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MINUTES OF THE SPECIAL MEETING
of the
BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM
Madison, Wisconsin
February 4, 1988

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Minutes of the Special Meeting

of the

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Madison, Wisconsin

Held in the Clarke Smith Room, Room 1820 Van Hise Hall
Thursday, February 4, 1988
1:00 p.m.

- President Weinstein presiding -

PRESENT: Regents Clusen, Davis, Doughty Luckhardt, Fish, Flores, Gerrard,
Grover, Hanson, Hassett, Heckrodt, Jarvis, Lyon, Nicholas,
Nikolay, Schilling, Vattendahl and Weinstein

ABSENT: None *Regent*

Doughty ✓ Luckhardt, Esther - Welcome to Board, p. 1

Welcome to Regent Esther Doughty Luckhardt

President Weinstein introduced and welcomed Regent Esther Doughty Luckhardt, who was appointed to the board by Governor Thompson on December 21, 1987, to complete the term of Dr. Ben Lawton, ending in 1991. She was to serve on the Physical Planning and Development Committee. Regent Doughty Luckhardt, of Horicon, served in the State Assembly for 22 years, beginning in 1962. Now retired, she owned and operated a real estate agency in Horicon for 25 years.

Regent
Jarvis, John - Welcome to Board, p. 1

Welcome to Regent John Jarvis

Regent John Jarvis, who was confirmed by the State Senate on January 28, 1988, for a term as student regent ending in 1989, was introduced and welcomed by President Weinstein. A graduate student in Taxation at UW-Milwaukee, Regent Jarvis received a BBA degree in Accounting from UW-Madison. He was assigned to serve on the Business and Finance Committee.

Regent ✓ Student - Welcome to John Jarvis, p. 1

Chancellors -

→ Welcome to UW-Madison Chancellor Donna Shalala, p. 2

Welcoming UW-Madison Chancellor Donna Shalala, who took office at the beginning of January 1988, Regent Weinstein made the following statement: "Very few decisions of the board are more important than the selection of chancellors. This is so because, under our system of shared governance, chancellors play such a key role--not only do we delegate great authority to them, but we rely on them to carry out regent policies. So it is an event of special significance to officially welcome new chancellors to the system.

Shalala, Donna - welcome as UW-Madison Chancellor, p. 2
"Donna Shalala was the regents' unanimous choice to serve as chancellor of the UW-Madison. She brings to the position special skills which will serve this campus well in the years ahead. She already has demonstrated the ability to seize upon difficulties and turn them into opportunities. Her seemingly boundless energy and determination to move forward is music to our collective ears.

"It is therefore a particular pleasure, on behalf of the Board of Regents, to welcome you, Chancellor Shalala, to our system. You not only have our best wishes, but even more importantly, our pledge of support."

Regent Study Group on Future of UW System -
→ Progress Report on Implementation of Regents' Strategic Plan, Planning the Future, pp. 2-5

Presenting this semi-annual update on implementation of the Regent Plan for the Future, President Shaw noted that implementation of many elements of the plan had been completed since the last update in July 1987 and that 67 of the 106 items were now implemented.

Educational Effectiveness

Highlighting two areas in the section on educational effectiveness, the president referred first to transfers from the VTAE System and noted that a joint UW/VTAE staff working group had been appointed to address a number of the issues contained in Resolution SG 6. One solution to the frustration that VTAE students experienced in planning for transfer was an updated list of the existing course transfer opportunities in the UW System, which eventually would be included in the computerized transfer matrix. A broader issue related to tension between the interest in transferability and the interest in avoiding duplication between the two systems. That issue was addressed by the working group, whose draft report was being shared with VTAE staff and with UW System chancellors for review and comment. He expected to bring to the board in April a set of recommendations on the transfer issue.

In response to a question by Regent Davis, President Shaw indicated that what was being done to implement Resolution SG 6 would address issues raised by the Legislative Audit Bureau in its recent informational memorandum on credit transfer policies between the two systems.

With regard to Resolution SG 11 on assessment of student learning, President Shaw indicated that the recent UW System conference on assessment, held at UW-Parkside, had been a great success, with participation by nearly 200 UW faculty and administrators. Many who had attended a national conference last summer on the same topic said the one at UW-Parkside surpassed that conference in quality and usefulness. National experts who attended the Parkside conference commented that the UW System approach to assessment was rational and promising, especially in its focus on undergraduate teaching and programmatic improvement. The UW System had submitted a 1988-89 budget request to the state of \$225,000 for assessment, and the Governor included \$124,800 for that purpose in his budget for 1988-89.

Fiscal Effectiveness

With regard to implementation of Resolution SG 10 on enrollment management, President Shaw noted that the first phase had been successful not only in reaching but in exceeding the enrollment reduction target by about 900 FTE students. While some variation from campus to campus was to be expected, the intent was to stay on target and achieve the 7000 FTE student reduction by 1990-91.

Noting that Resolution SG 10 required the most effective use of existing program capacity to better serve students, President Shaw cited as an example enrollment at the UW Centers, which surpassed their targeted increase of 125 FTE students by nearly 400 percent. The UW Centers, along with several four-year institutions, had been determined to have the capacity to serve additional students.

Equity in Education

Referring to the recently completed series of hearings on the status of minority students, faculty and staff, President Shaw indicated his intention to bring recommendations to the board in the spring, using a first and second reading format.

Initiatives funded by the Governor and the Legislature to take effect in the next fiscal year were: the Pilot Freshmen Tuition Award Program for minority students in five selected high schools in the Milwaukee area, the Grow-Your-Own Faculty Program and the Teacher Education Loan Forgiveness Program.

Extending University Resources

One of the achievements in this area was appointment by the Governor of a permanent Biotechnology Council, on which President Shaw served. The Governor and the Legislature also approved creation of distinguished professorships in the UW System, and six out of ten of these distinguished professorships had already been awarded, with another four to be added this spring. Because the Governor was much impressed with the program, he had added in his 1988-89 budget funds for another ten professorships and indicated that he would like additional funds for this purpose to be provided after next year.

Success also had been achieved in the area of applied research, for which \$200,000 was budgeted for each year of the current biennium. For this year, eight project applications were selected on a competitive basis from 25 submitted in August. For the next year, 57 proposals were being reviewed. Demonstrating the great interest in applied research, there were projects to enhance the agricultural community, the business community, and economic development in general. It was the president's hope that over time the amount of funding for this program could be increased.

Leadership, Governance and Administration

Implementation efforts in this area included evaluation of the president and the chancellors. President Shaw commented that leadership by the executive officers had been instrumental in implementing the Plan for the Future.

Another item in this section directed development of a handbook for the Board of Regents, which had been completed for distribution to the board. It was indicated that copies of the handbook would be made available to any regents who had not previously received one.

Implementation was proceeding on Resolution SG 20, improving the capability of management information systems. The strategic planning group on management information systems, appointed in January 1987, was due to report soon. Under the leadership of Executive Vice President Lyall, the group had made a great deal of progress in the development of a coordinated approach to management information systems, the initial tasks being to define planning goals, to develop a protocol for MIS acquisitions, and to establish guidelines for institutional planning. The president expected to bring recommendations to the board in late spring.

Regent Vice President Schilling observed that a remarkable number of objectives had already been achieved and expressed gratitude to the administrators, faculty and staff involved in these accomplishments.

Regent Fish, who had chaired the Regent Study Group on the Future of the UW System, recalled that he had asked for time lines on the resolutions in order to ensure movement toward implementation. He commended President Shaw, the chancellors, faculty and staff for their excellent performance in meeting those time lines.

President Weinstein noted that there would continue to be regent reviews of implementation every six months.

Regent Nicholas asked if any of the resolutions resulted in particular problems in implementation or if there were any which needed to be changed.

While he did not believe any major changes were warranted, President Shaw indicated that management information systems issues presented the greatest challenge, in trying to keep up with technology and relate it to present and future needs. It was also necessary to assess the stage of development at a given campus and relate the cost of efforts toward uniformity, versus the cost of not being uniform. The issues were complex and related both to technical questions and matters of process.

The area of mission review also was difficult and time-consuming, as was identification of Centers of Excellence. In addition, institutions were being asked to report on general education programs. Many had been updated in the last two years, while others were just beginning to review this area.

Transfer of credits from the UW Centers to the universities, as related to enrollment management, also raised complex questions. For example, students might decide that, if they had to stay at a center for two years before transferring, they would not attend a center at all. It would be necessary to continue efforts to make UW Center attendance attractive to students.

Finally, the whole matter of enrollment management required difficult adjustments. Last year, there were more multiple applications than ever before, and this year there were even more, the reason being that students were no longer assured of being accepted by the university of their first choice. Multiple applications made it difficult for institutions to estimate how many of the students accepted actually would enroll.

The president did not believe, however, that any of these complexities meant that directions provided in the Plan for the Future should be changed. Rather, they were challenges which would have to be met.

In response to a question by Regent Clusen regarding multiple applications, President Shaw noted that fees of \$100 for admissions deposits were being charged by UW-Madison and UW-Stevens Point. This fee, applied to the tuition charge upon enrollment, made it easier for those institutions to predict numbers of enrollees than for those which charge only the \$10 application fee.

Regent Clusen suggested that other institutions also might want to consider raising their charges.

President Shaw agreed that \$10 was probably too inexpensive and that some institutions might well raise their charges, with the understanding that the need to predict enrollment should be balanced against student financial difficulties and recognition that some students might have good reason to apply to more than one institution.

Academic Programs
Report on Academic Program Review, including Programs Requiring Special Attention, pp 6-8

Introducing the report, President Shaw referred to charts on the array of programs across the system. The chart on undergraduate programs showed that about 56 percent were core programs in the liberal studies and sciences, which were offered by most United States colleges and universities, and not regarded as duplicative.

Another category was professional programs that served regional needs, such as teacher education, business, accounting, and computer science. While there was duplication in this category, it was not considered unnecessary duplication.

A third category consisted of programs limited to a few institutions, in order to avoid excessive duplication. These included agriculture, architecture, engineering, the health professions, and home economics.

New programs in all categories were reviewed by the University System and the board five years after being implemented, after which they were reviewed on a regular cycle by the institutions offering them. In addition, programs in need of special attention had been identified for joint review by System Administration and the institutions.

With regard to graduate program array, UW-Madison, as a major research university, had the greatest number of master's and doctoral programs. UW-Milwaukee, which offered a limited number of doctoral programs and more master's programs than the comprehensive institutions, ranked about in the middle of its peer group with respect to program array at the graduate level. The comprehensive institutions offered about the median number of graduate programs of their peer institutions. There was not much duplication of graduate programs, although there was some duplication, particularly in the area of teacher education.

Categories of graduate programs were: (1) programs designed to serve local needs, such as education; and (2) programs carefully controlled in terms of numbers, such as agriculture, engineering, health sciences, fine arts, and foreign languages. There were 14 graduate programs which had been discontinued since 1982.

On the subject of program review, President Shaw first turned to the category of programs requiring special attention, which included 102 programs (nearly eight percent of the total) to be reviewed in the next three years. Additionally, 22 degree titles were being phased out, and 45 were to be reviewed for consolidation. This extensive and labor-intensive project was being undertaken to ensure that programs met educational needs and quality tests in a cost-effective way.

Since the five-year academic program reviews were begun in 1981, 80 reviews had been initiated. These reviews generally required one-to-two years to complete, and 58 had been finished to date. Of that number, eight programs had been discontinued, and 23 had been continued with major recommendations for improvement.

The final category of program review was institutional review on a regular cycle of all 1200 programs in the UW System. In the six-year period covered by this report, over 600 programs had been or were being reviewed.

Stating that program review is taken seriously in the UW System, President Shaw observed that these careful reviews resulted in a program array which was more tightly controlled and consisted of fewer programs than the program array in most other systems of higher education.

In response to a question by Regent Clusen, President Shaw explained that two factors used to identify programs given special attention were enrollment and cost. It was a way of flagging programs for review and did not imply that they all should be eliminated. They were identified by means of a protocol developed in cooperation with the institutions.

Regent Davis inquired about the extent to which there was relabeling of programs, as opposed to actually phasing them out and shifting resources out of an area completely.

In response, President Shaw indicated that since 1982, 69 programs had been discontinued, and 21 new programs had been added. Not all the programs identified for special attention involved major resource decisions; in some cases, they simply involved retitling or consolidation.

Regent Schilling asked if all undergraduate degree programs recommended for phase-out in 1986-87 had actually been terminated, and Vice President Trani replied in the affirmative.

Noting his previously expressed concern that board approval is required to create programs, but that five-year reviews are presented for information only, Regent Davis asked if there was a decision point at which the board could terminate programs or if that would require special effort outside of regular procedures.

Regent Hanson recalled some programs being terminated as a result of what was found during the reviews.

President Shaw added that each review included a recommendation as to whether the programs should be continued or terminated.

While the reviews came to the regents as information items rather than as action items, Regent Schilling noted that there had been occasions when the board did not agree with the System Administration recommendation. As a practical matter, the five-year reviews became decision points in those cases. There was no question in the statute as to the board's authority to terminate a program, since Chapter 36.09(c) provides that the board shall determine the educational programs to be offered in the system and may discontinue educational programs as it deems necessary.

Regent Flores pointed out that it was difficult to disagree with what was recommended in the five-year review reports, since the review was done primarily at the campus level, and the regents received only a brief summary of the results.

President Weinstein noted that the B.A./B.S. program in Afro-American Studies at UW-Madison had been identified as a program requiring special attention, but the agenda of the Education Committee included a five-year review for the Master's Degree in Afro-American Studies with a recommendation that it be continued.

Vice President Trani explained that the undergraduate program was on the list for special review because of the small number of students enrolled.

It was suggested by Regent Weinstein that the Education Committee take into account the status of that program when considering the Master's Degree program, since students progressed from one to the other.

In response to a further question by Regent Weinstein, Dr. Trani indicated that the protocol included identification of programs needing special attention on the basis of qualitative factors. The Office of Academic Affairs would review with the vice chancellor of each institution the previous year's program reviews in order to identify any quality concerns.

Mission →

← Report on Review of Mission Statements, pp 8-11

President Shaw began the report on mission statements by describing these statements as constitutions that provide the foundation of institutional direction. The mission review process, which began as soon as the Regent Study Group report was completed in December 1986, resulted in the drafts presented at this meeting.

Because the institutions had been asked to fine tune their missions, rather than to write entirely new ones, the resulting revisions were more like than unlike the originals but still incorporated important changes. For example, a clear and unambiguous statement on the vital commitment to minority and disadvantaged students had been added to the overall system mission. In addition, all UW System institutions were encouraged to share the unique educational and research opportunities offered at UW-Madison and UW-Milwaukee, and the UW-Madison and UW-Milwaukee statements contained their commitment in that regard to the comprehensive universities, UW-Extension and UW Centers. Research at non-doctoral institutions was mentioned, and a common outreach and extension statement was added to the core mission of the University Cluster. Similarly, University Cluster missions now placed greater emphasis on service to their respective regions. There was a statement on urban corridor service for UW-Milwaukee, UW-Green Bay, UW-Parkside and UW-Oshkosh. Finally, there was the element of academic diversity and distinctiveness, with each institution expected to retain its

unique identity in offering the citizens of Wisconsin a cost-efficient variety of educational opportunities.

Following mission reviews, there would be designation of Centers of Excellence, to be identified through a comprehensive competitive process developed by the Office of Academic Affairs.

As illustrations of how the Centers of Excellence would fit into the institutional missions, the president cited the Center for General Education at UW-Eau Claire, physical therapy and health education at UW-La Crosse, the regional Master's of Business Administration at UW-Oshkosh, agri-business and farm profitability at UW-Platteville, wellness and forestry at UW-Stevens Point, advanced technology at UW-Stout, and management computer systems at UW-Whitewater. While missions served as constitutions providing general direction and distinctiveness, the Centers of Excellence would specify major priorities within those missions.

Regent Hanson asked why the statement of commitment to serving the special needs of minority, disadvantaged and non-traditional students had been removed from the core mission of the university cluster.

It was explained by Vice President Trani that, because the statement had been placed in the mission statement for the UW System as a whole, it was not considered necessary also to include it in the core mission statements. With legislative approval, that commitment would become state law as part of Chapter 36 of the Statutes.

Regent Hanson noted that it was stated as well in some institutional missions. She also questioned the necessity of both core and select missions for UW-Extension and the UW Centers.

Regent President Weinstein thanked Vice President Trani, the chancellors, faculty and staff for their hard work in revising the missions. On the basis of comments made to him by regents, he had discussed with President Shaw the next steps to be taken. The first type of comment indicated that the statement of the system's mission should be incorporated by reference into the missions of all institutions, rather than having portions of it selected by institutions for inclusion in their select missions. For example, if some institutions stated a commitment to minority students and others did not, it could be interpreted by some to mean that all institutions did not share that commitment.

The second general comment was that the core statements also should be incorporated by reference in each campus mission. The institutional statements then would set forth what is specific to that institution which differentiates it from others.

Regent Weinstein proposed that President Shaw be asked to have the statements restructured in that way, beginning with the system and core missions which would then be brought back to the board. Hearings would be deferred until the restructuring was completed.

Expressing agreement with that suggestion, Regent Schilling added that attention also should be given to the disparity among University Cluster institutions as to the specificity of their proposed missions. While some were very general, others specifically stated programs that were their focus, such as UW-Stevens Point, UW-Platteville and UW-River Falls. He felt there were some which should be made more specific and urged regents to identify to President Shaw and Vice President Trani those about which they had concerns.

If the system and core missions were defined by System Administration and the Board of Regents, Regent Davis asked if the institutions would be limited to only defining how they saw themselves as unique without having an opportunity to dissent from what was set forth in the system and core missions.

Regent Weinstein replied that the institutions would have the opportunity to make comments and suggestions, but that Chapter 36 of the Statutes gave the board final responsibility for the mission statements.

Regent Schilling remarked that the process followed had been exemplary, with a great deal of work done at each institution by faculty, staff and administrators. When it reached the board level, the regents had the authority and responsibility to comment on structure as well on substance.

Regent Flores agreed that some of the institutional mission statements were so general that they could be applied to almost any of the institutions. He thought the real value of reviewing them was to provide the occasion for the institutions to study their current status and their direction for the future.

Regent Weinstein pointed out that Resolution SG 9 of the regents' strategic plan, which called for the mission reviews, directed that the institutions first identify their priorities and then incorporate them in the mission statements.

Regent Fish concurred and noted that some institutions had placed in their mission statements the types of social objectives and general statements about education which could be assumed to be the responsibility of all institutions. What was sought by Resolution SG 9 were those specific academic activities that were the particular focus of each institution.

Regent Clusen asked if the institutions were given any guidelines as to organization, tone, and specificity when they began their reviews.

Replying in the affirmative, Vice President Trani added, however, that the model of the existing mission statements had been used and that might have been an error in terms of format. The existing statements, for example, included both core and select mission statements for UW-Extension and the UW Centers. There also was repetition and incorporation of part of the core mission statements into the select mission statements. The existing model had been followed because Resolution SG 9 called only for fine tuning the mission statements.

Regent Clusen asked if Vice President Trani saw any particular problems in proceeding as suggested.

In reply, Dr. Trani said his only concern related to the enormous efforts that had been expended at the individual institutions to revise their mission statements. He thought the idea of focusing first on the system and core mission statements was a good one, and that these should be widely reviewed on the campuses.

Regent Weinstein indicated that he did not propose setting a timetable at this meeting.

President Shaw agreed and added that his major concern would be in trying to reshape the statements too quickly. He suggested dealing with the issue of symmetry first, allowing ample opportunity for comment and reaction.

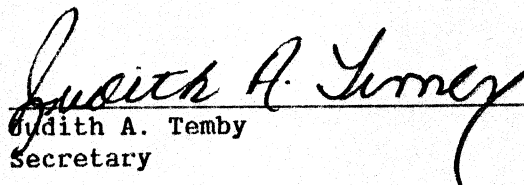
Regent Weinstein asked that regents review the draft system and the core statements, and provide President Shaw with comments.

Regent Davis said he was satisfied with moving in this direction and inquired as to the process for institutional comment.

President Shaw suggested that a first reading, second reading approach be utilized so that there would be sufficient opportunity to react to the recommendations.

There was concurrence with the approach proposed by Regent Weinstein.

The meeting was adjourned at 2:20 p.m.


Judith A. Temby
Secretary