addition of 1,000 FTE students above the 1998 enrollment level. Since enrollments were already about 1,400 FTE above target for 2000, this access initiative has the effect of increasing overall enrollments 2,400 FTE, and giving an accelerated start on EM 21 goals.

President Lyall made the following points about EM 21 goals:

- 1) The dip and recovery in enrollment management targets from 1987 through 2007 tracks a similar dip and recovery pattern in Wisconsin high school graduating classes. After 2007, demographic projections show that the traditional 18-24 year old population will remain stable. From that point forward, subsequent growth in Wisconsin population will occur in the 50+ age group.
- 2) EM 21 targets will continue to ensure high access for the traditional Wisconsin high school graduates, who are the UW's core market, and also begin to serve better the older students who will be an increasing share of the population.
- 3) Altogether, the UW plans to enroll 5,303 more FTE students than the original EM III target, or about 2,900 FTE above the new access level which includes the additional students funded in the 1999-01 budget. The target FTE enrollment is 133,823.
- 4) These targets will be achieved with high growth at UW-Milwaukee (16%), UW-River Falls (11%), UW-Platteville (10%), and UW Colleges (9%). There will be small declines in enrollment at UW-Green Bay (-6%) and UW-La Crosse (-4%) to better align resources with enrollments. There will be stable or slight growth at the remaining institutions. All institutions will serve the adult market.
- 5) Barring future budget cuts, these EM 21 targets will keep the current \$650 gap in support per student from widening.
- 6) Achieving the EM 21 Plan requires a combination of additional GPR and earned program revenues from expanded services and more realistic pricing of adult programs. The new continuing appropriation authority makes it possible for the first time both to maximize access for traditional students and to expand service to non-traditional adult students.

In summary, President Lyall emphasized that the EM 21 Plan is built on a partnership. It seeks modest but steady additional investment from the state on a predictable basis over several biennia. It requires UW System Administration to remove operating impediments and provide coordination and incentives to the institutions to follow these plans. It requires the institutions to be entrepreneurial and creative in reaching out to new markets to meet the needs of the new state economy.

This plan, she concluded, outlines opportunities to serve the state better and to serve students better. It will provide increased access to a UW education for both traditional and non-traditional students; it will increase the supply of college-educated citizens available to live and work in Wisconsin as part of a "brain gain" strategy; it will help to boost growth in per capita incomes and tax base in the state; and it will ensure

quality education at an affordable cost. Wisconsin needs a plan to compete in the new economy, she stated, and the UW can and should be a key part of that plan.

In discussion following the presentation, Regent Olivieri suggested that the final document delineate the differences between the plans of UW-Green Bay and UW-La Crosse. While both involve enrollment decreases, they have different purposes and different budget implications. Secondly, noting that the plan assumes that the UW will continue to serve 30-32% of high school graduates, he asked if consideration had been given as to whether that percentage should be higher as a matter of policy and what impact that might have on the plan.

In reply, President Lyall noted that the number of applications to UW institutions is rising, in part because of the rising price differential between UW and private universities. The plan had been developed on the assumption that the UW System would not increase access for adults by reducing access for traditional students; and with continuing appropriation authority, that is no longer a problem. Whether the Board would like to strive for a higher share of the traditional student market, she said, is a policy question that perhaps should be addressed. In response to a further question by Regent Olivieri, President Lyall indicated that the plan is intended to reflect increased service to non-traditional students. Regent Olivieri commented that it is very important for the plan to reflect the UW's intention to better serve the adult student market.

Noting that the UW System has the 4th highest access rate for high school graduates in the nation, Regent Barry pointed out that the WTCS System's goal is to increase the access rate for high school graduates to 25%, up from the current 16-17%. Concurring with the importance of the cost factor, he added that WTCS students, who pay only about 14% of the cost of instruction, from now on will receive a \$1,000 tuition remission over two years. This will make WTCS institutions very cost effective options.

Regent Boyle remarked that it should be made clear in the plan that, if budget expectations are not met, there will be difficulty in meeting the EM 21 targets and these targets would need to be modified.

Replying that Regent Boyle's point is well taken, President Lyall indicated that adjustments to the plan may need to be made on the basis of the 2001-03 biennial budget. The achievement of the enrollment targets, she emphasized, is dependent on split funding (program revenue, reallocation, and GPR). The UW System could not commit to taking 5,300 more students without adequate funding since to do so would adversely affect the educational quality of current students.

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Relaunching the UW System Web Site

Beginning her remarks about improvements to the UW System's web pages, Linda Weimer, Vice President for University Relations, noted that as recently as eight years ago, the Web did not exist in the form in which it is known today. In just a few years, the Web had in many ways transformed higher education. For example, students

can now apply for admission on-line, register and take classes at home or in the office, search library catalogs and databases from their residence hall rooms, locate faculty, scan the news, make a charitable donation, find job openings and monitor legislation. These are just a few of the current applications, and many more are coming.

One benchmark in the growth of the Web, she noted, is the explosion in Web site "domain" registrations. For example, it took four years to register the first million domains, another 15 months to register the second million and just six months more to register the third million. Today, 14 million domain names are registered.

Observing that the UW's target audiences are adept at using the Web, she commented that it is an effective way to have an impact and that posting information on the Web can be a cost-effective alternative to traditional printing and postage. Increasingly, an institution's Web site, along with its admissions literature, is what makes the strongest first impression on high school students. Nearly half of all Americans ages 9 through 12 use the Internet, as do more than two-thirds of Americans age 13 through 17. Soon, virtually all of the UW's prospective students will have access to its Web site, including the employers and the adult market that the UW is trying to attract.

Turning to the UW's current presence on the web, Dr. Weimer remarked that UW institutions have created thousands of Web pages, many of them excellent. UW-Madison's, for example, is one of the top-ten most visited education Web sites in the country. UW System pages are gateways for students, parents, alumni, media, and the institutions themselves. One of the most popular sites, HELP On-Line, features an on-line admissions application and a wealth of other information for prospective students. Elsewhere on the site, staff can locate policy statements and access lists of vendors. Web sites also are excellent ways for applicants for administrative or faculty and staff positions to learn more about a given institution.

It is important, Dr. Weimer emphasized, that the UW System site serve as a model for others. A richer, more dynamic site will attract an audience and raise the UW's visibility nationwide. Since February, University Relations has brought in a consultant, hired a webmaster and two students, and begun to make changes. Help had also been provided by UW College staff and the Market Research Group; and a search was underway for a Web writer/editor who will devote most of his/her time to developing and updating Web content.

The goal is to be the electronic front door for the UW System and a friendly, unifying presence on behalf of the institutions.

Dr. Weimer then introduced Kevin Boatright, Assistant Vice President for University Relations, and John Parsneau, the Webmaster. Mr. Boatright explained that the UW System Web site developed like many others over the past six years, without an overarching vision or much oversight as to content, appearance or consistency. At that time, the Web was in its infancy, and simply having the resource took precedence over how it was structured. As a result, the UW System Web site was not a very dynamic, integrated or attractive starting point for accessing the UW System Web pages.

The current project has the following goals: 1) To become a simple, one-address, point of entry to UW institutions at an easy-to-remember address: www.wisconsin.edu; 2) to become an easily navigated location for system-wide information; 3) to ensure the quality and accuracy of content and the consistency of graphic design; 4) to be more user friendly, especially for prospective students and their parents; 5) to monitor data to measure usage and impact, and adapt accordingly; 6) to make regular changes, such as daily news updates and the use of a variety of new institutional images on a rotating basis; and 7) to strive to provide one of the most attractive and useful Web sites of any system of higher education in the country.

Mr. Boatright and Mr. Parsneau then demonstrated some features of the new site, which will include a standard design template for UW System Administration unit pages, a new access page for links to UW institutions, a site index to facilitate navigation, an enhanced Board of Regents section and more information about the Office of the President, expanded information for users in administrative divisions and text-only options, photographs, and other technical features that will facilitate access by persons with disabilities.

Over the summer, with the work of a Web writer/editor, the entire UW System home page will be "built out" and the process of enhancing the site will continue. In the future, it will be easier to use the new virtual UW System library catalog from any location. It also will be possible to "Webcast" some events and meetings and archive them for future reference. Further, it will be possible to locate directory information for any UW System student or employee with a single search, even without knowing their institution, and to supplement existing human resources sites by positing all UW position vacancies in a single location. University Relations will create an electronic clip sheet,

containing local and national higher education news of interest to regents, faculty, staff and administrators.

Noting that other uses for the site will emerge over time, Mr. Boatright indicated, for example, that it soon will be possible to take virtual campus tours. University Relations also plans to work with colleagues in System Administration and UW institutions to regularly highlight intriguing sites from around the System. They also will work to promote the site to all potential users through posters, bookmarks and other media. Hopefully, all UW institutions will want to link their own sites to the UW System site so that Web users who access those sites can more easily find their way to the System home page.

In conclusion, Mr. Boatright stated that the foremost goal is to provide value-added services that meet the needs of internal and external Web users. The site should be as good as any system's in the country and one that speaks well of the quality of UW institutions.

Dr. Weimer noted that after the initial changes are made over the summer, the project will be ongoing and incremental. Some of the changes are cosmetic, but most are substantive. Staff resources are being redirected to this effort both because it is important and because this is an area where the public's perception of the whole UW System can be

quickly enhanced. The outcome, she believed, will be a unified and supportive Web presence that informs, entertains and inspires confidence in the UW System among all of its stakeholders. Current and prospective students should benefit especially by having a better-organized, more attractive site that is easier to navigate. In conclusion, she stated that this is a modest investment that should be of benefit now and for years to come.

Following the presentation, Regent Olivieri asked if, through this portal, a person could link to all UW campuses and view all the courses they offer. Vice President Weimer replied that ultimately this will be the case. Campuses were still building their sites, but she felt such information will be on line in the near future and the UW System Website will serve as the gateway.

In response to a question by Regent Olivieri, President Lyall explained that it soon will be possible to pay tuition on-line. Regent Olivieri commented that this would be advantageous, particularly in the case of adult students.

Regent Gottschalk asked how on-line procedures would guard against "virtual" students who might not be who they say they are. President Lyall indicated that one method would involve the testing that will be part of distance programs. In addition, these programs generally include identification requirements that would be equivalent to those for traditional students.

Regent James asked if an out-of-state student will be able to check the status of his or her application. Vice President Weimer thought this might be possible, particularly since use of Web technology is evolving so rapidly that many types of applications will emerge.

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REPORT OF THE BUSINESS AND FINANCE COMMITTEE

Regent Marcovich, Chair, presented the Committee's report.

The Business and Finance Committee met in joint session with the Physical Planning and Funding Committee for information and reports on Stewardship of Facilities and the Ashland Aquaculture project.

Ashland Aquaculture

Provost Schelin, UW-Superior, reported on the Ashland Area Aquaculture Demonstration Facility. Operated by the Board in consultation with members of the Wisconsin Aquaculture Industry, this facility is a site where production scale demonstrations will be used for applied research projects and hands-on training. This will be a collaborative initiative involving staff from a number of UW institutions. An operating budget of \$2,023,000 is requested for the 2001-03 biennium.

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Stewardship of Facilities

The committee watched a video that provided background information on the UW System's deferred and preventative maintenance needs. Assistant Vice President Harris noted that reducing the deferred maintenance backlog has been a major priority of the capital budget. A \$15 million base increase in the 2001-03 biennial budget is needed to maintain an important investment in the future of the UW System.

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UW-Platteville Presentation: Maintaining Technology with the effective use of limited campus funds

Assistant Vice Chancellor Moriarity informed the Committee that due to limited funds, UW-Platteville has reallocated existing resources and formed partnerships with outside groups to meet new challenges, maintain current facilities and expand technology and educational opportunities for students. UW-Platteville Foundation has provided funding for priority projects and a variety of campus proposals; however, a number of projects have been delayed.

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UW-Green Bay Initiative (continued)

Chancellor Perkins continued the discussion from the May meeting on the UW-Green Bay initiative. Measurable outcomes and benchmarks to identify progress will be proposed.

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Blue Cross & Blue Shield: Terms and Conditions of Transfer to Medical School

Vice Chancellor Torphy, UW-Madison, updated the Committee on the status of the Blue Cross & Blue Shield transfer.

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Budget Priorities - TAUWP

President of TAUWP, Ray Spoto, raised concerns regarding the reduction in the number of tenured faculty and the increase in teaching academic staff.

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Quarterly Gifts, Grants and Contracts Report

Acting Vice President Durcan reported total gifts, grants and contracts from July, 1999, through March, 2000, were \$586.5 million, an increase of \$26.5 million from the comparable period of the previous year.

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Update on Request to Joint Finance on the Utility Budget

Acting Vice President Durcan reported a projected shortfall in the UW System's GPR appropriation for utilities. Supplemental funding has been requested from the co-chairs of the Joint Finance Committee and the Secretary of the Department of Administration.

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Update on Weidner Center

The Weidner Center is the largest university arts presenter in the nation, noted Acting Vice President Durcan. UW-Green Bay will consult an expert regarding their investment in the productions to be presented at the Weidner Center.

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Audit Subcommittee

Status Report

Ron Yates, Internal Audit Director, reported that all internal audit projects are proceeding as planned.

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Patents

The Patent Policies and Activities Review noted that UW-Madison is one of the leading universities in patent activities, ranking in the top ten, reported Ron Yates, Internal Audit Director. Between 1993 and 1998, the Wisconsin Alumni Research Foundation (WARF) filed over 600 patent applications, generated more than \$83 million in royalties and distributed over \$138 million to UW-Madison.

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Distance Education

Internal Audit Director Ron Yates stated that the number of distance education courses are increasing significantly. Areas that need continued development include faculty development training, coordination within institutions and increasing the institutions' collaborative efforts. Issues with on-line distance education courses also need to be addressed, such as ownership of course materials, program quality, faculty compensation, student retention and advising, competition and organizational structure.

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REPORT OF THE EDUCATION COMMITTEE

The Committee's report was presented by Regent Brandes, Chair of the Education Committee. Unanimously approved by the Education Committee were Resolutions 8126 - 8135. Regent Brandes moved their adoption by the Board of Regents as consent agenda items. The motion was seconded by Regent Benson and carried unanimously.

UW-Extension: Authorization to Recruit: Marketing Manager

Resolution 8126: That, upon recommendation of the Chancellor of the University of Wisconsin-Extension and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Marketing Manager, Learning Innovations, and to make an appointment at a salary that exceeds the Executive Salary Group Six maximum (\$110,000-\$125,000).

UW-Extension: Authorization to Recruit: Provost and Vice Chancellor

Resolution 8127: That, upon recommendation of the Chancellor of the University of Wisconsin-Extension and the President of the University of Wisconsin System, the Chancellor be authorized to recruit for a Provost and Vice Chancellor at a salary that exceeds the Executive Salary Group Six maximum.

Regent Policy: International Baccalaureate (IB) Diploma Program

Resolution 8128: That the Board of Regents approves the proposed policy recognizing the International Baccalaureate (IB) Diploma Program.

UW-Milwaukee: Revision to Faculty Policies and Procedures

Resolution 8129: That, upon recommendation of the Chancellor of the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the addition of a new Section 5.39 to the UW-Milwaukee Policies and Procedures, be approved.

UW-Superior: New Program Authorization (Implementation): B.S., Computer Science

Resolution 8130: That, upon recommendation of the Chancellor of the University of Wisconsin-Superior and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Computer Science.

UW-Whitewater: New Program Authorization (Implementation): B.A./B.S., Liberal Studies

Resolution 8131: That, upon recommendation of the Chancellor of the University of Wisconsin-Whitewater and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.A./B.S. in Liberal Studies.

UW-Parkside: New Program Authorization (Implementation): B.S., Sport and Fitness Management

Resolution 8132: That, upon recommendation of the Chancellor of the University of Wisconsin-Parkside and the President of the University of Wisconsin System, the Chancellor be authorized to implement the B.S. in Sport and Fitness Management.

UW-Madison: New Program Authorization (Implementation): M.A., French Studies

Resolution 8133: That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of

UW System: Opposing the Expansion of Profession Doctorates as Entry Level Degrees

Resolution 8136: That the Board of Regents opposes the expansion of professional doctorates as the entry level degree in professions such as audiology, occupational therapy, physical therapy, etc. and asks that the Association of Governing Boards of Universities and Colleges take a position opposing this practice.

In discussion, Regent Benson inquired whether other actions might be taken to influence the actions of professional associations. Senior Vice President Ward noted that John Wiley, UW-Madison Provost will be discussing this issue with provosts of CIC institutions and also with representatives of the Wisconsin Hospital Association and other medical associations. Regent Boyle urged enthusiastic support for the resolution. Regent Randall recommended that this issue be raised at the time professional organizations are engaged in accrediting programs at individual campuses.

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Report of the Senior Vice President for Academic Affairs

UW-Platteville Presentation

Chancellor David Markee, UW-Platteville, introduced a presentation, *Growing with Agriculture; the Traditions Continue*. Four aspects of the UW-Platteville School of Agriculture were discussed: 1) its core values (excellence in teaching, modern facilities, experiential learning, innovation in teaching methods, partnering); 2) the new ornamental horticulture program; 3) the Interdisciplinary Reclamation major; and 4) the university's farm.

Responding to Regent Boyle, it was noted that there are 435 students enrolled in the program with almost a 100% employment rate, including those with advanced degrees. In response to Senior Vice President Ward, participants indicated that the education center will be upgraded to serve as a state-of-the-art distance education center.

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Presentation: Kellogg Commission on the Future of Land-Grant Colleges and State Universities

UW-Madison Chancellor David Ward reported on the *Kellogg Commission on the Future of Land-Grant Colleges and State Universities*, which was established by the Kellogg Foundation in recognition of the need to reinvigorate the values and missions of land-grant in relation to the public. The Commission was comprised of the presidents of

twenty-five land-grant institutions and representatives from the Kellogg Foundation Board and the private sector. Responding to Regent Boyle, Chancellor Ward characterized the commission's reports as useful both to an informed general audience and to individuals engaged in strategic planning discussions.

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Vilas Trust Proffer

The Trustees of the William F. Vilas Estate have offered \$5,763,825 for academic year 2000-2001, reported Senior Vice President Ward. These funds are used to support scholarships, fellowships, professorships and special programs in arts and humanities, social sciences and music.

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UW Business Consortium Annual Report

Senior Vice President Ward presented the annual report of the UW System Business Consortium. In 1999 the consortium partnered with the UW-Milwaukee Institute for Global Studies to offer a three-day institute on global issues that brought together over 200 faculty from Arts, Letters and Business. Four of the consortium schools are collaborating to deliver pre-MBA graduate foundation courses via the Internet. All required foundation courses will be available on the Internet to students anywhere in the world by Spring 2001. UW Learning Innovations is developing marketing strategies to deliver these courses to corporations as certificate programs, either as a full package or in various combinations.

Regent Smith observed that the business consortium has made good progress in its collaborative efforts. He urged the board to express its desire that all key players be involved in the process.

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Presentation: Restructuring of Agriculture

Dean Elton Aberle and Dr. Richard Klemme, UW-Madison College of Agriculture and Life Sciences, presented a report on the implications of the changing structure in Wisconsin agriculture for UW research and extension programs. In response to Regent Brandes, Dean Aberle stated that approximately one-half of the agriculture students are enrolled in the life sciences and one half in more traditional programs. Dr. Klemme, in response to Regents Boyle and Smith, noted that agriculture is among the top three contributors to the Wisconsin economy, although it represents a declining percentage of the total state economy.

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REPORT OF THE PHYSICAL PLANNING AND FUNDING COMMITTEE

The Committee's report was presented by Regent Barry, Chair.

Approved unanimously by the Physical Planning and Funding Committee were Resolutions 8137 - 8141. Regent Barry moved their adoption by the Board of Regents as consent agenda items. Regent Gracz seconded the motion and it was carried unanimously.

UW-Madison: Authority to Increase the Budget of the McKay Center Addition/Native Garden

Resolution 8137: That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to increase the project budget for the McKay Center Addition/Native Garden, by \$669,000 gift funds for a revised total project cost of \$3,130,000 Gifts.

UW-Oshkosh: Approval of Budget Increase for the Reeve Memorial Union Addition and Blackhawk Commons Remodeling Project

Resolution 8138: That, upon the recommendation of the UW-Oshkosh Chancellor and the President of the University of Wisconsin System, authority be granted to increase the budget for the Reeve Memorial Union Addition and Blackhawk Commons Remodeling project by \$900,000 Residual Program Revenue Supported Borrowing for a revised project total of \$19,500,000 (\$15,900,000 Program Revenue Supported Borrowing and \$3,600,000 Program Revenue–Cash).

UW-Platteville: Authority to Construct a Parking Lots 7 and 25 Project

Resolution 8139: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to construct parking Lots 7 and 25 at a total estimated cost of the estimated costs of \$652,300 (\$382,000 for Lot 7 and \$270,300 for Lot 25), Program Revenue Bonding, supported by parking revenues.

UW-Platteville: Authority to Construct a Greenhouse Replacement Project

Resolution 8140: That, upon the recommendation of the UW-Platteville Chancellor and the President of the University of Wisconsin System, authority be granted to construct a Greenhouse Replacement project at an estimated total project cost of \$1,122,000 Residual General Fund Supported Borrowing.

UW-Stout: Authority to Increase the Budget of the Recreation Complex Project

Resolution 8141: That, upon the recommendation of the UW-Stout Chancellor and the President of the University of Wisconsin System, authority be granted to increase the Recreation Complex budget up to \$900,000 (\$460,000 Program Revenue Cash, \$200,000 Gifts, and \$240,000 other Institutional Funds) for a revised total cost of \$8,954,100 (\$3,000,000 Program Revenue Supported Borrowing; \$2,094,100 Program Revenue Cash; \$2,520,000 Residual Program Revenue Supported Borrowing, \$900,000 Program Revenue Supported Borrowing – Utilities, \$200,000 Gifts, \$240,000 Institutional Funds).

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Report of the Assistant Vice President

Assistant Vice President Nancy Ives reported the Building Commission approved about \$19 million for various projects and authorized hiring consultants for preliminary design of an addition to the UW-Madison Biotechnology building as the first project under Governor Thompson's proposed Biostar Initiative.

The UW-Madison Engineering Centers building bid came within the authorized budget.

The Department of Agricultural Trade and Consumer Protection Animal Laboratory Facilities will be transferred to the UW System effective July 1, 2000.

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UW-Platteville: Campus Development Plan Update

Assistant Chancellor Steve Zielke presented an update on the UW-Platteville Campus Development Plan. The campus is making progress in updating existing facilities and construction of new facilities.

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ADDITIONAL RESOLUTIONS

Regent James presented the following resolution on behalf of the Board of Regents. The resolution was adopted by acclamation with a round of applause for UW-Platteville.

Resolution of Appreciation to UW-Platteville

Resolution 8142: Whereas, the Board of Regents is very pleased to have been invited to hold its May 2000 meetings at the University of Wisconsin-Platteville; and

Whereas, our visit has been enriched by a tour of the beautiful UW-Platteville campus, and by informative presentations given by the university at each committee meeting and to the full Board of Regents; and

Whereas, it has been a pleasure to visit with faculty, staff, community leaders and elected officials, and to share their pride in being associated with UW-Platteville, its special programs, and its high level of service to students and to southwestern Wisconsin; and

Whereas, the Regents also appreciated the opportunity to talk with student leaders at a special breakfast meeting and to exchange views on a number of important topics; and

Whereas, the warm and gracious hospitality extended by Chancellor and Mrs. Markee, the university and community of Platteville is deeply appreciated;

Therefore, be it resolved that the Board of Regents hereby thanks UW-Platteville for sponsoring this highly successful and enjoyable visit.

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UNFINISHED OR ADDITIONAL BUSINESS

Search Process for Chancellors

Presenting suggestions on the make-up of the Search and Screen Committee, Regent Axtell indicated that his thoughts were based on discussions with Chancellors, Regents, and others who had experience in serving on such committees. Noting that written Regent policy provides for only one community member, he pointed out that chancellors increasingly are expected to be multi-talented people, having many skills besides academic qualifications. He was not suggesting that the faculty majority be changed or that other university representation be reduced, but that more people with other skills be added, especially in the case of the UW-Madison Chancellor.

Noting that Chancellor Ward had told him that about 40% of his time is devoted to fund raising, Regent Axtell suggested that someone from the outside community who is skilled in fund raising should be a member of the committee to help determine whether candidates have the necessary experience, willingness and creativity to be successful in this area. Observing that economic development is another important skill that the new Chancellor should have, he felt it would be prudent to have on the Search and Screen Committee a professional in this field who could help to evaluate whether candidates have the needed attributes.

Other important skills for the chancellor, Regent Axtell continued, are obtaining federal grants and contracts; government and legislative relations; communications, particularly with the media; and community relations. Therefore, he was suggesting that these skills be strongly represented on the Search and Screen Committee.

Another suggestion, he added, would be to appoint a Regent as an observer to the Search and Screen Committee, to promote a closer knitting of the Search and Screen Committee to the Special Regent Committee.

Expressing agreement with Regent Axtell, Regent Alexander commented that more community members and a Regent observer on the Search and Screen Committee would promote broader perspectives and better decisions.

Regent Barry asked if it would be necessary to change Regent policy in order to expand community membership on the Search and Screen Committee, and Regent Vice President Smith replied in the affirmative.

Regent Mohs cautioned that faculty views should be heard before changes are made. While he concurred with Regent Axtell's suggestions, he did not intend to imply any criticism of the results of the current process, which has produced excellent chancellors. His support for the suggested changes were intended only as enhancements to improve the process further.

In response to a question by Regent Alexander, President Lyall explained that she had been appointing two community members based on Board authorization several years ago, although the policy itself had not yet been changed. She was planning to do the same in the UW-Madison search.

Regent Alexander asked if it would be possible under existing policy to have a non-voting, but participating, Regent observer added to the Search and Screen Committee. In response, President Lyall explained that the current process is composed of two stages: First, the campus does the search and screen functions; and second, the Regent Committee interviews and makes the selection from a short list. There is perception among faculty and staff, she felt, that this two-stage process provides a desirable balance. Therefore, if a Regent observer were added to the campus committee, she felt consideration should be given to possibly adding a faculty observer to the Regent committee to maintain that sense of balance and reciprocity. Regent Alexander felt that a Regent observer could add helpful insight both to the campus committee and to the Regent committee.

Regent Marcovich felt there is no need to change a process that is working very satisfactorily. Noting that he had served on two Regent committees, he said the results of the search and selection process had been very favorable in both cases. Since the Board has the ultimate responsibility to make the selection, he observed, the Regents can direct the Search Committee to provide additional finalists if they are not satisfied with the list that is provided. In addition to the names of the recommended candidates, the Search Committee provides a great deal of information about the process, the candidates, and why those on the list were selected as finalists. If the Regents wanted more information, they had only to ask the Chair of the Search Committee for it. He considered it unnecessary for Board members to devote a great deal of additional time to attending meetings as observers on Search Committees, particularly since he did not feel a great deal would be gained by doing so.

Regent Randall spoke in support of increasing community participation in the process, particularly since more is being asked of the community in developing partnerships in fund raising and a broad range of other areas. He also believed there should be deeper involvement by Board members, especially by those serving on the selection committee.

Regent James commented that a Regent observer is not necessary. Noting that she has participated in several chancellor searches, she explained that the entire Regent Committee is invited to meet with the Search and Screen Committee and hear their findings, and that a great deal can be learned through that interaction. She felt Regent involvement should not be more extensive and that the current process works well. While she appreciated Regent Axtell's suggestions, she hesitated to agree that the overall policy should be revised on the basis of perceptions of what might be helpful in the UW-Madison Chancellor search. The current process, she remarked, had worked very successfully in other chancellor searches, including UW-Milwaukee's.

In response to questions by Regent MacNeil, President Lyall indicated that there were two community members on the Search and Screen Committee for the UW-Milwaukee Chancellor and that it would be her intention to appoint two to the UW-

Madison committee. She concurred that the skills mentioned by Regent Axtell are very important and should be represented on the committee. Her intention would be to review the nominations from the Shared Governance Committee and see if those skills could be placed on the Search and Screen Committee within the existing policy. If not, she would ask the Board for authorization to do something different. In addition to those skills, she added, the Committee must have the ability to judge the credibility of candidates as academic leaders who will have the legitimacy within the academy needed to succeed as Chancellor.

Regent Marcovich noted that the Search and Screen Committee receives a charge from the Regent Committee and President Lyall before they begin their work. At that time, the Committee is advised of the skills the Regents consider important. The campus committee searches for the best qualified people who meet those criteria. The Regents, thus, have substantial control over the search, as well as the selection, process.

EXECUTIVE SESSION

At 11:45 a.m., the Board recessed for 10 minutes. The Board reconvened in open session at 11:55 a.m., at which time the following resolution, moved by Regent Smith and seconded by Regent Gottschalk, was adopted on a unanimous roll-call vote, with Regents Axtell, Boyle, Brandes, DeSimone, Gottschalk, Gracz, James, MacNeil, Marcovich, Mohs, Olivieri, Randall, and Smith (13) voting in the affirmative. There were no dissenting votes and no abstentions.

Resolution 8143: That the Board of Regents recess into closed session, to consider annual evaluations, as permitted by S.19.85(1)(c), naming a facility at UW-La Crosse, as permitted by S.19.85(1)(f), *Wis. Stats.*, and to confer with legal counsel, as permitted by S.19.85(1)(g), *Wis. Stats.*

The Board arose from executive session at 12:30 p.m., having taken no actions. The meeting was adjourned at 12:30 p.m.

The following resolution was adopted in March, 2000, but was not announced at that time pending acceptance by the nominees.

Resolution 8144: That, upon the recommendation of the University of Wisconsin-Milwaukee Chancellor and the President of the University of Wisconsin System, the following honorary degrees be awarded by UW-Milwaukee, subject to acceptance by the nominees:

Arnold E. Aronson Doctor of Science
Vel R. Phillips Doctor of Laws

The following resolution was adopted in November, 1999, but was not announced at that time pending acceptance by the nominees.

Resolution 8145: That, upon the recommendation of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves awarding of the following honorary degrees by the University of Wisconsin-Madison, subject to acceptance by the nominees.

Uta Hagen Doctor of Fine Arts
Harvey Littleton Doctor of Fine Arts
Ernest S. Micek Doctor of Science

Judith A. Temby, Secretary