



Board of Regents of the University of Wisconsin System
Office of the Secretary

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1220 Linden Drive
Madison, Wisconsin 53706
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DATE: May 29, 2012

TO: Each Regent

FROM: Jane S. Radue *JSR*

MEETING NOTICE

Meetings of the UW System Board of Regents and Committees to be held at
UW-Milwaukee Union, 2200 East Kenwood Boulevard, Milwaukee, Wisconsin 53211
on June 7 & 8, 2012

Thursday, June 7, 2012

9:00 a.m. All Regents – Wisconsin Room

1. Presentation by UW-Milwaukee Chancellor Michael Lovell:
"UW-Milwaukee: Building a Better Wisconsin"
2. *Presentation, Board Discussion, and Approval:* UW System 2012-13 Annual
Operating Budget and Tuition and Fee Schedules
[Resolution 2.]
3. *Presentation and Board Discussion:* UW System 2013-15 Biennial Budget
Update
4. *Presentation, Board Discussion, and Approval:* Recommendation on
Financial Aid for the 2013-15 Biennium
[Resolution 4.]

Noon Lunch – Ballroom East

1:00 p.m. All Regents – Wisconsin Room

5. Recognition of Regent Emerita Judith Crain's service on the Board
6. Recognition of Regent President Emeritus Michael Spector's service on the
Board

7. Presentation of 2012 Academic Staff Excellence Awards
 - a. Individual Award: Denise Ehlen, Director of Research and Sponsored Programs, UW-Whitewater
 - b. Individual Award: Donna Weber, Director of Human Resources, UW-Eau Claire
 - c. Program Award: UW-Platteville Writing Center

2:00 p.m. Education Committee –Wisconsin Room

2:00 p.m. Joint Meeting of the Capital Planning and Budget Committee and the Business, Finance, and Audit Committee – Ballroom West

2:30 p.m. Business, Finance, and Audit Committee – Fireside Lounge

2:30 p.m. Capital Planning and Budget Committee – Ballroom West

Friday, June 8, 2012

8:00 a.m. All Regents – Closed Session -- Fireside Lounge

Move into closed session to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*; and to consider annual personnel evaluations, as permitted by *Wis. Stats.* §19.85(1)(c).

9:00 a.m. All Regents – Wisconsin Room, followed by

All Regents – Closed Session -- Fireside Lounge

The closed session may be moved up for consideration during any recess in the regular meeting agenda. The regular meeting will reconvene in open session following completion of the closed session.

Information about agenda items can be found at <http://www.uwsa.edu/bor/meetings.htm> or may be obtained during the week of the meeting from Jane Radue, Secretary of the Board of Regents, 1860 Van Hise Hall, Madison, WI 53706, (608)262-2324. The meeting will be webcast at <http://www.uwex.edu/ics/stream/regents/meetings/> on Thursday, June 7, 2012, from 9:00 a.m. until approximately 12:00 p.m. and 1 p.m. until approximately 2 p.m. and Friday, June 8, 2012, from 9:00 a.m. until approximately 12:00 p.m.

2012-13 Operating Budget
including Rates for Academic Tuition,
Segregated Fees, Textbook Rental,
and Room and Board; Academic
Tuition Refund Policy and Schedule;
and Annual Distribution Adjustments

BOARD OF REGENTS

Resolution 2.

That, upon the recommendation of the President of the University of Wisconsin System, the 2012-13 operating budget be approved, including rates for academic tuition, segregated fees, textbook rental, and room and board; the tuition refund policy and schedule; and annual distribution adjustments as attached in the document 2012-13 Operating Budget and Fee Schedules, June, 2012. The 2012-13 amounts are:

GPR	\$1,135,221,084	19.2%
<u>Academic Tuition</u>	<u>\$1,277,395,072</u>	<u>21.7%</u>
Total GPR/Fees	\$2,412,616,156	40.9%
<u>Other</u>	<u>\$3,488,803,708</u>	<u>59.1%</u>
Total	\$5,901,419,864	100.0%



2012-13 Operating Budget and Fee Schedules

The University of
Wisconsin System
June, 2012

**2012-13 OPERATING BUDGET AND FEE SCHEDULES
TABLE OF CONTENTS**

	<u>Page</u>
EXECUTIVE SUMMARY AND INTRODUCTION	i
A. CHANGES IN FUNDING AND RATES	
Table A-1 UW System 2011-12 to 2012-13 Changes by Institution Consolidated Schedule	A-1 A-2
B. ACADEMIC TUITION AND REFUND POLICY AND SCHEDULE	
2012-13 Tuition Rates	B-1
Table B-1 UW System Proposed 2012-13 Tuition Schedule for Full Academic Year and Summer Session	B-4
Table B-2 UW System Consolidated Schedule of Tuition and Segregated Fees	B-9
UW System Tuition Refund Policy and Schedule	B-10
C. UW AUXILIARY OPERATIONS	
Program Summary	C-1
Table C-1 2012-13 Academic Year Segregated Fees	C-3
Table C-2 2012-13 Academic Year Room and Board Rates	C-4
Table C-3 2012-13 Academic Year Segregated Fee Explanations	C-5
Table C-4 2012-13 Academic Year Textbook Rental Fees	C-9
Table C-5 2012-13 Academic Year Room and Board Explanations	C-10
Table C-6 Auxiliary Operations Budget Summary (Funds 123, 128, 129, 528, and 530)	C-12
D. ANNUAL DISTRIBUTION ADJUSTMENTS	D-1
APPENDIX A: SUMMARY OF DIFFERENTIAL TUITION PROGRAMS	App A-1

2012-13 OPERATING BUDGET AND FEE SCHEDULES

EXECUTIVE SUMMARY

BACKGROUND

Wisconsin Act 32, the state's 2011-13 biennial budget, is the base upon which the University of Wisconsin System builds its 2012-13 Annual Operating Budget. The University's budget reflects the implementation of a block grant. The UW's budget now includes several block grants and a total of 28 state appropriations, a significant improvement over the more than 90 state appropriations that were assigned to the UW System in 2009-11. The change in the number and structure of appropriations will allow greater flexibility for the Colleges, Universities, and Extension in determining spending priorities.

The Colleges, Universities, and Extension are still grappling with the impact of a \$125 million base budget cut (\$250 million in biennial funding) that was included in Act 32. The reduction in ongoing resources was reflected in the 2011-12 annual operating budget. In addition, the institutions, students, faculty and staff are managing required state lapses. The state budget (Act 32) also included a required \$174.3 million lapse for state agencies during the biennium. The Department of Administration (DOA) issued a memo on October 14, 2011 that included the required lapses by agency. In that memo, the Colleges, Universities, and Extension were required to lapse \$46,135,078 in the 2011-12 fiscal year, and an additional \$19,634,769 in the 2012-13 fiscal year. These lapses are one-time cuts to funding from the state and therefore are not reflected in the GPR amounts in this, or last year's, budget. These lapses, especially the \$46.1 million dollar lapse in 2011-12, which was not announced until the institutions had enrolled students, begun classes, etc., were very difficult to manage and resulted in fewer staff in the spring, fewer courses and sections, and delays in implementing programs to increase retention and graduation of students.

In May, the Department of Administration released the latest revenue collections and projections. While earlier projections had downgraded the projected revenue, anticipating a negative ending balance for the biennium, the newest projections include a positive ending balance. This is good news as larger lapses might be imposed if the revenue projections were lower than anticipated in the biennial budget. According to DOA, even with the latest revenue projections, the planned lapse for 2012-13, including \$19.6 million for the University, will still be required. New revenue projections will be released in November and will determine whether the lapse requirements need to increase.

This Executive Summary is divided into the following sections:

- More Graduates
- Financial Aid
- 2012-13 GPR/Fee Changes
- 2012-13 Recommended Annual Tuition Rates
- Auxiliary Operations and Other Funds

More Graduates

An article published in the Washington Post on September 12, 2011 shows the United States falling in global rankings for the percentage of adults with a college education. Among the countries used in the comparison, the United States ranked third in the percent of college educated adults between the ages of 25 and 34 in 1998. Data for 2009 placed the United States as 9th.

Wisconsin is behind the national average in terms of adults with four-year degrees. While the national average is 28 percent, Wisconsin has 26 percent of its adults with four-year degrees.

The Board of Regents has advanced the Growth Agenda for Wisconsin to increase the number of baccalaureate degrees holders, strengthen communities, and help create well-paying jobs in Wisconsin. A major component of the agenda is to address concerns with affordability and cost containment, so that all students, regardless of income, may continue to access a UW System college education.

Financial Aid

The largest source of federal grant aid is the Pell Grant. The Pell Grant is an entitlement so that any student who qualifies is able to receive it. The maximum federal Pell Grant will not increase, remaining at \$5,500 for 2012-13. However, the number of Pell eligible students has increased. UW staff and other higher education leaders continue to work with Wisconsin's Congressional delegation to ensure that federal financial aid programs are spared from major budget cuts.

There have been no increases in the state's primary need-based grant program (WHEG) during this biennium, with funding remaining at the 2010-11 level of \$58,345,400. The UW System has worked with the Higher Educational Aids Board (HEAB) to develop a funding formula that will aid more students than in 2011-12. Students with the most financial need will be eligible for WHEG grants of \$2,384 in 2012-13.

Students from families with incomes below \$60,000 who do not receive a WHEG award may receive a Tuition Assistance Grant (TAG). TAG grants are funded from the UW System's budget and provide resources to students with need from families with incomes of less than \$60,000. While smaller than grants under the WHEG program, TAG awards will continue to help many middle-income students meet the cost of college attendance.

Other financial aid programs that are part of the UW System's budget, including Lawton and the Advanced Opportunity Program, have not received funding increases since 2010-11. Under the block grant, UW institutions will have flexibility within aid programs to target funding in ways that most effectively encourage recruitment and retention of eligible students.

The state budget provides Wisconsin Covenant students grants ranging from \$250 to \$1,500 per year depending on student need. Enrollment in the program ended in September of 2011, thereby beginning a phase-out of the program. The grants, however, will continue to provide financial aid to the cohorts of students who complete the requirements of the Covenant program. The private Wisconsin Covenant Foundation will provide additional grants of \$1,500 in 2011-12

to students who complete the program requirements and have expected family contributions of less than \$4,000.

UW System institutions continue to raise funds from private sources that can be dedicated to financial aid. Funding for institutional grants has increased from \$35.2 million in 2003-04 to \$74.4 million in 2010-11 (the most recent year for which information is available), representing a 111% increase during the last seven years. Financial aid also continues to be provided through the differential tuition programs at UW-Madison and UW-Eau Claire in order to improve affordability for more than 10,400 low-income students at these institutions. In addition, another source of private, need-based financial aid, the Fund for Wisconsin Scholars (FFWS), provided \$5.0 million in grants to over 1,300 UW students in 2010-11. The FFWS was established in December, 2007 from a gift of \$175 million from John P. and Tashia F. Morgridge.

The UW System is continuing to implement initiatives that reduce time to degree and therefore the cost of achieving a college education. By completing a college degree in four years rather than five, a student at a comprehensive institution could save at least \$15,000. To help students who are interested in this option, UW institutions have developed templates for achieving certain degrees in four years. Two of our institutions, UW-Stout and UW-Superior, are now offering three-year degree options for certain programs.

2012-13 GPR/Fee Changes

2011 Wisconsin Act 32, the 2011-13 biennial budget, removed \$125 million of base GPR funds from the UW System in 2011-12. In the 2012-13 fiscal year, \$133.7 million in GPR will be added. The Annual Distribution Adjustments (Section D of this document), which were included in the April 2012 board materials, describe the distribution of new GPR/Fee resources for 2012-13 as included in the state's 2011-13 biennial budget. None of the new GPR resources is intended to replace the \$125 million in flexible funding that was cut in 2011-12. These resources, while greatly needed, will not be used to create new programs or improve the success of students enrolled at institutions in the system. They will instead help the institutions pay debt service, utilities, and the expected costs of health insurance increases. Changes in funding for 2012-13 include:

Increases:

- ✓ \$18 million in GPR funding for utilities.
- ✓ \$106.4 million in GPR debt service*.
- ✓ \$15.1 million GPR/Fees (\$9.4 m. GPR and \$5.8 m. Fees) for projected increases in health insurance.
- ✓ \$25.6 for increases in academic fee authority for differentials, self-supported programs and credit outreach.
- ✓ \$1.2 million (Fees) to fund student technology fee increases.

*This large increase reflects a restructuring of long-term debt by the Governor and the legislature that resulted in a reduction of \$41.7 million in debt service in the 2011-12 annual budget.

GPR/Fee Funding Changes from 2011-12 to 2012-13

	GPR	Fees	Total
2011-12 Operating Budget Document	\$1,001,508,980	\$1,208,995,931	\$2,210,504,911
Legislative and Base Changes	\$124,352,200	\$36,979,900	\$161,332,100
Estimated Health Insurance Changes	\$9,359,904	\$5,786,307	\$15,146,211
Academic Fee Funding Changes, including Credit Outreach		\$25,632,934	\$25,632,934
Subtotal – 2012-13 Changes	\$133,712,104	\$68,399,141	\$202,111,245
2012-13 Budget	\$1,135,221,084	\$1,277,395,072	\$2,412,616,156

The 2011-13 biennial budget included a reduction in base funding of \$125 million in the 2011-12 fiscal year (\$250 million over the biennium). The 2012-13 annual budget includes the distribution of \$34.5 million of new tuition dollars to the Colleges, Universities and UW-Extension to maintain student access and educational quality and address critical campus needs that would otherwise be diminished or eliminated due to the base budget reductions. These funds are distributed to proportionally reduce each institution's share of the budget cuts taken in 2011-12.

After adjustments for estimated health insurance increases, GPR will increase by \$133.7 million (13.4%), and tuition revenue, resulting from tuition increases, differentials, and additional enrollments, will increase by \$68.4 million (5.7%). Table A-1 provides a detailed allocation of changes in GPR/Fee funding by institution from 2011-12 to 2012-13.

2012-13 Recommended Annual Tuition Rates

The recommended tuition increases for 2012-13 will reduce the impact of base budget cuts, fund health insurance cost increases, and fund student technology fee increases.

Recommended base tuition increases of 5.5% for resident undergraduate students are \$431 at UW-Madison, \$422 at UW-Milwaukee, \$328 at the UW Comprehensive universities, and \$247 at the UW Colleges. The UW-Madison tuition will also increase by \$250 for the fourth and final year of the undergraduate tuition differential approved in May 2009. UW-Eau Claire tuition will be an additional \$300 reflecting its previously approved differential tuition increase. Consistent with recent Board practice, recommended tuition increases for most other student groups (e.g. nonresident undergraduates and resident graduate students) are at the same dollar amount as those for undergraduate resident students.

UW Colleges tuition is recommended to increase by \$247. UW Colleges tuition was frozen at the 2006-07 level for four years, with the first new increase in 2011-12. The freeze allowed the UW System to maintain a lower-cost entry point for students at 13 campuses across the state, and maintain tuition rates that are comparable to the rate for liberal arts programs at Wisconsin Technical College System institutions.

For the fifth consecutive year, a freeze of nonresident graduate tuition at 2007-08 rates is recommended. Freezing nonresident graduate tuition will reduce the cost of providing remissions, and help support the research mission of UW System institutions. Nonresident graduate students provide critical support to research activities and provide classroom instruction as teaching assistants at UW System institutions, particularly at UW-Madison and UW-

Milwaukee. Providing nonresident tuition remissions is a must in order to compete for the best and brightest graduate students. These remissions place a significant financial burden on academic departments.

Auxiliary Operations and Other Funds

Recommended segregated fee rate increases for four-year institutions average 3.3% for 2012-13. Recommended segregated fee increases at the UW Colleges average 2.3%, largely due to increases in funding for student organizations or programs, and travel costs related to athletics.

Recommended room and board rates at the four-year institutions increased an average of 3.7%. Increases are primarily attributed to new and renovated residence halls and facility maintenance projects, and rising food costs.

Table A-2 consolidates tuition, room and board rates, and segregated fees for resident undergraduate students. This schedule is designed to show the total cost of education for a typical freshman who lives in a dormitory and participates in the meal plan. This schedule also includes the number of students at each institution who are expected to participate in the meal plan and contract for rooms. In most cases, these students represent less than 1/3 of the total headcount population at an institution. For students at a four-year institution, the average cost increase for 2012-13 is 4.8%, ranging from 3.6% at UW-La Crosse and UW-Oshkosh to 6.5% at UW-Eau Claire. The major driver of the increase at UW-Eau Claire is the differential tuition increase of \$300.

In general, the increases in the 2012-13 auxiliary operation budgets are smaller than they have been in prior years, with a 3.3% increase in 2012-13 compared to an average 6.1% increase for the five years preceding. This is due primarily to no increases in compensation. Cost reductions resulting from increases in employee contributions related to health insurance and retirements are reflected in the 2012-13 budgets.

Total Other Funds, which include auxiliaries, federal and private gifts, grants, and contracts, other operating receipts, noncredit instruction, and trust funds, will increase \$110.1 million. This is a 3.3% change from 2011-12, and will support 59.1% of the total budget.

A. CHANGES IN FUNDING AND RATES

TABLE A-1
University of Wisconsin System
FY 2012-13 Annual Budget
Changes By Institution
GPR/Fees

	2011-12 GPR/Fees	Tuition Targets and Differential Tuition	Financial Aid	Utilities / Debt Service	Restoration of Base ¹	Other ²	2012-13 GPR/Fees	Total Change
Madison	670,005,734	12,379,555	(162,334)	55,018,666	12,579,448	718,288	750,539,357	80,533,623
Milwaukee	222,993,181	2,079,379	35,910	11,023,018	4,253,087	225,773	240,610,348	17,617,167
Eau Claire	76,015,622	1,428,779	24,908	3,960,575	1,700,100	105,748	83,235,732	7,220,110
Green Bay	36,309,066	0	9,896	3,453,464	817,900	81,736	40,672,062	4,362,996
La Crosse	70,111,513	(594,882)	20,921	4,359,023	1,198,729	89,417	75,184,721	5,073,208
Oshkosh	74,351,607	236,022	22,142	4,950,239	1,424,541	106,063	81,090,614	6,739,007
Parkside	35,235,012	(82,050)	(16,061)	2,665,467	673,779	45,710	38,521,857	3,286,845
Platteville	54,285,861	2,920,738	(1,849)	3,873,467	946,500	71,614	62,096,331	7,810,470
River Falls	41,551,373	80,549	15,504	2,980,735	888,438	61,796	45,578,395	4,027,022
Stevens Point	60,049,788	0	1,375	4,239,293	1,355,415	89,889	65,735,760	5,685,972
Stout	60,097,469	0	11,238	4,838,415	1,284,100	84,150	66,315,372	6,217,903
Superior	25,129,225	0	(7,676)	3,268,438	442,741	29,830	28,862,558	3,733,333
Whitewater	70,195,561	787,378	24,565	6,618,542	1,438,800	101,583	79,166,429	8,970,868
Colleges	52,678,854	0	21,461	1,242,763	1,268,000	11,903	55,222,981	2,544,127
Extension	91,518,250	3,147,489	0	889,231	1,473,593	94,067	97,122,630	5,604,380
System Admin./Systemwide	<u>73,746,909</u>	<u>0</u>	<u>0</u>	<u>10,970,864</u>	<u>0</u>	<u>529,833</u>	<u>85,247,606</u>	<u>11,500,697</u>
System Total-Excl. Fringe Benefits	1,714,275,025	22,382,957	0	124,352,200	31,745,171	2,447,400	1,895,202,753	180,927,728
Fringe Benefits	496,229,886	3,249,977	0	0	2,787,329	15,146,211	517,413,403	21,183,517
System Total	2,210,504,911	25,632,934	0	124,352,200	34,532,500	17,593,611	2,412,616,156	202,111,245

1) These tuition dollars will be used to partially offset the 2011-12 \$125 million GPR base cut.

2) Includes \$15.1 million for estimated health insurance increases, \$1.2 million for enrollment changes, and \$1.2 million for the Student Technology Fee.

UNIVERSITY OF WISCONSIN SYSTEM
2012-13 CONSOLIDATED SCHEDULE OF TUITION, SEGREGATED FEES, AND ROOM AND BOARD
 Reflecting the Typical Costs of a Resident Freshman Living on Campus
 Doctoral and Comprehensive Universities

Campus	FY13 Tuition	Change	FY13 Seg Fee	Change	FY13 Room Rate	Change	FY13 Meal Plan	Change	FY13 Total	Total Increase	Total % Increase	# of Room Contracts	# of Meal Plans	Fall Headcount
Madison (1)	9,273	681	1,105	32	5,172	204	2,852	96	18,402	1,013	5.8%	7,094	7,094	38,547
Milwaukee	8,091	422	1,090	84	5,023	333	3,571	79	17,775	918	5.4%	2,379	3,384	29,768
Eau Claire (2)	7,361	628	1,128	33	3,192	152	2,990	83	14,671	896	6.5%	3,565	3,764	11,100
Green Bay	6,298	328	1,350	38	3,900	100	2,050	150	13,598	616	4.7%	493	768	6,445
La Crosse (3)	7,585	396	987	36	3,500	32	2,500	38	14,572	502	3.6%	3,091	3,113	9,770
Oshkosh	6,422	332	929	24	3,752	72	2,496	48	13,599	476	3.6%	3,145	3,976	11,618
Parkside	6,298	328	989	29	4,152	120	2,230	70	13,669	547	4.2%	800	998	4,887
Platteville	6,418	334	897	10	3,520	259	2,920	139	13,755	742	5.7%	2,685	3,261	7,020
River Falls	6,428	358	1,129	66	3,748	178	2,209	64	13,514	666	5.2%	2,265	2,919	6,829
Stevens Point	6,298	328	1,071	31	3,588	36	2,570	120	13,527	515	4.0%	3,243	3,075	9,300
Stout (4)	6,687	349	944	32	3,600	150	2,454	60	13,685	591	4.5%	2,979	3,071	9,358
Superior	6,535	328	1,363	34	3,260	120	2,350	70	13,508	552	4.3%	733	818	2,825
Whitewater	6,519	340	859	(4)	3,456	96	2,330	136	13,164	568	4.5%	3,979	4,100	10,228
Average	6,939	396	1,065	34	3,836	142	2,579	89	14,418	662	4.8%	36,451	40,341	157,695

(1) The UW-Madison tuition increase includes \$250 for the Madison Initiative. This is the fourth of four planned increases for the initiative.

(2) The UW-Eau Claire tuition includes \$300 for the Bugold Initiative. This is the third of four planned increases for the initiative.

(3) The UW-La Crosse tuition rate is for students starting at UW-La Crosse in Fall 2008 or later. Students starting Fall 2008 or later pay a higher rate as part of the Growth, Quality, and Access differential tuition

(4) UW-Stout is the only UW institution to charge a per-credit tuition rate. The full-time tuition rate shown is the per-credit rate multiplied by the average full-time, resident, undergraduate credit load in Fall 2011 (14.3 credits per semester). The actual tuition increase paid by a student will vary based on the number of credits taken.

UNIVERSITY OF WISCONSIN SYSTEM
2012-13 CONSOLIDATED SCHEDULE OF TUITION, SEGREGATED FEES, AND ROOM AND BOARD
 Reflecting the Typical Costs of a Resident Freshman Living on Campus
 UW Colleges

UW Colleges	FY13 Tuition	Change	FY13 Seg Fee	Change	FY13 Room Rate	Change	FY13 Meal Plan	Change	FY13 Total	Total Increase	Total % Increase	# of Room Contracts	# of Meal Plans	Fall Headcount
Baraboo	4,750	247	402	(1)					5,152	246	5.0%			
Barron	4,750	247	396	33					5,146	280	5.8%			
Fond du Lac	4,750	247	383	32					5,133	279	5.7%			
Fox Valley	4,750	247	267	(5)					5,017	242	5.1%			
Manitowoc	4,750	247	315	0					5,065	247	5.1%			
Marathon	4,750	247	346	8	2,863	83	1,574	81	9,533	419	4.6%	140	140	1,318
Marinette	4,750	247	346	1					5,096	248	5.1%			
Marshfield	4,750	247	356	13					5,106	260	5.4%			
Richland	4,750	247	372	6					5,122	253	5.2%			
Rock Cty	4,750	247	348	2					5,098	249	5.1%			
Sheboygan	4,750	247	311	0					5,061	247	5.1%			
Washington	4,750	247	327	1					5,077	248	5.1%			
Waukesha	4,750	247	332	14					5,082	261	5.4%			
Average	4,750	247	346	8	2,863	83	1,574	81	5,438	268	5.2%	140	140	1,318

**B. ACADEMIC TUITION AND
REFUND POLICY AND SCHEDULE**

2012-13 TUITION RATES

Recommended Tuition Increases: Recommended base tuition increases of 5.5% for resident undergraduate students are \$431 at UW-Madison, \$422 at UW-Milwaukee, and \$328 at the UW Comprehensive universities for the 2012-13 academic year. UW-Madison tuition will also increase by \$250 for the fourth and final year of the undergraduate tuition differential approved in May 2009. UW-Eau Claire tuition will be an additional \$300 reflecting its previously approved differential tuition increase. Consistent with recent Board practice, recommended tuition increases for many other student groups are at the same dollar amount as those for undergraduate resident students.

After holding tuition at 2006-07 rates from 2007-08 through 2010-11, UW Colleges tuition is recommended to increase by \$247. This would still provide a lower-cost entry point for students at 13 campuses across the state, and would maintain tuition rates that are comparable to the rate for liberal arts programs at Wisconsin Technical College System institutions.

For the fifth consecutive year, a freeze of nonresident graduate tuition at 2007-08 rates is recommended. Freezing nonresident graduate tuition will reduce the cost of providing remissions, and help support the research mission of UW System institutions. Nonresident graduate students provide critical support to research activities and provide classroom instruction as teaching assistants at UW System institutions, particularly at UW-Madison and UW-Milwaukee. Providing nonresident tuition remissions is a must in order to compete for the best and brightest graduate students. These remissions place a significant financial burden on academic departments.

2011-13 Biennial Budget Changes: As part of providing greater flexibilities for UW System institutions, the legislature eliminated the previous limitations on increases of undergraduate resident tuition. However, during the 2011-13 biennium, tuition increases for resident undergraduate students are limited to 5.5% over the previous year. Ongoing tuition flexibilities are being examined by a Legislative Task Force that is scheduled to issue its report in August 2012. The only differential tuition increases that will be permitted are those the Board of Regents approved prior to June 1, 2011.

School of Pharmacy: Tuition for resident students in the School of Pharmacy is recommended to increase by the same percentage as resident undergraduate students, and tuition for nonresidents would increase by the same dollar amount. During the 2012-13 fiscal year, the funding will be used to enhance and support the growing PharmD program and clerkship sites located throughout Wisconsin with special focus on rural areas of the state. Additional funding will also provide support for PharmD instructional services, course related lab equipment, and student services.

Law School: Recommended tuition for UW-Madison Law School students will increase by an additional \$1,200 for resident and nonresident students. During the 2012-13 fiscal year, over half of the funding will be used for need-based financial aid. The remaining balance will be used to support summer opportunities and internships for students to improve job prospects, enhance services in both the Admissions and Career Services Offices, and expand the externship program.

UW-Madison School of Business: Recommended tuition for four UW-Madison School of Business Masters programs will increase by an additional \$1,000 for resident and nonresident students. Those four programs include the Masters of Business Administration (MBA), the Masters of Accountancy, the Global Real Estate Masters, and the new Masters in Applied Security Analysis. Current students with financial need would be held harmless from the \$1,000 annual increases. Some of the additional funding will be used for financial aid, including need-based financial aid; increasing diversity; and attracting the best students. The funding will increase access to two of the programs, growing each MBA cohort from 110 to 130 and each Masters of Accountancy cohort from 110 to 145. The additional funding will increase flexibility in the Masters of Accountancy program, making it possible for some students to complete their Bachelors of Business Administration plus the Masters degree in 4.5 years instead of 5. Some of the funding will also be used to recruit and retain top faculty. In 2011-12, the resident MBA tuition rate was \$10,633 below the peer median, and the nonresident tuition rate was \$12,786 below.

Peer Comparisons: The following table summarizes the distance to the peer median for UW System institutions in 2011-12, and the proposed changes for 2012-13. The table includes both tuition and segregated fees, including the weighted average for the comprehensive universities. The combination of tuition and segregated fees at UW System universities has been significantly lower than at peer institutions, and will remain so in 2012-13.

2011-12 PEER GROUP TUITION AND SEGREGATED FEE COMPARISONS				
	<u>Tuition and Segregated Fees</u>	<u>Peer Group Midpoint</u>	<u>Distance From Peer Midpoint</u>	<u>Proposed 2012-13 Change</u>
<u>UW-MADISON</u>				
Resident Undergraduate	\$9,665	\$10,995	-\$1,330	\$713
Nonresident Undergraduate	\$25,415	\$27,856	-\$2,441	\$1,213
Resident Graduate	\$11,369	\$12,496	-\$1,127	\$463
Nonresident Graduate	\$25,127	\$27,043	-\$1,915	\$32
<u>UW-MILWAUKEE</u>				
Resident Undergraduate	\$8,675	\$9,609	-\$934	\$506
Nonresident Undergraduate	\$18,404	\$22,070	-\$3,666	\$506
Resident Graduate	\$10,971	\$13,095	-\$2,124	\$506
Nonresident Graduate	\$23,858	\$23,901	-\$42	\$84
<u>UW COMPRHENSIVES</u>				
Resident Undergraduate	\$7,457	\$8,788	-\$1,331	\$404
Nonresident Undergraduate	\$14,930	\$17,002	-\$2,072	\$364
Resident Graduate	\$8,396	\$9,039	-\$644	\$339
Nonresident Graduate	\$17,596	\$16,608	\$988	\$105

Projected Peer Increases: The following table summarizes 2012-13 estimated academic year tuition and dollar increases over 2011-12 actual academic year tuition for UW-Madison and its peer institutions that have already set tuition rates for 2012-13. Peer institution tuition increases for UW-Milwaukee and UW Comprehensive universities are not available at this time.

UW-MADISON 2012-13 RESIDENT UNDERGRADUATE <i>TUITION</i> COMPARISON¹		
	<u>Dollar Increase</u>	<u>Tuition</u>
Illinois	\$532	\$11,636
Indiana	\$317	\$8,750
Iowa	\$242	\$6,678
Michigan	NA	NA
Michigan State	\$428	\$12,630
Minnesota ²	\$410	\$12,060
Nebraska ³	\$187	\$6,435
Ohio State ⁴	\$310	\$9,166
Penn State	NA	NA
Purdue	\$315	\$9,208
UW-Madison ⁵	\$681	\$9,273

¹Rates shown are for new, entering students.

²Minnesota's tuition rate is a proposed rate of 3.5% above last year. The Minnesota Board of Regent will approve tuition rates in June.

³Nebraska's Board of Regents will establish the 2012-13 tuition rates in June. For planning purposes, they have been modeling increases that range from 3% to 4%. The tuition rate listed is 3% above last year's tuition rate.

⁴The Ohio State's Board of Trustees will approve tuition rates in July. The maximum increase allowed by state law in Ohio for instructional and general fees is 3.5% for academic year 2012-13. The tuition rate listed is 3.5% above last year's tuition rate.

⁵The UW-Madison tuition increase includes the final Madison Initiative for Undergraduates tuition increase (\$250).

Tuition Tables: The recommended 2012-13 tuition schedule, including all UW System differential tuition programs/rates and summer session rates, is shown in Table B-1. Table B-2 shows the consolidated schedule of tuition and segregated fees for 2012-13. The UW System tuition refund policy and schedule follows on page B-9.

Table B-1

**University of Wisconsin System
2012-13
Tuition Schedule**

	Annual Tuition	Semester Tuition	Summer Tuition ¹
<u>UW-Madison</u>			
Resident			
Undergraduate	\$9,273	\$4,637	\$2,318
Bachelor's of Business Administration	\$10,273	\$5,137	\$2,568
Certificate in Business	\$9,573	\$4,787	\$2,393
Engineering	\$10,673	\$5,337	\$2,668
Graduate	\$10,728	\$5,364	\$2,682
Business Masters ²	\$13,184	\$6,592	\$3,296
Law School	\$20,235	\$10,118	\$5,059
Medical School	\$23,807	\$11,904	N/A
Veterinary School	\$17,925	\$8,963	\$4,481
Pharmacy	\$15,157	\$7,578	\$3,789
Nonresident			
Undergraduate	\$25,523	\$12,762	\$6,381
Bachelor's of Business Administration	\$26,523	\$13,262	\$6,631
Certificate in Business	\$25,823	\$12,912	\$6,456
Engineering	\$26,923	\$13,461	\$6,731
Graduate	\$24,054	\$12,027	\$6,014
Business Masters ²	\$26,678	\$13,339	\$6,670
Law School	\$38,932	\$19,466	\$9,733
Medical School	\$33,704	\$16,852	N/A
Veterinary School	\$24,769	\$12,385	\$6,192
Pharmacy	\$27,614	\$13,807	\$6,904
<u>UW-Milwaukee</u>			
Resident			
Undergraduate	\$8,091	\$4,046	\$2,023
Graduate	\$10,387	\$5,193	\$2,597
Communication Science & Disorders	\$12,464	\$6,232	\$3,116
Occupational Therapy	\$12,464	\$6,232	\$3,116
Business Masters	\$11,781	\$5,890	\$2,945
Nonresident			
Undergraduate	\$17,820	\$8,910	\$4,455
Midwest Student Exchange - Undergraduate	\$12,137	\$6,068	\$3,034
Graduate	\$22,852	\$11,426	\$5,713
Midwest Student Exchange - Graduate	\$15,580	\$7,790	\$3,895
Communication Science & Disorders	\$27,423	\$13,711	\$6,856
Occupational Therapy	\$27,423	\$13,711	\$6,856
Business Masters	\$24,316	\$12,158	\$6,079
Midwest Student Exchange - Business Masters	\$16,974	\$8,487	\$4,244
Resident and Nonresident Students³			
Sheldon B. Lubar School of Business Administration		\$21	\$21
College of Engineering and Applied Science		\$22	\$22
College of Nursing		\$32	\$32
Peck School of the Arts		\$22	\$22
School of Architecture 100 Level Courses		\$12	\$12
School of Architecture 200-800 Level Courses		\$43	\$43

Table B-1 (Continued)

**University of Wisconsin System
2012-13
Tuition Schedule**

	<u>Annual Tuition</u>	<u>Semester Tuition</u>	<u>Summer Tuition¹</u>
<u>UW-Eau Claire</u>			
Resident			
Undergraduate	\$7,361	\$3,681	\$1,840
Graduate ⁴	\$7,640	\$3,820	\$2,122
Business Masters	\$8,195	\$4,097	\$2,276
Nonresident			
Undergraduate	\$14,934	\$7,467	\$3,734
Return to Wisconsin Program	\$11,466	\$5,733	\$2,867
Midwest Student Exchange - Undergraduate	\$10,511	\$5,255	\$2,628
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$12,015	\$6,007	\$3,337
<u>UW-Green Bay</u>			
Resident			
Undergraduate	\$6,298	\$3,149	\$1,575
Graduate	\$7,640	\$3,820	\$2,122
Nonresident			
Undergraduate	\$13,871	\$6,936	\$3,468
Return to Wisconsin	\$10,404	\$5,202	\$2,601
Midwest Student Exchange - Undergraduate	\$9,448	\$4,724	\$2,362
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
<u>UW-La Crosse</u>			
Resident			
Undergraduate (Enrolled Prior to Fall 2008)	\$6,438	\$3,219	\$1,610
Undergraduate (Enrolled After Fall 2008)	\$7,585	\$3,792	\$1,896
Graduate	\$7,780	\$3,890	\$2,161
Occupational Therapy	\$9,309	\$4,654	\$2,586
Business Masters	\$8,334	\$4,167	\$2,315
Physical Therapy/Physician Assistant	\$9,309	\$4,654	\$2,586
Physical Therapy - Doctoral Program	\$10,387	\$5,193	\$2,597
Nonresident			
Undergraduate (Enrolled Prior to Fall 2008)	\$14,011	\$7,006	\$3,503
Undergraduate (Enrolled After Fall 2008)	\$15,158	\$7,579	\$3,789
Return to Wisconsin (Enrolled Prior to Fall 2008)	\$10,543	\$5,272	\$2,636
Return to Wisconsin (Enrolled After Fall 2008)	\$11,690	\$5,845	\$2,922
Midwest Student Exchange - UG (Prior to Fall 2008)	\$9,588	\$4,794	\$2,397
Midwest Student Exchange - UG (After Fall 2008)	\$10,734	\$5,367	\$2,684
Graduate	\$16,911	\$8,456	\$4,698
Midwest Student Exchange - Graduate	\$11,601	\$5,800	\$3,222
Occupational Therapy	\$20,265	\$10,133	\$5,629
Business Masters	\$17,491	\$8,746	\$4,859
Midwest Student Exchange - Bus Masters	\$12,155	\$6,077	\$3,376
Physical Therapy/Physician Assistant	\$20,265	\$10,133	\$5,629
Physical Therapy - Doctoral Program	\$22,852	\$11,426	\$5,713

Table B-1 (Continued)

**University of Wisconsin System
2012-13
Tuition Schedule**

	<u>Annual Tuition</u>	<u>Semester Tuition</u>	<u>Summer Tuition¹</u>
<u>UW-Oshkosh</u>			
Resident			
Undergraduate	\$6,422	\$3,211	\$1,606
Graduate	\$7,640	\$3,820	\$2,122
Business Masters	\$8,195	\$4,097	\$2,276
Nonresident			
Undergraduate	\$13,995	\$6,998	\$3,499
Return to Wisconsin Program	\$10,527	\$5,264	\$2,632
Midwest Student Exchange - Undergraduate	\$9,571	\$4,786	\$2,393
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$12,015	\$6,007	\$3,337
<u>UW-Parkside</u>			
Resident			
Undergraduate	\$6,298	\$3,149	\$1,575
Graduate	\$7,640	\$3,820	\$2,122
Business Masters	\$8,195	\$4,097	\$2,276
Nonresident			
Undergraduate	\$13,871	\$6,936	\$3,468
Return to Wisconsin	\$10,404	\$5,202	\$2,601
Midwest Student Exchange - Undergraduate	\$9,448	\$4,724	\$2,362
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$12,015	\$6,007	\$3,337
<u>UW-Platteville</u>			
Resident			
Undergraduate	\$6,418	\$3,209	\$1,605
Graduate	\$7,640	\$3,820	\$2,122
Nonresident			
Undergraduate	\$13,991	\$6,996	\$3,498
Undergraduate Tri-State Initiative	\$10,418	\$5,209	\$2,605
Midwest Student Exchange Program Undergraduate	\$9,567	\$4,784	\$2,392
Graduate	\$16,771	\$8,386	\$4,659
<u>UW-River Falls</u>			
Resident			
Undergraduate	\$6,428	\$3,214	\$1,607
Graduate	\$7,640	\$3,820	\$2,122
Nonresident			
Undergraduate	\$14,001	\$7,001	\$3,500
Return to Wisconsin Program	\$10,534	\$5,267	\$2,633
Midwest Student Exchange Program Undergraduate	\$9,578	\$4,789	\$2,394
Graduate	\$16,771	\$8,386	\$4,659

Table B-1 (Continued)

**University of Wisconsin System
2012-13
Tuition Schedule**

	<u>Annual Tuition</u>	<u>Semester Tuition</u>	<u>Summer Tuition¹</u>
<u>UW-Stevens Point</u>			
Resident			
Undergraduate	\$6,298	\$3,149	\$1,575
Graduate	\$7,640	\$3,820	\$2,122
Collaborative Audiology	\$10,728	\$5,364	\$2,682
Nonresident			
Undergraduate	\$13,871	\$6,936	\$3,468
Return to Wisconsin	\$10,404	\$5,202	\$2,601
Midwest Student Exchange - Undergraduate	\$9,448	\$4,724	\$2,362
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Collaborative Audiology	\$24,054	\$12,027	\$6,014
<u>UW-Stout⁵</u>			
Resident			
Undergraduate		\$234	\$234
Graduate		\$367	\$367
Nonresident			
Undergraduate		\$492	\$492
Return to Wisconsin		\$372	\$372
Midwest Student Exchange - Undergraduate		\$345	\$345
Graduate		\$778	\$778
Midwest Student Exchange		\$542	\$542
<u>UW-Superior</u>			
Resident			
Undergraduate	\$6,535	\$3,268	\$1,634
Graduate	\$7,640	\$3,820	\$2,122
Nonresident			
Undergraduate	\$14,108	\$7,054	\$3,527
Midwest Student Exchange - Undergraduate	\$9,685	\$4,842	\$2,421
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Resident and Nonresident Students³			
Natural Sciences Department		\$12	\$12

Table B-1 (Continued)

**University of Wisconsin System
2012-13
Tuition Schedule**

	Annual Tuition	Semester Tuition	Summer Tuition ¹
<u>UW-Whitewater</u>			
Resident			
Undergraduate	\$6,519	\$3,259	\$1,630
Graduate	\$7,640	\$3,820	\$2,122
Business Masters	\$8,195	\$4,097	\$2,276
Nonresident			
Undergraduate	\$14,092	\$7,046	\$3,523
Return to Wisconsin Program	\$10,624	\$5,312	\$2,656
Midwest Student Exchange - Undergraduate	\$9,668	\$4,834	\$2,417
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$11,461	\$5,730	\$3,184
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$12,015	\$6,007	\$3,337
<u>UW Colleges</u>			
Resident			
Undergraduate	\$4,750	\$2,375	\$1,188
Bachelor of Applied Arts and Sciences (BAAS) ⁶		\$262	\$262
Nonresident			
Undergraduate	\$11,734	\$5,867	\$2,934
Bachelor of Applied Arts and Sciences (BAAS) ⁶		\$578	\$578
Midwest Student Exchange	\$7,126	\$3,563	\$1,781

¹Represents tuition for a "full-time" summer session student, which is defined as half of the full-time academic year semester load.

²Includes the full-time MBA, Masters of Accountancy, Global Real Estate Master, and the MS in Applied Security Analysis.

³These per-credit amounts are in addition to the regular tuition for students taking courses in these disciplines.

⁴Graduate students at UW-Eau Claire, UW-Green Bay, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Superior pay tuition on a per-credit basis.

⁵UW-Stout charges a per-credit tuition rate.

⁶The Bachelor of Applied Arts and Sciences (BAAS) is a degree completion program that charges a per-credit rate. The total tuition charge will not to exceed the plateau rate at the partner institution. The BAAS program offered in partnership with UW-Stout will not exceed the tuition charged by UW-Stout.

Table B-2

**University of Wisconsin System
2012-13
Consolidated Schedule of Tuition and Segregated Fees**

	Tuition		Segregated Fees ¹	Total Tuition and Fees	
	Resident	Nonresident		Resident	Nonresident
Doctoral Universities					
Undergraduate					
UW-Madison	\$9,273	\$25,523	\$1,105	\$10,379	\$26,628
UW-Milwaukee	\$8,091	\$17,820	\$1,090	\$9,181	\$18,909
Graduate					
UW-Madison	\$10,728	\$24,054	\$1,105	\$11,833	\$25,160
UW-Milwaukee	\$10,387	\$22,852	\$1,090	\$11,476	\$23,942
Law	\$20,235	\$38,932	\$1,105	\$21,341	\$40,037
Medicine	\$23,807	\$33,704	\$1,105	\$24,913	\$34,809
Veterinary Medicine	\$17,925	\$24,769	\$1,105	\$19,030	\$25,875
Comprehensive Universities					
Undergraduate					
UW-Eau Claire	\$7,361	\$14,934	\$1,128	\$8,489	\$16,062
UW-Green Bay	\$6,298	\$13,871	\$1,350	\$7,648	\$15,221
UW-La Crosse	\$7,585	\$15,158	\$987	\$8,572	\$16,145
UW-Oshkosh	\$6,422	\$13,995	\$929	\$7,351	\$14,924
UW-Parkside	\$6,298	\$13,871	\$989	\$7,287	\$14,860
UW-Platteville	\$6,418	\$13,991	\$897	\$7,315	\$14,888
UW-River Falls	\$6,428	\$14,001	\$1,129	\$7,557	\$15,130
UW-Stevens Point	\$6,298	\$13,871	\$1,071	\$7,370	\$14,942
UW-Superior	\$6,535	\$14,108	\$1,363	\$7,898	\$15,471
UW-Whitewater	\$6,519	\$14,092	\$859	\$7,378	\$14,951
UW-Stout ²	\$234	\$492	\$31	\$265	\$523
Graduate					
UW-Eau Claire	\$7,640	\$16,771	\$1,128	\$8,768	\$17,899
UW-Green Bay	\$7,640	\$16,771	\$1,350	\$8,990	\$18,121
UW-La Crosse	\$7,780	\$16,911	\$987	\$8,767	\$17,898
UW-Oshkosh	\$7,640	\$16,771	\$929	\$8,569	\$17,700
UW-Parkside	\$7,640	\$16,771	\$989	\$8,629	\$17,760
UW-Platteville	\$7,640	\$16,771	\$897	\$8,537	\$17,668
UW-River Falls	\$7,640	\$16,771	\$1,129	\$8,769	\$17,900
UW-Stevens Point	\$7,640	\$16,771	\$1,071	\$8,712	\$17,843
UW-Superior	\$7,640	\$16,771	\$1,363	\$9,003	\$18,134
UW-Whitewater	\$7,640	\$16,771	\$859	\$8,500	\$17,631
UW-Stout ²	\$367	\$778	\$43	\$410	\$821
UW Colleges					
UW-Baraboo/Sauk	\$4,750	\$11,734	\$402	\$5,152	\$12,136
UW-Barron	\$4,750	\$11,734	\$396	\$5,146	\$12,130
UW-Fond Du Lac	\$4,750	\$11,734	\$383	\$5,133	\$12,117
UW-Fox Valley	\$4,750	\$11,734	\$267	\$5,017	\$12,001
UW-Manitowoc	\$4,750	\$11,734	\$315	\$5,066	\$12,049
UW-Marathon	\$4,750	\$11,734	\$346	\$5,096	\$12,080
UW-Marinette	\$4,750	\$11,734	\$346	\$5,096	\$12,080
UW-Marshfield/Wood	\$4,750	\$11,734	\$356	\$5,106	\$12,090
UW-Richland	\$4,750	\$11,734	\$372	\$5,122	\$12,106
UW-Rock	\$4,750	\$11,734	\$348	\$5,098	\$12,082
UW-Sheboygan	\$4,750	\$11,734	\$311	\$5,061	\$12,045
UW-Washington	\$4,750	\$11,734	\$327	\$5,077	\$12,061
UW-Waukesha	\$4,750	\$11,734	\$332	\$5,082	\$12,066

¹ Excludes United Council of UW Student Government's Fee Assessment and textbook rental fees.

² UW-Stout charges per-credit tuition and segregated fees. The UW-Stout laptop fee is not included.

Tuition and segregated fee rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates.

UW System Tuition Refund Policy and Schedule

Refunds shall be made in accordance with Section Q. Refunds/Withdrawals/Drops and Attachment C of the Financial and Administrative Policy F44.

Q. Refunds/Withdrawals/Drops

UW System institutions are responsible for complying with federal regulations governing participation in the student financial assistance programs authorized under Title IV of the Higher Education Act of 1965, as amended. To the extent that these regulations require a larger refund to federal funding sources than the amount specified by the refund policy stipulated below, the student will be responsible for the difference.

For refund, withdrawal, drop/adds and late payment purposes, the first session week is defined to end as of the close of regular business on Friday of the first full calendar week or, at the institution's option, after five class days.

Up to the end of the second session week (as institutionally defined) or the end of the 10th day of class, refunds for any credit reduction shall be at 100 percent (less the optional withdrawal fee). During the third and fourth session week, the refund shall be reduced to 50 percent and after the fourth session week, there shall be no refunds of tuition. At the institution's option, a flat add/drop fee as approved by the Vice President for Business and Finance may be assessed after the 100 percent refund period to cover administrative costs. The fee shall be deposited to Fund 128.

The burden of proof in determining the date of withdrawal/drop shall be on the student. The same refund schedule shall apply to both withdrawals and class drops. During the 100 percent refund period, a student who adds and drops credits of concurrently offered classes within the same session week shall be assessed additional fees or receive a refund based on the net result of those adds and drops. After the 100 percent refund period, students will be assessed for all adds and drops. If a part-time student only adds credits during the session week, the credits should be assessed at the full per-credit rate disregarding any previous refunds. Undergraduate students who take 12 through 18 credits and graduate students should not pay more than full-time student fees. Undergraduates who take more than 18 credits shall have the refund schedule applied to those credits which exceed the 18 credit plateau. Exceptions to this provision must have the prior approval of the Vice President for Business and Finance or designee.

In those instances in which a student can document nonattendance at the institution after having enrolled in one or more courses, the student shall be assessed fees equal to 20 percent of the original fees due, reduced to resident rates, plus the late payment fee.

The refund policy may be adjusted for differences in starting dates and session lengths. Exceptions may be made, at the institution's option, for changing sections within a course.

At the institution's option, a withdrawal fee not to exceed \$50 may be assessed during the first session week and up to \$100 during the second session week. The withdrawal fee shall be deposited to Fund 128 and used to support the fee collection operations and defray the cost of processing withdrawals.

C. UW AUXILIARY OPERATIONS

As recommended by the Board of Regents in December of 2010, explanations of auxiliary rate increases will focus on those above the 3-year rolling average increase in Wisconsin Disposable Income Per Capita or 3.0 percent, whichever is greater (3.0 percent for 2012-13). General increases across the system include the following:

- Segregated fee rate increases at the four-year institutions average \$34 or 3.3 percent. Excluding major projects, segregated fee increases average \$37 or 4.8 percent.
- Segregated fee increases at the UW Colleges average \$8 or 2.3 percent.
- Room and board rate increases average \$231 or 3.7 percent.

PROGRAM SUMMARY

Auxiliary operations are self-supporting programs whose primary purpose is to provide services to the students (e.g., residence halls, student centers/unions, student health clinics, bookstores) and whose secondary purpose is to provide services to staff (e.g., parking, clinics, conferences, printing and duplicating services), and occasionally the general public. User fees, segregated fees, merchandise sales, and interest earnings generate revenues for auxiliary operations, and the operations are allowed to maintain reserves with funds used for new facilities, remodeling/additions, deferred maintenance, high cost equipment, debt service obligations, and to ensure adequate funding for current operations. Students participate in the programming and budgeting process through institutional Segregated University Fee Allocations Committees (SUFACs).

Based on direction from the Business, Finance, and Audit Committee at the December 9, 2010 Board of Regents meeting, increases in major auxiliary rates are subject to a reporting threshold equal to the 3-year rolling average change in Wisconsin Disposable Income Per Capita or 3.0 percent, whichever is greater (3.0 percent for 2012-13). Institutions with rate increases below that threshold have reduced annual budget paperwork and those above must continue to provide detailed reporting on their rate increases. The threshold applies separately to the following major auxiliary categories: Segregated Fees (in total), Room and Board rates, and Textbook Rental rates. Table C-3 provides narrative for the top four institutions above the threshold on segregated fees, while Table C-5 provides narrative for the top five institutions above the reporting threshold on room and board. Table C-4 provides narrative for all institutions above the threshold on textbook rental rates.

OPERATIONS HIGHLIGHTS

The 2012-13 auxiliary operations budget includes adjustments covering increased supplies and expenses, new services, new buildings, and facility maintenance projects.

- Expenditures will increase 6.4 percent in 2012-13 to nearly \$788 million.
- Revenues from segregated fee and room and board charges will increase by \$6.6 million or 1.7 percent. Auxiliary rates are determined by the institutions in cooperation with the students, and reviewed and approved at the system level.

SEGREGATED FEES

The average segregated fee (excluding UW Colleges) is \$1,065, with an average increase of \$34 (3.3 percent); institution rate changes range from -\$4 to \$83 (-.4 percent to 8.3 percent).

The average segregated fee increase for four-year institutions, excluding major projects is \$37 (4.8 percent). Table C-1 shows the 2012-13 percent increase and total segregated fees by institution. Table C-3 explains the increases for those institutions above the 3.0 percent threshold and which portion of the increase can be attributed to major projects.

Four of the thirteen four-year institutions exceed the 3.0 percent reporting threshold for the following reasons:

- Three of the institutions exceeded the 3.0 percent reporting threshold due to major projects and student-approved facility enhancements (UW-Milwaukee, UW-La Crosse, and UW-River Falls).
- Other costs influencing segregated fee increases include higher compensation costs in parking, child care, and university health, student-initiated programming in areas such as athletics, career services and transit, and a rise in supply and expense costs including cost of travel. The breakdown of Operations vs. Major Projects 2012-13 (Table C-3) provides a more detailed explanation of the top four segregated fee increases beyond the 3.0 percent reporting threshold.

The UW Colleges average segregated fee is \$346, with an average increase of \$8 (2.3 percent); institution rate changes range from -\$5 to \$32 (-1.9 percent to 9.0 percent). Four of the thirteen Colleges exceed the 3.0 percent reporting threshold due to larger programming budgets and compensation costs among student organizations, and sport team additions in athletics.

ROOM AND BOARD

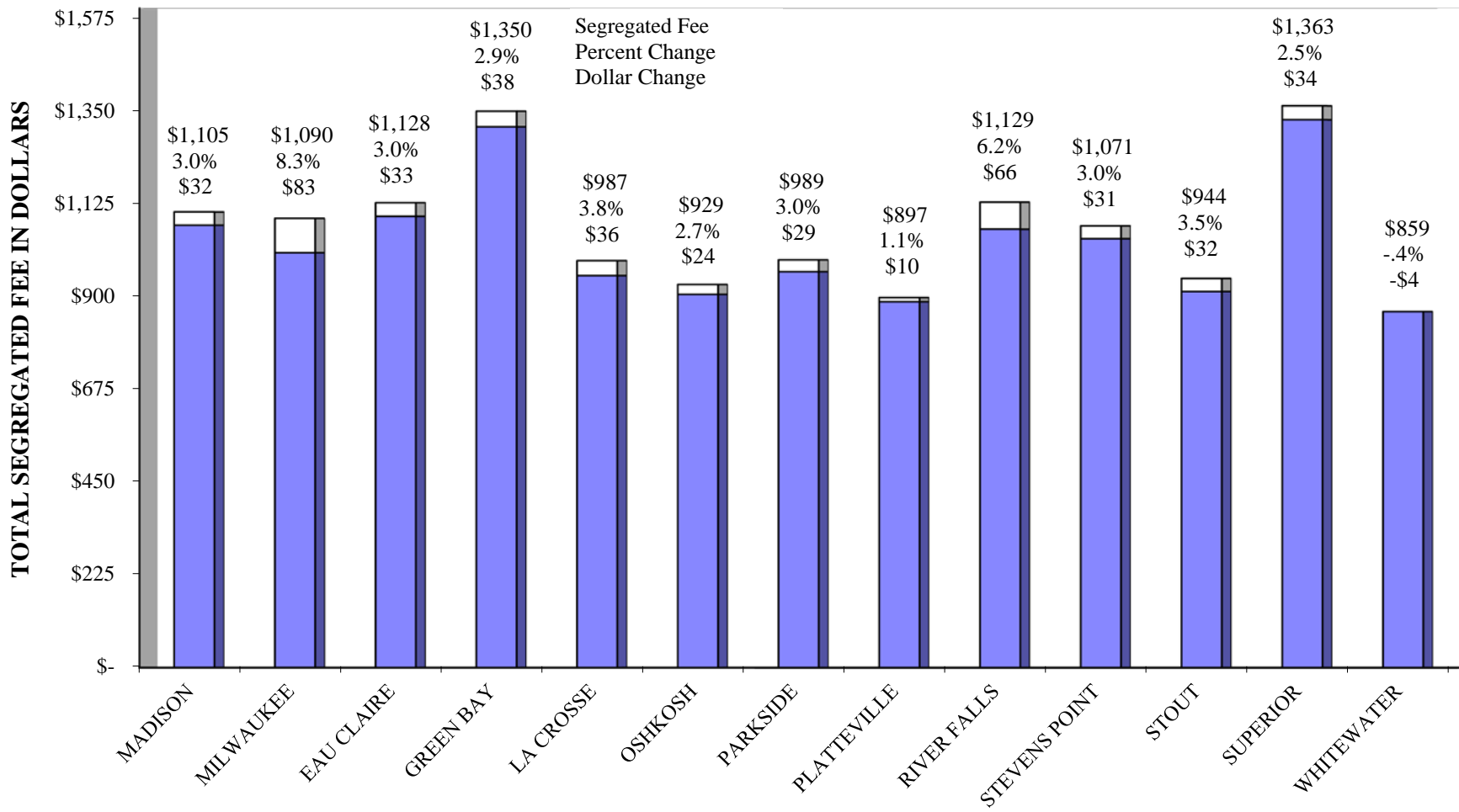
The average room and board rate is \$6,414, with an average increase of \$231 (3.7 percent); institution rate changes range from \$70 to \$412 (1.2 percent to 6.6 percent). For additional information see Table C-5.

Ten of the thirteen institutions exceed the 3.0 reporting threshold for room and board for the following reasons:

- New and renovated residence halls at UW-Eau Claire, UW-Parkside, UW-Superior, and UW-Whitewater.
- Facility maintenance and remodeling projects at UW-Milwaukee, UW-Eau Claire, UW-Green Bay, UW-Platteville, UW-River Falls, UW-Superior, and UW-Whitewater.
- A rise in food costs at UW-Eau Claire, UW-Green Bay, UW-Parkside, UW-Platteville, UW-River Falls, UW-Stout, and UW-Whitewater.
- Other costs influencing room and board increases include higher compensation, debt service, supplies and expenses, and enrollment changes. Table C-5 provides a more detailed explanation of all the room and board fee increases beyond the 3.0 percent reporting threshold. At some institutions, major projects or student-initiated programming are the primary reasons for the increases.

See Table C-4 Textbook Rental Rates.

**TABLE C-1
UW SYSTEM AUXILIARY OPERATIONS
DOCTORAL & COMPREHENSIVE SEG FEES
2012-13 ACADEMIC YEAR**

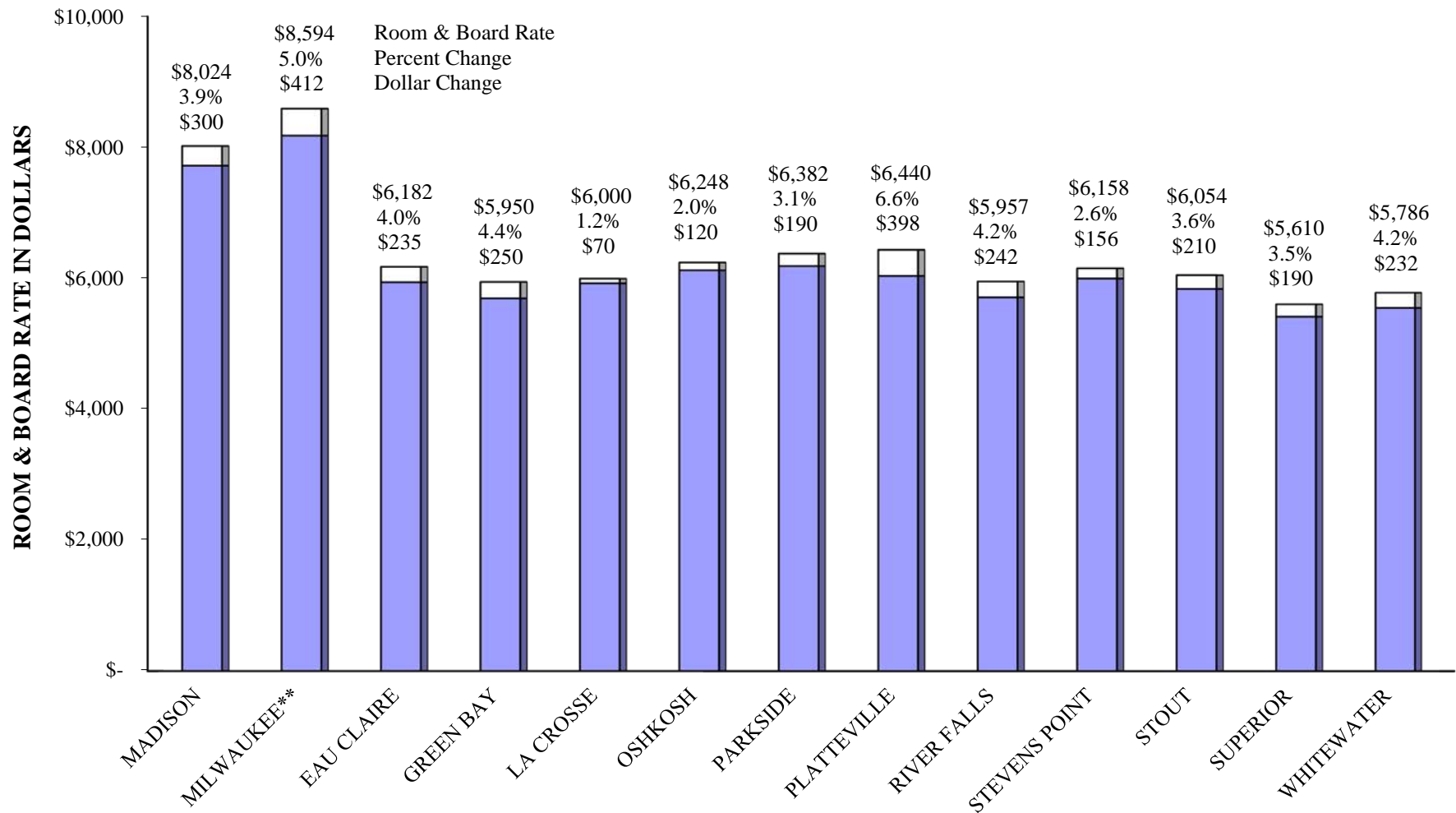


*For additional information, see Table C-3



**Divide by two for semester rates

**TABLE C-2
UW SYSTEM AUXILIARY OPERATIONS
DOCTORAL & COMPREHENSIVE ROOM AND BOARD RATES
2012-13 ACADEMIC YEAR**



*For additional information, see Table C-5



**Includes \$40/year Sandburg Hall Admin. Council Fee

TABLE C-3
DOCTORAL & COMPREHENSIVE SEGREGATED FEES
2012-13 ACADEMIC YEAR
TOP FOUR FOUR-YEAR INSTITUTIONS OVER THE THRESHOLD REPORTED

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>	<u>Narrative</u>
1. Milwaukee	\$1,006.20	\$1,089.60	\$83.40	8.3%	<p>The \$121 increase in operations includes \$48 to adjust for the revenue impact of enrollment declines, \$26 to begin addressing a structural deficit in Athletics, and \$26 to increase security for the UPARK lot and maintain UPARK and NWQ Parking service levels while eliminating nearly all financial support from on campus parking.</p> <p>The \$37 decrease in major projects includes a \$50 decrease due to the suspension of the Stadium/Arena fee and an increase of \$13 to cover a portion of the debt service for the Pavilion parking structure. The fee will allow students to park in a portion of the structure without any additional out-of-pocket expenses.</p>
- Operations	\$937.05	\$1,057.57	\$120.52	12.9%	
- Major Projects	\$69.15	\$32.03	-\$37.12	-53.7%	
2. River Falls	\$1,063.25	\$1,128.75	\$65.50	6.2%	<p>The \$56 increase in operations includes the implementation of a \$38 career services fee, \$5 for increased facility usage at the union, and \$5 to support increased compensation costs related to making child care center employees permanent staff.</p> <p>The \$10 increase in major projects is to support the Falcon Center building project, which was approved by the Board of Regents in December 2010.</p>
- Operations	\$734.25	\$789.75	\$55.50	7.6%	
- Major Projects	\$329.00	\$339.00	\$10.00	3.0%	
3. La Crosse	\$950.60	\$986.84	\$36.24	3.8%	<p>The \$20 increase in major projects is to support the new student center project, which completed pre-design planning and received student approval in April 2012. The project will be submitted to the Board of Regents at a future date.</p>
- Operations	\$853.02	\$869.26	\$16.24	1.9%	
- Major Projects	\$97.58	\$117.58	\$20.00	20.5%	
4. Stout	\$911.70	\$943.50	\$31.80	3.5%	<p>The \$32 increase in operations includes \$16 to support hiring an additional counselor, \$8 to facilitate student transportation programs, and \$4 for increased supply and expense costs in athletics.</p>
- Operations	\$729.73	\$761.53	\$31.80	4.4%	
- Major Projects	\$181.97	\$181.97	\$0.00	0.0%	

**TABLE C-3
UW COLLEGES SEGREGATED FEED
2012-13 ACADEMIC YEAR
TOP TWO INSTITUTIONS OVER THE THRESHOLD REPORTED**

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>	<u>Narrative</u>
1. Fond du Lac	\$351.48	\$383.10	\$31.62	9.0%	The \$32 increase includes \$14 for programming budgets for student organizations, \$9 for costs related to the addition of the tennis program, and \$4 to support increased tutoring services.
2. Barron	\$363.30	\$395.70	\$32.40	8.9%	The \$32 increase is primarily associated with the return of the women's basketball program.

TABLE C-3
DOCTORAL & COMPREHENSIVE SEGREGATED FEES
2012-13 ACADEMIC YEAR
INSTITUTIONS NOT OVER THE THRESHOLD, IN ALPHA ORDER

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>
Madison	\$1,073.00	\$1,105.20	\$32.20	3.0%
- Operations	\$828.00	\$873.12	\$45.12	5.4%
- Major Projects	\$245.00	\$232.08	-\$12.92	-5.3%
Eau Claire	\$1,094.50	\$1,127.50	\$33.00	3.0%
- Operations	\$752.07	\$784.56	\$32.49	4.3%
- Major Projects	\$342.43	\$342.94	\$0.51	0.1%
Green Bay	\$1,312.00	\$1,350.00	\$38.00	2.9%
- Operations	\$1,080.11	\$1,118.11	\$38.00	3.5%
- Major Projects	\$231.89	\$231.89	\$0.00	0.0%
Oshkosh	\$905.00	\$929.00	\$24.00	2.7%
- Operations	\$715.55	\$739.55	\$24.00	3.4%
- Major Projects	\$189.45	\$189.45	\$0.00	0.0%
Parkside	\$960.00	\$988.80	\$28.80	3.0%
- Operations	\$550.64	\$556.41	\$5.77	1.0%
- Major Projects	\$409.36	\$432.39	\$23.03	5.6%
Platteville	\$887.00	\$897.00	\$10.00	1.1%
- Operations	\$648.00	\$697.00	\$49.00	7.6%
- Major Projects	\$239.00	\$200.00	-\$39.00	-16.3%
Stevens Point	\$1,040.20	\$1,071.20	\$31.00	3.0%
- Operations	\$801.20	\$832.20	\$31.00	3.9%
- Major Projects	\$239.00	\$239.00	\$0.00	0.0%
Superior	\$1,329.04	\$1,362.74	\$33.70	2.5%
- Operations	\$781.04	\$814.74	\$33.70	4.3%
- Major Projects	\$548.00	\$548.00	\$0.00	0.0%
Whitewater	\$863.07	\$859.37	-\$3.70	-0.4%
- Operations	\$648.33	\$650.93	\$2.60	0.4%
- Major Projects	\$214.74	\$208.44	-\$6.30	-2.9%

TABLE C-3
UW COLLEGES SEGREGATED FEES
2012-13 ACADEMIC YEAR
REMAINING INSTITUTIONS, IN ALPHA ORDER

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>
Baraboo	\$403.12	\$401.80	-\$1.32	-0.3%
Fox Valley	\$272.26	\$267.10	-\$5.16	-1.9%
Manitowoc	\$315.40	\$315.40	\$0.00	0.0%
Marathon	\$337.80	\$345.76	\$7.96	2.4%
Marinette	\$345.24	\$345.58	\$0.34	0.1%
Marshfield	\$342.90	\$355.96	\$13.06	3.8%
Richland	\$365.80	\$371.58	\$5.78	1.6%
Rock	\$346.22	\$347.96	\$1.74	0.5%
Sheboygan	\$310.94	\$310.94	\$0.00	0.0%
Washington	\$326.44	\$327.12	\$0.68	0.2%
Waukesha	\$317.60	\$331.64	\$14.04	4.4%

TABLE C-4
UW SYSTEM AUXILIARY OPERATIONS
2012-13 ACADEMIC YEAR
TEXTBOOK RENTAL RATES

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>
Eau Claire	\$191.00	\$196.80	\$5.80	3.0%
La Crosse	\$188.92	\$188.92	\$0.00	0.0%
Platteville	\$142.00	\$142.00	\$0.00	0.0%
River Falls	\$143.30	\$143.30	\$0.00	0.0%
Stevens Point	\$135.60	\$135.60	\$0.00	0.0%
Stout (based on 30 credits)	\$171.30	\$176.40	\$5.10	3.0%
Whitewater	\$153.12	\$149.64	-\$3.48	-2.3%
<u>UW Colleges</u>				
Barron	\$154.00	\$158.00	\$4.00	2.6%
Manitowoc	\$232.04	\$240.00	\$7.96	3.4%
Marshfield (new in FY13)	NA	\$250.00	NA	NA
Richland	\$145.42	\$149.78	\$4.36	3.0%

EXPLANATION OF TEXT RENTAL INCREASES IN 2012-13
INSTITUTIONS THAT EXCEED THE 3.0 PERCENT THRESHOLD

Manitowoc: The increase will be used to offset a rise in textbook costs from the vendor.

**TABLE C-5
ROOM AND BOARD RATES
2012-13 ACADEMIC YEAR
TOP FIVE INSTITUTIONS OVER THE THRESHOLD REPORTED**

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>	<u>Narrative</u>
1. Platteville	\$6,042	\$6,440	\$398	6.6%	The \$259 room rate increase includes \$171 to provide mold remediation and residence hall maintenance, \$47 for the residence halls share of security costs, and \$41 to cover debt service obligations for Porter Hall renovation. The \$139 meal plan increase includes \$86 for a new residence hall convenience store, \$30 to cover a rise in food costs, and \$23 to support building and equipment repairs at the dining hall.
- Residence Halls	\$3,261	\$3,520	\$259	7.9%	
- Meal Plans	\$2,781	\$2,920	\$139	5.0%	
2. Milwaukee	\$8,182	\$8,594	\$412	5.0%	The \$333 room rate increase includes \$187 to adjust revenues for declines in occupancy and \$146 to support debt service obligations related to multiple campus central utility projects and the continuing window replacement project. The \$79 meal plan increase is to adjust for lower than expected fall food contracts.
- Residence Halls	\$4,690	\$5,023	\$333	7.1%	
- Meal Plans	\$3,492	\$3,571	\$79	2.3%	
3. Green Bay	\$5,700	\$5,950	\$250	4.4%	The \$100 room rate increase will fund maintenance and repair projects for the campus apartments and an increase in general operating expenses. The \$150 meal plan increase will support the third of a four-year student approved initiative to bring the a la carte meal plan rate up to the average amount currently spent per student per year.
- Residence Halls	\$3,800	\$3,900	\$100	2.6%	
- Meal Plans	\$1,900	\$2,050	\$150	7.9%	
4. River Falls	\$5,715	\$5,957	\$242	4.2%	The \$178 room rate increase includes \$100 for the residence hall share of campus security costs, \$50 to support debt service for the new suite style residence hall, and \$28 for campus maintenance projects. The \$64 meal plan increase includes \$25 for dining hall equipment replacement, \$20 to support dining's contribution to landscape projects, and \$19 to cover rising food costs.
- Residence Halls	\$3,570	\$3,748	\$178	5.0%	
- Meal Plans	\$2,145	\$2,209	\$64	3.0%	
5. Whitewater	\$5,554	\$5,786	\$232	4.2%	The \$96 room rate increase includes \$73 to support facilities related refurbishment at the residence halls and \$23 to fund debt service for the Fischer and Wellers Hall renovations. The \$136 meal plan increase includes \$101 for rising food costs and \$35 to support the Drumlin Hall remodel project, including seating, equipment, and HVAC upgrades.
- Residence Halls	\$3,360	\$3,456	\$96	2.9%	
- Meal Plans	\$2,194	\$2,330	\$136	6.2%	

**TABLE C-5
ROOM AND BOARD RATES
2012-13 ACADEMIC YEAR
REMAINING INSTITUTIONS**

<u>Institution</u>	<u>2011-12 Rate</u>	<u>2012-13 Rate</u>	<u>Increase</u>	<u>% Change</u>
Madison	\$7,724	\$8,024	\$300	3.9%
- Residence Halls	\$4,968	\$5,172	\$204	4.1%
- Meal Plans	\$2,756	\$2,852	\$96	3.5%
Eau Claire	\$5,947	\$6,182	\$235	4.0%
- Residence Halls	\$3,040	\$3,192	\$152	5.0%
- Meal Plans	\$2,907	\$2,990	\$83	2.9%
La Crosse	\$5,930	\$6,000	\$70	1.2%
- Residence Halls	\$3,468	\$3,500	\$32	0.9%
- Meal Plans	\$2,462	\$2,500	\$38	1.5%
Oshkosh	\$6,128	\$6,248	\$120	2.0%
- Residence Halls	\$3,680	\$3,752	\$72	2.0%
- Meal Plans	\$2,448	\$2,496	\$48	2.0%
Parkside	\$6,192	\$6,382	\$190	3.1%
- Residence Halls	\$4,032	\$4,152	\$120	3.0%
- Meal Plans	\$2,160	\$2,230	\$70	3.2%
Stevens Point	\$6,002	\$6,158	\$156	2.6%
- Residence Halls	\$3,552	\$3,588	\$36	1.0%
- Meal Plans	\$2,450	\$2,570	\$120	4.9%
Stout	\$5,844	\$6,054	\$210	3.6%
- Residence Halls	\$3,450	\$3,600	\$150	4.3%
- Meal Plans	\$2,394	\$2,454	\$60	2.5%
Superior	\$5,420	\$5,610	\$190	3.5%
- Residence Halls	\$3,140	\$3,260	\$120	3.8%
- Meal Plans	\$2,280	\$2,350	\$70	3.1%
Colleges (Marathon)	\$4,273	\$4,437	\$164	3.8%
- Residence Halls	\$2,780	\$2,863	\$83	3.0%
- Meal Plans	\$1,493	\$1,574	\$81	5.4%

TABLE C-6 UNIVERSITY OF WISCONSIN SYSTEM 2012-13 AUXILIARY OPERATIONS BUDGET SUMMARY ¹
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The Table below shows the change in the source of revenue supporting the 2012-13 auxiliary operations (Source of Funds), and how the revenue will be expended. (Expenditures).

<u>Source of Funds</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Change</u>
Receipts			
Segregated University Fee	\$ 157,240,418	\$ 157,116,485	-0.1%
Room and Board	238,990,918	245,676,822	2.8%
Other Receipts	339,159,025	354,599,933	4.6%
Interest Receipts	<u>953,559</u>	<u>380,410</u>	<u>-60.1%</u>
Total Receipts	\$ 736,343,921	\$ 757,773,650	2.9%
Operating Contributions from Reserves ²	<u>3,751,868</u>	<u>29,871,329</u>	<u>696.2%</u>
Total	\$ 740,095,789	\$ 787,644,979	6.4%
 <u>Expenditures</u>			
Operations			
Salaries and Wages	\$ 206,081,397	\$ 228,568,310	10.9%
Fringe Benefits	75,669,092	76,090,297	0.6%
Supplies & Expenses	403,613,521	441,305,239	9.3%
Sales Credits	(102,742,458)	(141,196,725)	37.4%
Aids to Individuals/Special Purpose	19,113,699	24,926,741	30.4%
Capital	<u>41,991,380</u>	<u>45,199,600</u>	<u>7.6%</u>
Sub-total	\$ 643,726,631	\$ 674,893,462	4.8%
Debt Service	<u>96,369,158</u>	<u>112,751,517</u>	<u>17.0%</u>
Total	\$ 740,095,789	\$ 787,644,979	6.4%

¹ Includes funds previously budgeted as Fund 123 - Debt Service, Fund 128 - Auxiliaries, Fund 129 - Stores, Fund 528 - Athletic Auxiliaries, and Fund 530 - Nonincome Sports.

² Operating Contributions from Reserves shows the difference between Total Expenditures and Other Receipts, drawn from Auxiliary Reserve Balances.

D. ANNUAL DISTRIBUTION ADJUSTMENTS

2012-13 UW SYSTEM ANNUAL DISTRIBUTION ADJUSTMENTS FOR NEW GPR/FEE FUNDING

EXECUTIVE SUMMARY

BACKGROUND

The State of Wisconsin budgets on a two-year budget cycle. Accordingly, the 2011-13 biennial budget included funding for both the 2011-12 and 2012-13 fiscal years. Funding appropriated may increase or decrease when comparing one fiscal year to the other.

REQUESTED ACTION

This item is for information only.

DISCUSSION

For the fiscal year 2012-13, new GPR/Fee funding was included in the following areas:

**1. LAWTON UNDERGRADUATE MINORITY RETENTION
GRANT/ADVANCED OPPORTUNITY PROGRAM (AOP)**

The budget flat funds the Lawton Undergraduate Minority Retention Grant and the Advanced Opportunity Program in 2012-13. Total funding for 2012-13 will be allocated based on each institution's proportion of a three-year rolling average headcount of minority/disadvantaged students.

2. TUITION INCREASE GRANT (TIG)

The budget does not increase the GPR funding for the Tuition Increase Grant, providing \$6.4 million in 2012-13. This program provides grants to students from families with income of less than \$60,000, who do not receive a WHEG award from the Higher Educational Aids Board (HEAB), have unmet financial need and have been continuously enrolled since 2010-11. The funding level is expected to be sufficient to provide grants to all eligible students because some students will have graduated, transferred to another institution, or have otherwise become ineligible for the program. Funding in 2012-13 will be allocated based on the two-year average of Pell grants and the total available program budget.

3. UTILITIES

The budget increases GPR for utilities in 2012-13 by \$18,000,000. Institutional budgets will be based upon the 2011 fiscal year estimated actual expenditures increased for fiscal year 2012 and 2013 new space and operational adjustments for the cogeneration and Charter Street power plants at UW-Madison, based on the amounts received in the biennial budget. The remaining funding will be held centrally.

4. STUDENT TECHNOLOGY FEE

The budget provides an additional \$1,229,900 Fees in 2012-13 to reflect changes related to additional tuition revenue generated by the student technology fee to meet student needs for instructional technology and information access. Allocation of the student technology fees is based on a percentage of the 2010-11 academic year and summer session tuition budgets excluding the student technology fee.

**APPENDIX A. SUMMARY OF DIFFERENTIAL
TUITION PROGRAMS**

UW System Differential Tuition by Campus - May 2012

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Madison	School of Business - Undergraduate	Implemented Fall 2007. The differential rate applies to all undergraduate students enrolled in the Bachelor of Business Administration (BBA) major and Certificate in Business (CIB) program. The differential will be reviewed by the campus and students after the 2011-12 academic year.	BBA tuition increased by \$500 per semester (\$1,000 per year). CIB tuition increased by \$150 per semester (\$300 per year).	None	2014
	School of Engineering – Undergraduate Differential Tuition	The differential applies to all undergraduate students enrolled in the Engineering major beginning in Fall 2008. The differential increases the number of faculty, expands student services, and funds new programs. The College of Engineering committed to raising funds for need-based financial aid.	The differential is \$700 per semester (\$1,400 per year).	None	2013
	The Madison Initiative for Undergraduates	Approved in May 2009. The differential applies to all undergraduate students. The differential will improve quality by increasing student access to key courses and majors; introducing curricular and pedagogical change; improving vital student services; and enhancing access and affordability. The Initiative will add faculty and instructional support while increasing need-based financial aid. Students from families with an adjusted gross income of \$80,000 or less and with unmet financial need will be held harmless from the differential increase.	The differential will be phased in over four years. For residents, the differential will be \$250 in 2009-10; \$500 in 2010-11; \$750 in 2011-12; and \$1,000 in 2012-13. For non-residents, the differential will be \$750 in 2009-10; \$1,500 in 2010-11; \$2,250 in 2011-12; and \$3,000 in 2012-13.	None beyond 2012-13	2014

Differential Tuition (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW- Milwaukee	Peck School of the Arts - Undergraduate	Implemented Fall 2004. Differential rate applies to all undergraduate courses provided by the Peck School of the Arts, with the exception of eight 100-level General Education Requirement courses.	The differential is \$21.80 per credit in 2012-13.	May increase by 3% annually through Fall 2012	2013
	College of Engineering and Applied Science – Undergraduate and Graduate	Implemented Fall 2004. Applies to all undergraduate and graduate courses provided by the college.	The differential is \$21.63 per credit in 2012-13.	May increase by 4% annually through Fall 2012	2013
	Sheldon B. Lubar School of Business Administration – Undergraduate	Implemented Fall 2004. Differential rate applies to all 200- to 600-level courses provided by the School.	The differential is \$21.22 per credit in 2012-13.	May increase by 3% through Fall 2012	2013
	College of Nursing – Undergraduate	Implemented Fall 2004. Applies to all undergraduates enrolled in clinical major courses within the College.	The differential is \$31.52 per credit in 2012-13.	May increase by 3% annually through Fall 2012	2013
	School of Architecture and Urban Planning (SARUP) – Undergraduate and Graduate	Implemented Fall 2006. Supports a desktop computer workstation program with enhanced support services for architecture students.	\$11.55 per credit for all Department of Architecture courses and an additional \$31.45 per credit (\$43 per credit total) for all courses at the 200 through 800 levels.	May increase by 5% annually	2013

Differential Tuition (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Eau Claire	The Blugold Commitment - Undergraduate	In 2010, UW-Eau Claire expanded their existing differential in support of the Blugold Commitment – a commitment to extraordinary learning, affordable education, and globally prepared graduates from Wisconsin. The differential supports high-impact practices, additional faculty, and financial aid.	For full-time resident and nonresident undergraduate students, the differential will increase from \$163 per year to \$463 per year in 2010-11; \$763 per year in 2011-12; \$1,063 per year in 2012-13; and \$1,363 per year in 2013-14.	None beyond 2013-14	2015
UW-La Crosse	Academic Excellence Initiatives – Undergraduate and Graduate	Implemented Fall 2003 and reviewed in 2010. The differential provides financial support for academic advising, diversity initiatives, undergraduate research, and international education. The differential must be merged with the Growth, Quality, and Access differential in 2013.	The rate is \$69.96 per semester in Fall 2012.	Increases by 6% annually through Fall 2014. None beyond Fall 2014	2013
	Growth, Quality, and Access - Undergraduate	Approved by the Board of Regents in 2007. The differential does not apply to students enrolled before Fall 2008. The differential is used to hire additional faculty and staff and to purchase instructional supplies and equipment.	The differential is \$573.24 per semester (\$1,146.48 per year) in 2012-13.	Increase will be sufficient to cover salary and fringe increases and is not expected to be larger than the percent increase in resident undergraduate tuition.	2013
UW-Oshkosh	Oshkosh Personal Development Compact – Undergraduate	Implemented Fall 2003 to enhance assessment, advising, co-curricular involvement, and emotional wellness. Emphasis is placed on student retention, reduced time to graduation, and increased graduation rates.	The undergraduate tuition differential is \$61.92 per semester (\$123.84 per year) in 2012-13.	Differential increases by 3% annually	2013

Differential Tuition (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Platteville	Regional Enrollment Plan – Undergraduate	Implemented Fall 2005. Offers a differential tuition rate to nonresident, undergraduate students from Illinois and Iowa who enroll in fields that address the workforce needs of both new and established Wisconsin businesses.	Eligible students will be charged the resident tuition rate plus a premium of \$4,000 per year.	After Fall 2010, the premium may increase up to the resident undergraduate tuition rate.	2014
	Academic and Support Services – Undergraduate	Approved by the Board of Regents in April 2008. The differential expands student services (e.g., Writing Center and Tutoring Center), supports additional mental health staff, funds career services staff, and provides financial support to students completing their senior capstone project.	Differential tuition will be 1.9% of the resident undergraduate tuition rate for all undergraduates. In 2012-13, this is \$59.88 per semester (\$119.76 per year).	As a percent of tuition, the differential increases with tuition	2014
UW-River Falls	The Falcon Promise - Undergraduate	This institution-wide differential was initially implemented in Fall 2007 and was reviewed in 2011. The Falcon Promise supports enhanced library services, a testing center, tutoring services, undergraduate research and engagement opportunities, learning space upgrades, and the Falcon Scholars financial aid program.	The differential will be phased in over 3 years: \$50 per semester (\$100 per year) in 2011-12, \$65 per semester (\$130 per year) in 2012-13, and \$80 per semester (\$160 per year) in 2013-14.	None beyond 2013-14	2016
UW-Stout	Customized Instruction	Implemented Fall 1999. Provides tuition flexibility to determine and charge market rates for customized programs, certificates, and courses to meet the needs of business and industry. Courses will be typically provided in alternative time frames (i.e., summer, evenings, and/or weekends.)	Market tuition rates will vary by program.	Variable based on market rates	2015

Differential Tuition (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Stout (continued)	Access to Learning – Undergraduate and Graduate	Implemented Fall 1999. The differential tuition provides access to active learning programs that promote critical and creative thinking abilities in students. The differential provides expanded access to campus laboratories, cooperative education programs, field trips, and instructional materials.	Both residents and nonresidents pay the same differential tuition amount, which equals 5% of undergraduate and graduate tuition. In 2012-13, this was \$11.13 per credit for undergraduates and \$17.50 per credit for graduates.	As a percent of tuition, the differential increases with tuition	2015
UW-Superior	The Superior Experience - Undergraduate	First approved in 2003. The Superior Experience supports technology for Swenson Hall, Jim Dan Hill Library acquisitions, and Career Services.	All undergraduate students are assessed an additional \$119 per semester (\$237 per year). The differential fee is prorated for part-time students.	None	2015
	Natural Science Per-Credit Differential – Undergraduate	Implemented in Fall 2011. The per-credit differential on Department of Natural Sciences courses will support laboratory equipment, field trips, student assistants, and capstone research projects. The differential will replace all special course fees in the Department of Natural Sciences.	Undergraduate tuition increased by \$12.00 per credit on courses offered in the Department of Natural Sciences.	None	2015
UW-Whitewater	Advising and Integrated Freshman Experience Program – Undergraduate	Implemented Fall 2002 to promote continual student success through a multilevel advising model and an integrated freshman experience program.	Undergraduate tuition increases by an amount equal to 3.5% of the resident undergraduate tuition rate. In 2012-13, this is \$110.28 per semester (\$220.56 per year).	As a percent of tuition, the differential increases with tuition	2013

**WISCONSIN HIGHER EDUCATION GRANT FOR UW STUDENTS
RECOMMENDATION FOR 2013-15 BIENNIUM**

BACKGROUND

The Wisconsin Higher Education Grant (WHEG) is the state's primary need-based financial aid program to assist low-income students in attaining a college education. State funding for this program is segmented by the higher education sectors (UW, private institutions, tribal institutions and the technical colleges), with separate, identified appropriations for students attending the various sector institutions.

The budget request for WHEG-UW is approved in even-numbered years by the Board of Regents and then forwarded to the Higher Educational Aids Board (HEAB) for inclusion in that agency's biennial budget submission to the Department of Administration.

REQUESTED ACTION

Adoption of Resolution 4, requesting sufficient funding in the 2013-15 Biennial Budget to uphold the statutory commitment that funding for WHEG-UW increase at the same percentage as resident undergraduate tuition and to restore funding for the "statutory link" between tuition and WHEG-UW funding that was not provided for 2011-13.

DISCUSSION

The state statutes (s. 39.435, Wis. Stats.) include a link to tuition for the UW's WHEG appropriation (WHEG-UW), which provides that the total funding for this program will increase by the same percentage as UW tuition. This "statutory link" was suspended for 2011-13, so financial aid funding through this program has not increased since 2010-11.

The attached resolution, proposed for submission to the Higher Educational Aids Board, supports a request to provide the increase required by statute for 2013-15 and to add the funding that was not provided in the 2011-13 biennium, when the statutory link was suspended, for the Wisconsin Higher Education Grant for UW Students. Although UW tuition rates have not yet been proposed or approved for 2013-15, a resolution needs to be acted upon to meet the budget development timeline of the Higher Educational Aids Board. This agency has asked that the Board of Regents submit its WHEG-UW recommendation by June 29, 2012, in time for consideration at the August 3, 2012 HEAB meeting.

RELATED REGENT POLICY DOCUMENTS

None.

UW SYSTEM BOARD OF REGENTS

Resolution:

WHEREAS, the Wisconsin Higher Education Grant program for University of Wisconsin students (WHEG-UW) is the primary state need-based financial aid program to assist low-income students in accessing and attaining a college education; and,

WHEREAS, increasing the number of Wisconsin residents with college degrees will help to secure the state's future civic and economic vitality; and,

WHEREAS, by 2018, 61% of all jobs in Wisconsin will require some postsecondary training; and,

WHEREAS, studies continue to find that a college education still produces the best return for the investment over a lifetime; and,

WHEREAS, the Board of Regents has made it a priority to increase opportunities for low- and middle-income students to participate in public higher education in Wisconsin; and,

WHEREAS, the Board of Regents has also made it a priority to maintain access and affordability for all Wisconsin students and families; and,

WHEREAS, Wisconsin ranks below the peer average in state grant awards per full time equivalent (FTE) undergraduate students and many students have increasingly relied on loans and personal debt to finance their college education; and,

WHEREAS, the State Legislature and Governor have indicated that access for low-income students and the impact of financial aid for ensuring that a college education remains affordable are important performance measures for the University of Wisconsin; and,

WHEREAS, a "statutory link" in state law (section 39.435, Wis. Stats.) provides that funding for WHEG-UW will increase by the same percentage as undergraduate tuition; and,

WHEREAS, funding for WHEG-UW did not increase in the 2011-13 biennium; and,

WHEREAS, the combination of flat funding and increased demand for WHEG-UW resulted in an estimated 8,500 eligible students not receiving a grant and an aggregate funding shortfall exceeding \$18.9 million in 2010-11; and,

WHEREAS, additional funding that increases the number of grants available through WHEG-UW will help to ensure that more students receive the financial aid for which they are eligible; and,

WHEREAS, the Board of Regents has identified increased need-based financial aid as critical to securing Wisconsin's civic and economic future and the success of the *Growth Agenda for Wisconsin*.

THEREFORE, BE IT RESOLVED that the Board of Regents requests that the 2013-15 Budget provide sufficient funding to uphold the statutory commitment that funding for WHEG-UW increase at the same percentage as resident undergraduate tuition and to restore funding for the "statutory link" between tuition and WHEG-UW funding that was not provided for 2011-13.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.1. Education Committee -

June 7, 2012
UW-Milwaukee Union
Wisconsin Room
Milwaukee, Wisconsin

9:00 a.m. All Regents –Wisconsin Room

1. Presentation by UW-Milwaukee Chancellor Michael Lovell: “UW-Milwaukee: Building a Better Wisconsin”
2. *Presentation, Board Discussion, and Approval:* UW System 2012-13 Annual Operating Budget and Tuition and Fee Schedules
[Resolution 2.]
3. *Presentation and Board Discussion:* UW System 2013-15 Biennial Budget Update
4. *Presentation, Board Discussion, and Approval:* Recommendation on Financial Aid for the 2013-15 Biennium
[Resolution 4.]

12:00 p.m. Lunch – Ballroom

1:00 p.m. All Regents – Wisconsin Room

5. Recognition of Regent Emerita Judith Crain’s Service on the Board
6. Recognition of Regent President Emeritus Michael Spector’s Service on the Board
7. Presentation of 2012 Academic Staff Excellence Awards
 - a. Individual Award: Denise Ehlen, Director of Research and Sponsored Programs, UW-Whitewater
 - b. Individual Award: Donna Weber, Director of Human Resources, UW-Eau Claire
 - c. Department Award: UW-Platteville Writing Center

2:00 p.m. Education Committee – Wisconsin Room

- a. Consent Agenda:
 1. Approval of the Minutes of the April 12, 2012, Meeting of the Education Committee;
 2. Announcement of the proffer from the Trustees of the William F. Vilas Trust Estate for support of scholarships, fellowships, professorships, and special programs in arts and humanities, social sciences and music;
[Resolution I.1.a.(2)]
 3. UW-Parkside: Bachelor of Science in Environmental Studies;
[Resolution I.1.a.(3)]
 4. UW-Whitewater: Bachelor of Business Administration in International Business;
[Resolution I.1.a.(4)]

5. UW-Green Bay: Online Master of Science in Nursing;
[Resolution I.1.a.(5)]
 - b. UW-Milwaukee Presentation: “Building a Healthier Wisconsin.”
 - c. Revisions to the UW System Academic Program Planning, Review, and Approval Process.
 - d. Report of the Senior Vice President:
 1. Updates on UW System Advisory Committees;
 2. Update on UW-Parkside Teacher Education Program by Provost Terry Brown;
 3. Report on Promotions, Tenure Designations, and Related Academic Approval Items.
[Resolution I.1.d.(3)]

Acceptance of the Proffer from the Trustees
of the William F. Vilas Trust Estate

EDUCATION COMMITTEE

Resolution I.1.a.(2):

That, upon recommendation of the Chancellors of the University of Wisconsin-Madison and the University of Wisconsin-Milwaukee and the President of the University of Wisconsin System, the Board of Regents accepts the proffer of \$4,401,962.00 made by the Trustees of the William F. Vilas Trust Estate for fiscal year July 1, 2012 to June 30, 2013, as provided by the terms of the William F. Vilas Trust, for Support of Scholarships, Fellowships, Professorships, and Special Programs in Arts and Humanities, Social Sciences, Biological Sciences, Physical Sciences, and Music.

**ANNOUNCEMENT OF THE PROFFER FROM THE
TRUSTEES OF THE WILLIAM F. VILAS TRUST ESTATE
FOR SUPPORT OF SCHOLARSHIPS, FELLOWSHIPS, PROFESSORSHIPS, AND
SPECIAL PROGRAMS IN ARTS AND HUMANITIES, SOCIAL SCIENCES, AND
MUSIC**

EXECUTIVE SUMMARY

BACKGROUND

The terms of the Deed of Gift and Conveyance of the estate of William F. Vilas, subsequently validated and accepted by an act of the Legislature of Wisconsin, provides in part that the Trustees of the Estate may proffer in writing to the Board of Regents funds for the maintenance of scholarships, fellowships, professorships, with their respective auxiliary allowances, and other like endowments specifically enumerated, defined, and provided for by the Deed.

At the beginning of each calendar year, the Trustees of the William F. Vilas Trust Estate formally request that the President of the UW System ask the Chancellors of UW-Madison and UW-Milwaukee to determine from the Vilas Professors the amounts they will request for special project allowances for the ensuing academic year and to obtain from the Chairs of the UW-Madison and UW-Milwaukee music departments their programs and requests for the next year. In addition, the Chancellor of UW-Madison is asked to determine the number of scholarships, fellowships, Vilas Associates, and any other initiatives to be requested.

The Board of Regents approved the UW-Madison and UW-Milwaukee requests totaling \$4,546,369 at the April, 2012, meeting. Following that approval, UW System President Reilly sent the formal request to the Trustees. In consultation with the Vilas Trust, UW-Madison subsequently submitted a revised and somewhat reduced request based on the Trust's updated projections of its earnings. In late April, the Board of Regents received the proffer issued by the Vilas Trustees of the funding available to the UW System for 2012-13. Based on the available funds determined in accordance with the provisions of the will of William F. Vilas, the proffer is able to fund most of the requested amount, meeting the key components of UW-Madison's revised request. The request for the funding of music programs at both UW-Madison and UW-Milwaukee was proportionally reduced based on requirements of the Trust for what percentage of the Estate's capital may be used towards music.

The Regents are asked to approve the proffer at their June meeting.

REQUESTED ACTION

Approval of resolution I.1.a.(2), accepting the proffer in the sum of \$4,401,962.00 from the Trustees of the William F. Vilas Trust Estate.

DISCUSSION

For 2012-2013, the Vilas Trust is able to fund the UW System's request for "Continuation of Approved Programs" for a total of \$3,067,762 to support the following: Vilas undergraduate scholarships; graduate fellowships; Vilas Research Professorships; Retirement

Benefits for Vilas Professors; and Vilas Associates in the Arts and Humanities, Social Sciences, Physical Sciences, and Biological Sciences. As a part of the “Continuation” proffer, UW-Madison will receive \$18,748 for its music request, and UW-Milwaukee \$67,188. The Trust is also able to fund the “One-Time-Only Program Allocation” component of the request from UW-Madison in the amount of \$1,334,200 for additional Vilas professorships and undergraduate scholarships, among other programs. The attached document contains the Vilas Trustees' proffer detailing how the funds will be expended.

WILLIAM F. VILAS TRUST ESTATE
602 PLEASANT OAK DR., SUITE F
OREGON, WISCONSIN 53575

April 26, 2012

The Regents of the University of Wisconsin
1860 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin 53706-1557

Dear Regents:

The fiscal year of the William F. Vilas Trust Estate ended on March 31, 2012. The Trustees met on Monday, April 23, 2012, and considered the annual audited financial statements, the revised request for funding for the Madison campus, as set forth in Interim Chancellor David Ward's letter of April 20, 2012, to President Kevin P. Reilly, and the request for funding from the Milwaukee campus, as set forth in Interim Provost Johannes Britz's letter to President Reilly dated March 14, 2012. Our audit confirmed that the Trust realized net income of \$4,404,928.62 this year. After considering the requests for funding, the Trustees have resolved to fund the fixed annual expenditures described in paragraphs (A), (B), (C) and (D) of Article 4 (Fourth) of the Trust, as described in the letters of Interim Chancellor Ward and Interim Chancellor Britz. However, the funding of programs for the encouragement of merit and talent and promotion of appreciation for the art of music in paragraph (B) is limited to one-tenth of one percent of the capital of the estate, as shown on the Trust Estate's preceding inventory (\$85,936.62), and the original requests totaled \$111,843.00. The Trustees reduced both requests proportionately. The Trustees have also resolved to fund Vilas Distinguished Achievement Professorships described in B.1.; Vilas Life Cycle Professorship program described in B.2.; an expanded number of undergraduate scholarships and fellowships described in B.3.; and supplemental research support for Vilas Professor Sau Lan Wu described in B.4. of Interim Chancellor Ward's letter. In accordance with the provisions of the Will of William F. Vilas, the Trustees proffer to the Regents of the University of Wisconsin the sum of **\$4,401,962.00** for its fiscal year July 1, 2012, to June 30, 2013, to be expended in the following manner:

A. CONTINUATION OF APPROVED PROGRAMS

- | | | |
|---|-----------------|-------------|
| 1. Continuation of 10 Vilas Undergraduate Scholarships for the 2012-2013 academic year at \$400.00 each | | \$ 4,000.00 |
| 2. Continuation of 10 Graduate Fellowships for the 2012-2013 academic year: | | |
| a. 5 resident Fellowships at \$600.00 each | \$ 3,000.00 | |
| b. 5 traveling Fellowships at \$1,500.00 each | <u>7,500.00</u> | 10,500.00 |

3. Continuation of the salaries and the respective allowances of 16 Vilas Research Professorships:

Vernon Barger – Vilas Research Professor of Physics,
 College of Letters and Science, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

David Bethea – Vilas Research Professor of Slavic
 Languages, College of Letters and Science, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

Susan Coppersmith – Vilas Research Professor of
 Physics, College of Letters and Science, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

William Cronon - Vilas Research Professor of History and
 Geography, College of Letters and Science and Gaylord
 Nelson Institute for Environmental Studies, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

Richard Davidson – Vilas Research Professor of
 Psychology and Psychiatry, College of Letters and
 Science and Medical School, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

Steven Durlauf – Vilas Research Professor of Economics,
 College of Letters and Science, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

Morton Gernsbacher – Vilas Research Professor of
 Psychology, College of Letters and Science, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

Judith Kimble – Vilas Research Professor of Biochemistry
 and Medical Genetics, College of Agricultural and Life
 Sciences and Medical School, Madison

Salary	10,000.00	
Auxiliary Allowance	<u>50,000.00</u>	60,000.00

<u>Ching Kung</u> – Vilas Research Professor of Genetics, College of Agricultural and Life Sciences, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Gregg Mitman</u> – Vilas Research Professor of History of Science, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Emiko Ohunki-Tierney</u> – Vilas Research Professor of Anthropology, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Kumkum Sangari</u> – Vilas Research Professor of English, College of Letters and Science, Milwaukee			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Elliott Sober</u> – Vilas Research Professor of Philosophy, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Karen Strier</u> – Vilas Research Professor of Anthropology, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Erik Olin Wright</u> – Vilas Research Professor of Sociology, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00
<u>Sau Lan Wu</u> – Vilas Research Professor of Physics, College of Letters and Science, Madison			
Salary	10,000.00		
Auxiliary Allowance	<u>50,000.00</u>		60,000.00

4.	a. Continuation of fifty (50) additional undergraduate scholarships at \$400.00 each	20,000.00	
	b. Continuation of fifty (50) additional graduate fellowships at \$600.00 each	<u>30,000.00</u>	50,000.00
5.	Continuation of eighty (80) additional undergraduate scholarships at \$400.00 each under the provisions of Paragraph (3), Article Fourth of the Deed of Gift and Conveyance:		32,000.00
	<p>As to the one hundred thirty (130) additional Vilas Scholarships and the fifty (50) additional Vilas Fellowships provided for in paragraphs four and five above, the Regents shall bear in mind the provisions of the Will regarding that the additional Fellowships shall be (a) awarded to graduates of the University of Wisconsin, and (b) the further provisions of the Will that "for at least one-fifth of these scholarships and fellowships, the Regents shall prefer in appointment among worthy and qualified candidates those of Negro blood, if such present themselves. Otherwise than as aforesaid, they shall be governed by the Regents in like manner as those first above provided for."</p>		
6.	Retirement benefits for eleven (11) Vilas Professors at \$2,500.00 each: Berkowitz, Bird, Brock, Hauser, Hermand, Hassan (Milwaukee) Keisler, Lardy, Mueller, Vansina and Weinbrot		27,500.00
7.	16 Vilas Associates in the Arts and Humanities		587,200.00
8.	11 Vilas Associates in the Social Sciences		477,058.00
9.	14 Vilas Associates in the Physical Sciences		640,827.00
10.	11 Vilas Associates in the Biological Sciences		192,741.00
11.	Continuation of support for encouragement of merit and talent or to promote appreciation of and taste for the art of music:		
	a. Madison: Continuation of support for encouragement of merit and talent or to promote appreciation of and taste for the art of music	18,748.00	
	b. Milwaukee: Department of Music Request	<u>67,188.00</u>	85,936.00

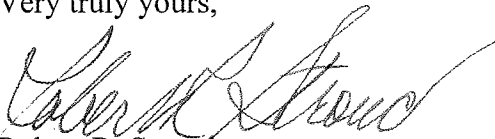
TOTAL CONTINUATION REQUEST	\$3,067,762.00
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The foregoing Continuation Request is fully supported by the income earned by the Vilas Trust Estate. In addition, in response to the written request from Interim Chancellor Ward, the Trustees are able to support the following one-time only program allocations described below.

B. ONE-TIME ONLY PROGRAM ALLOCATION

1. Eleven (11) Vilas Distinguished Achievement Professorships Funded for two years, at the rate of \$25,000.00 each year	50,000.00
2. Continuation of 1998 and 2002 Expansion of Approved Programs:	
a. 730 additional undergraduate scholarships at \$400.00 each pursuant to Article 4, Sections A and E of the Deed of Gift and Conveyance	292,000.00
b. 157 additional fellowships at \$600.00 each, pursuant to Article 4, Sections A and E of the Deed of Gift and Conveyance	94,200.00
3. Renewal of Vilas Life Cycle Professorship program created in 2005	225,000.00
4. Supplemental research funds for Vilas Professor Sau Lan Wu	173,000.00
TOTAL ONE-TIME ONLY ALLOCATION	\$1,334,200.00
TOTAL PROFFER FOR 2012 – 2013	\$4,401,962.00

Very truly yours,


Robert R. Stroud
Secretary of the Trustees

RRS/gh

cc: President Kevin P. Reilly
Interim Chancellor David Ward, UW-Madison
Interim Chancellor Johannes Britz, UW-Milwaukee
Sandy Shackeford

Program Authorization (Implementation)
B.S. in Environmental Studies
UW-Parkside

EDUCATION COMMITTEE

Resolution I.1.a.(3):

That, upon the 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 Bachelor of Science in Environmental Studies.

NEW PROGRAM AUTHORIZATION
Bachelor of Science in Environmental Studies
University of Wisconsin-Parkside

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedures outlined in Academic Planning and Program Review (ACIS-1.0 revised April 2010), the new program proposal for a Bachelor of Science (B.S.) at the University of Wisconsin-Parkside (UW-Parkside) is presented to the Board of Regents for consideration. If approved, the program will be subject to a Regent-mandated review to begin approximately five years after its implementation. UW-Parkside and UW System Administration will conduct that review jointly, and the results will be reported to the Board.

Given the rapid growth in both career opportunities and enrollments in applied Environmental Studies, both regionally and nationally, UW-Parkside is well poised to meet the continuing demand for graduates in Environmental Studies. Available UW-Parkside resources will be directed towards the creation of this new interdisciplinary B.S. in Environmental Studies in order to leverage the expertise of a core set of faculty across disciplines associated with the UW-Parkside Center for Environmental Studies. The proposed program will build on the solid foundation of the successful minor in Environmental Studies implemented in 1993.

The B.S. in Environmental Studies will also capitalize on the University's access to approximately 1,200 acres of natural areas that serve as outdoor laboratories and represent key conservation areas for regional watersheds. The program faculty of the Center for Environmental Studies will provide an important outreach function in the sustainable use and management of natural areas, as well as provide a major resource for area residents and municipalities. Faculty and students in the proposed major are poised to make contributions to the science of restoration, particularly in the areas of urban ecology and the use of bio-swales for the mitigation of urban and agricultural run-off.

REQUESTED ACTION

Approval of Resolution I.1.a.(3), authorizing the implementation of the Bachelor of Science in Environmental Studies at the University of Wisconsin-Parkside.

DISCUSSION

Program Description

The proposed B.S. in Environmental Studies will be offered through face-to-face courses delivered by the Center for Environmental Studies, and will be housed in the College of Natural and Health Sciences. Direct oversight will lie with the program director, and the program will be administered by a steering committee whose members and director are appointed by the Dean of the College of Natural and Health Sciences. Providing a learning environment that prepares students to understand and respond to local, regional, and global environmental challenges, the rigorous interdisciplinary curriculum will foster an understanding of the complexity of humans'

relationship with nature and an appreciation of humankind's dependency on functioning ecosystems for survival. Students will fully utilize UW-Parkside's unique outdoor lab space and participate in its celebration and management. Students will engage in the design of restoration experiments, develop increasingly complex management strategies, and participate in the collection and analysis of data through independent research. These experiences will prepare students for success in environmental fields by equipping them with the tools and methods used in the environmental workplace.

The Environmental Studies curriculum will consist of core courses contributed by several participating departments, including Biology, Geosciences, Geography, Sociology, Economics, Political Science, and English. It will effectively utilize existing resources (such as staff) and will support enrollment in upper-division classes in the contributing departments. The program requires that students complete 120 credits, 36 of which must be at the 300-level or above. The proposed curriculum consists of 35 credits in the core Environmental Studies curriculum that gives students competencies in key skill sets identified by employers and professional programs alike.

A broad introduction to the field of environmental studies in the first year is focused on the interconnected physical, biological, and social components of environmental sustainability. The second-year curriculum is devoted to developing technical and critical thinking skills, including the study of statistics and technical writing. Juniors and seniors take a set of three core courses in Environmental Policy, Environmental Economics, and Energy that are designed around the program goals and objectives. In close consultation with their adviser, students will choose an additional 24 credits of upper-division electives from a diverse array of courses to focus on specialty areas of their choosing, such as humanities, social sciences, and biological diversity and ecology. Electives in chemistry, land use planning, hydrogeology and landscape ecology, advanced GIS applications, and environmental justice address specific skill sets needed in the workforce. Students also take eight credits of foreign language, three credits of coursework that emphasizes ethnic diversity, and 36 credits of general education credits, equally divided between Arts and Humanities, Social and Behavioral Sciences, and Natural Science.

Graduates who focus on upper-level electives in social sciences and humanities will be well-prepared for positions at non-profit environmental advocacy groups such as the Wisconsin Wetlands Association or at one of the many Land Trust groups throughout the state. Students who focus on upper-level courses in biological diversity and ecology will be well-positioned for employment as biological technicians in the Wisconsin Department of Natural Resources, federal agencies such as the U.S. Forest Service or U.S. Geological Survey, local government agencies such as the Lake County Forest Preserve District, and non-profit groups such as the Nature Conservancy or private environmental consultants.

Program Goals and Objectives

Upon successful completion of the Environmental Studies major, students will be able to:

1. Identify, research, evaluate, and resolve local, national, and international environmental problems through a combination of content knowledge and scientific and critical reasoning.

2. Apply scientific methods and critical reasoning to effectively communicate environmental problems and solutions to both professional and non-professional audiences.
3. Analyze the role of economics, politics, and society in evaluating and resolving environmental issues and have a thorough understanding of local, national, and international environmental laws and regulations.
4. Analyze and evaluate ecosystem services and the benefits of biodiversity to human economies.
5. Work collaboratively as part of an interdisciplinary team to analyze and solve environmental problems.
6. Understand the physical and chemical laws that govern the development of biological, geological and/or human technological systems, and demonstrate expertise in how these systems can be sustainably managed.

Relation to Institutional Mission and Strategic Plan

The proposed B.S. in Environmental Studies helps to fulfill UW-Parkside's distinct mission and strategic plan by providing a rigorous academic experience that incorporates high-impact practices throughout the curriculum. Students will be equipped to make their campus and their community more inclusive and sustainable while developing the sense of purpose, professional skills, and relationships that will prepare them for life beyond the university. Reflective of UW-Parkside's core values, the proposed major encourages a campus culture and climate that is a welcoming environment for learning by creating a healthy and diverse social and physical environment.

In alignment with UW-Parkside's mission and strategic plan, this interdisciplinary program will encourage community engagement and foster civic-minded students, alumni, staff, and faculty by providing scholarship, leadership, resources, and services to the local and global communities. The B.S. in Environmental Studies will put UW-Parkside on a clear path toward fulfilling the UW System Shared Learning goals through a curricular design that ensures knowledge of the natural world and encouraging an environment that fosters individual, social, and environmental responsibility.

Program Assessment

The major in Environmental Studies was designed with an aggressive assessment plan and rigorous follow-up in mind. Various assessments will be regularly administered and evidence of direct and indirect assessment will be collected and analyzed by a subcommittee of the Environmental Studies Steering Committee. The Committee will also periodically review the validity of chosen assessment methods and guidelines. The subcommittee will make recommendations to the steering committee regarding any needed changes or modifications in the curriculum. Further, courses that count both for the major and for general education requirements will also be assessed by the General Education committee.

Questions specifically designed to assess key learning goals will be integrated into course content and regularly compared to pre- and post-program data by the program director or by the assessment sub-committee. The Environmental Science Freshman Seminar will serve to pre-

assess incoming students' critical thinking skills, reading comprehension, quantitative analysis abilities, and communication skills, as related to environmental topics. All pre-assessment results will then be compared with paired samples taken from the capstone seminar in the senior year; the latter will be used as one of the direct measures to ascertain that academic objectives are being met and that all students, including members of underrepresented groups, have mastered the learning outcomes.

With the help of the UW-Parkside Office for Institutional Effectiveness, the Center for Environmental Studies will systematically trace the professional progress of graduates of the program as they move into the workforce, graduate school, and different stages of their careers. The chair of the assessment subcommittee will be responsible for the development of the assessment data required by the first institutional program review five years after implementation and the UW System Joint Review.

Need

A survey of over 150 students in the fall of 2010 evidenced strong support for the need to develop a B.S. in Environmental Studies at UW-Parkside. If a major in Environmental Studies had been an option when they started at the university, 54% of respondents said that they would have considered it as their major, while 26% stated that they would have definitely chosen it as their major. When asked if they thought that a major in environmental studies should be available to students at UW-Parkside, 81% of respondents answered in the affirmative.

The demand for graduates with training focused on the environment continues to be strong and shows no sign of slowing. The U.S. Department of Labor Bureau of Labor Statistics predicts a 28% increase in environmental careers over the next decade, which is much higher than the average for other occupations. Environmental careers are also a growth area regionally. According to data collected for the State of Wisconsin by *Economic Modeling Specialists, Inc.*, the Southeastern region of the state will add approximately 1,000 new public and private jobs in environmental fields by 2016. Concurrent with expected trends in job growth, the demand among students for programs in environmental studies is growing nationwide. A 2009 report by the Association for Environmental Studies and Science suggests that new degree programs in environmental studies have seen "extraordinary growth" over the last two decades, while 58% of existing programs have seen enrollments grow.

Projected Enrollment (5 years)

Table 1 shows a projection of enrollment in the proposed major during the first five years of the program. These numbers are based on growth rates of the minor in Environmental Studies over the last five years, and on typical growth rates for similar programs based on information from the National Council for Science and the Environment (NCSE). The attrition rate is estimated based on typical retention rates for UW-Parkside students at each level of their degree progression, as well as the percentage of students who normally switch majors at some point in their pursuit of a baccalaureate degree.

Table 1: Projected Enrollment-Five Years

Year	Implementation year	2nd year	3rd year	4th year	5th year
New students admitted	10	20	30	35	40
Continuing and transfer students	5	10	15	30	40
Total enrollment	15	30	45	65	80
Graduating students	0	0	5	10	15

Comparable Programs in Wisconsin/outside Wisconsin

The proposed new major at UW-Parkside provides course work, faculty expertise, and outdoor lab space that give students a unique alternative that is not duplicated at other UW System institutions or in surrounding states. By virtue of UW-Parkside's more diverse student body, the pipeline for this program is singular among UW System comprehensive institutions, and will draw students from groups traditionally under-represented in STEM fields. Although several of the comparable comprehensive institutions within the UW-System offer successful baccalaureate degrees in environmental studies or similar fields, each of them has a distinct emphasis that utilizes the expertise of their faculty and/or the natural resources in their local areas. The B.S. in Environmental Studies at UW-Parkside will add to the diversity of options in the UW System program array by taking advantage of the university's singular physical location with its focus on urban and ex-urban environments, and on the restoration and management of these key areas that greatly increase the quality of life in densely populated areas. As is true throughout the state, the majority of universities and colleges throughout the southeastern Wisconsin and northern Illinois region offer programs in environmental studies because they are in high demand and enroll students at capacity. The proposed program will be competitive in this market because it offers reasonable tuition pricing and will serve non-traditional and place-bound students from the region.

Collaboration (Inter-Institutional)

Through its relationship with the online, collaborative B.S. in Sustainable Management, also housed in the Center for Environmental Studies, curricular collaboration and sharing of faculty expertise with UW-Extension and other UW System institutions is on-going. Articulation agreements with local and regional community colleges and two-year institutions are in the planning stage.

Diversity

Diversity is key to UW-Parkside's identity as an institution as it continues to attract a diverse, multi-cultural student body. Faculty who will be teaching in the program are committed community members who advocate for equity and closing the achievement gap. Among University of Wisconsin campuses, UW-Parkside enrolls the highest percentage of students from under-represented minority groups, first-generation students, and students with financial need.

Thus, the B.S. in Environmental Studies is poised to make significant and much-needed progress in increasing the cultural and ethnic diversity in this critical STEM field. The lack of minority representation is particularly acute in the environmental sciences, a problem compounded by the injustice that minorities frequently bear the brunt of environmental problems, including lack of access to clean water, nutritious food, and green space. UW-Parkside actively recruits students from schools and neighborhoods with large minority populations and the proposed program will leverage this advantage in order to attract under-represented students into environmentally related fields.

As principles of inclusive excellence and diversity fall within the distinct mission of UW-Parkside, they are embedded within all curricula. Further, interdisciplinary studies foster diverse perspectives by exposing students to a broad array of disciplines that are led by faculty from diverse backgrounds. Several courses embedded in the curriculum, including *Eco-Critical Theory*, *Environmental Justice* and *Environmental Anthropology*, incorporate diversity as core themes. In addition, several courses include community-based learning components that challenge students to apply their classroom knowledge to real-world situations within their own communities, as well as global issues such as the range in energy density usage across the world, deforestation, colonization, and gender inequalities.

High-Impact Practices

High-impact practices, such as community based-learning, are at the core of the UW-Parkside identity, and therefore several of the proposed program's courses interact directly with community partners to develop and manage urban gardens and to provide nutrition education. A freshman seminar will expose students to the diversity of opportunities in environmental studies, and to research and presentation skills. Further, a capstone requirement will foster independent research including research design, data collection and analysis, information literacy, and strong communication skills.

Evaluation from External Reviewers

Three external reviewers with expertise and experience in the development and implementation of academic programs in environmental studies evaluated the proposed program and recommended approval. All three reviewers saw the proposed program as a good fit for the university and suggested only relatively minor changes, among them ways to strengthen the stated learning goals to be more measurable and data-driven.

Resource Needs

Many resources necessary to implement this program are currently in place. The proposed B.S. in Environmental Studies will be able to efficiently use existing resources, including qualified faculty members as well as existing courses and facilities. Currently, the College of Arts and Sciences has the faculty and expertise in place to effectively deliver the required undergraduate course work for the proposed program without any additional resources, including 7.78 instructional full-time-employees (FTE) dedicated to the courses that support the major. An additional 0.52 instructional FTE is required to implement the program during the

start-up years. With salary, fringe benefits, and a stipend for the program director, this amounts to \$460,536 in personnel costs in the first year of operation. An additional 0.52 FTE has been allocated to cover the small number of new courses that will be exclusively developed for the major (e.g. the freshman seminar and the capstone course).

Academic support resources and appropriate facilities (e.g., indoor laboratory space) are in place. The start-up costs consist of one-time funding of \$92,000 for capital improvement of the outdoor lab space that will allow for the perpetual maintenance of a state-of-the art outdoor lab. An additional \$18,400 is budgeted for student labor to help implement the outdoor laboratory improvements. Library resources will be added at a cost of \$5,000 over the first three years. The university will accommodate those additional start-up costs by adjusting priorities within existing budget lines.

BUDGET: Estimated Total Costs and Resources

CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	7.78	\$431,054	7.78	\$443,986	7.78	\$457,305
Academic/Classified Staff						
Non-personnel						
Supplies & Expenses		\$500.00		\$500.00		\$500
Subtotal Current Costs	7.78	\$431,554	7.78	\$444,486	7.78	\$457,805
ADDITIONAL COSTS						
Personnel						
Faculty/Instructional Staff	0.52	\$26,982	0.52	\$27,791	0.52	\$28,625
Stipend for Program Coordinator		\$2,500		\$2,500		\$2,500
Non-personnel						
Supplies & Expenses		\$19,250		\$1,000		\$1,000
Capital Equipment		\$20,750		\$50,000		\$0
Library		\$0		\$2,500		\$2,500
Other (Student Work)		\$16,000		\$1,200		\$1,200
Subtotal Additional Costs		\$85,482		\$84,991		\$35,825
TOTAL COSTS	8.30	\$517,036	8.30	\$529,477	8.30	\$493,630
CURRENT RESOURCES	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
General Purpose Revenue (GPR)	7.78	\$431,554	7.78	\$444,486	7.78	\$457,805
Subtotal	7.78	\$431,554	7.78	\$444,486	7.78	\$457,805
ADDITIONAL RESOURCES						
GPR Reallocation (carryover)		\$61,602		\$37,231		\$1,643
Other (Tuition Revenue @40%)	0.52	\$23,880	0.52	\$47,760	0.52	\$34,182
Subtotal	0.52	\$85,482	0.52	\$84,991	0.52	\$35,825
TOTAL RESOURCES	8.30	\$517,036	8.30	\$529,477	8.30	\$493,630

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.a.(3), authorizing the implementation of the Bachelor of Science in Environmental Studies at the University of Wisconsin-Parkside.

RELATED REGENT POLICIES

Regent Policy Document 4-12: Planning and Review Principles for New and Existing Academic Programs and Academic Supports Programs

Academic Information Series #1 (ACIS 1.0, revised April 2010): Statement of the UW System Policy on Academic Planning and Program Review

Program Authorization (Implementation)
B.B.A. in International Business
UW-Whitewater

EDUCATION COMMITTEE

Resolution I.1.a.(4):

That, upon the 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 Bachelor of Business Administration in International Business.

NEW PROGRAM AUTHORIZATION

Bachelor of Business Administration in International Business University of Wisconsin-Whitewater

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedures outlined in Academic Planning and Program Review (ACIS-1.0, Revised April 2010), the new program proposal for a Bachelor of Business Administration (B.B.A.) in International Business at the University of Wisconsin-Whitewater is presented to the Board of Regents for consideration. If approved, the program will be subject to a Regent-mandated review to begin approximately five years after its implementation. UW-Whitewater and UW System Administration will conduct that review jointly, and the results will be reported to the Board.

The B.B.A. has been offered at UW-Whitewater with an emphasis in international business since 1980. The proposed major in International Business grows out of this existing emphasis, which allows students to satisfy major requirements by taking courses with international content from both the College of Business and Economics (CBE) and the College of Letters and Sciences. Many factors have contributed to the growth of the international business emphasis, including the advocacy of the College of Business and Economics' Global Business Resource Center (GBRC), increased participation in global projects, the hiring of faculty from around the world, and a growing international student body. Finally, the university has also seen a dramatic growth in short-term and long-term travel study opportunities. The CBE, therefore, strongly supports the development of a more visible B.B.A. in International Business.

REQUESTED ACTION

Approval of Resolution I.1.a.(4), authorizing the implementation of the Bachelor of Business Administration in International Business at the University of Wisconsin-Whitewater.

DISCUSSION

Program Description

The proposed B.B.A. in International Business will be housed in the College of Business and Economics, and several participating departments from the College of Letters and Sciences will supply courses. The Department of Management houses the program director and is responsible for implementation and continuation of the new program.

The overall credits required for graduation are 120. Of those, 44 credits are earned through general education requirements and electives, and 37 credits are required in the general business core. For the International Business major, 16 credits of foreign language (some of

which may be earned through retroactive credits) will be required, along with 24 credits in the international core (three of which also count for general education and diversity). For completion, the proposed major will require moderate proficiency in a foreign language, a semester-long international experience, a cross-cultural communication course, four international business courses, and nine credits (three courses) that allow the student to focus the major in a particular area of business, such as international finance or marketing.

The major in International Business will enable students to develop an understanding of the various functional areas of international business while preparing them for positions in multinational companies, global international institutions, and small businesses. Necessary skills are developed through specialized international courses in economics, finance, management, human resources, law, marketing, and accounting. The goal of the major is to develop students' ability to operate globally through the development of skills and abilities that will allow them to manage multinationals, as well as lead small and mid-sized local companies to become global players. Furthermore, the program will also provide students with the skills and capabilities to analyze the global environment in order to help them take advantage of global entrepreneurial opportunities.

Program Goals and Objectives

All graduates of the program will meet the student learning objectives common to UW-Whitewater B.B.A majors (through the College of Business and Economics' Assurance of Learning objectives). These include ethics, global awareness, analytical skills, decision-making abilities, communication, and technology skills.

Students in the International Business major will: 1) be proficient in a foreign language; 2) be experienced international travelers; 3) communicate effectively both orally and in written form in cross-cultural contexts; 4) be able to analyze business situations given a variety of international economic factors; and 5) be able to articulate effective business practices appropriate in a global environment.

Relation to Institutional Mission

The proposed international business major supports the missions of the University of Wisconsin-Whitewater and the College of Business and Economics in a variety of ways. Consistent with UW-Whitewater's focus on interdisciplinary programs and professional degrees, the major will prepare students for professional careers in international business. The College of Business and Economics' faculty members, across various departments, pursue strong research agendas in the international business field, thus meeting the research and scholarship expectations of UW-Whitewater's mission. Students will be able to work with faculty and potentially participate in activities such as the UW-Whitewater Undergraduate Research Program. Since many Wisconsin's businesses rely on global trade to survive, the proposed B.B.A. in International Business would "serve as a regional cultural and economic resource center" and will be an important contributor to the state, as students will have better skills to navigate the complexities of international trade. The international business major also supports the mission of the College of Business and Economics which is to be "*an inclusive and*

collaborative learning community dedicated to sharing values, knowledge and skills to prepare current and future business professionals to compete successfully and responsibly in a global business environment." The proposed major in International Business will be geared towards providing students with the "values, knowledge and skills" to "compete successfully [...] in a global business environment."

Program Assessment

As part of the College of Business and Economics' Bachelor of Business Administration (B.B.A) degree assessment, all business majors participate in a series of curriculum-embedded measures of skills and knowledge. Both oral and written communication objectives are assessed in a required Business Communication class via established assignments and rubrics. Cross-cultural communication and understanding are assessed in Organizational Behavior and Marketing Principles classes, also required of all business majors. Student outcomes for global learning are evaluated and reported based on direct, embedded measures in Marketing Principles and Economics courses. Additionally, there is a senior exit survey collected from all graduating majors every semester. Such indirect assessment will also provide information regarding a number of learning outcomes related to the major.

In addition to the College and University assessment efforts, the program coordinator will be responsible for the assessment of the program using a variety of means, including student evaluation of instruction (course and teacher evaluations), exit interviews, and coursework feedback (more detail below). However, the College of Business and Economics also anticipates conducting alumni and employer surveys that will serve not only to provide information for further refinement of the program, but also offer a means to stay actively engaged with the College's graduates, which provides a variety of benefits.

In regard to specific feedback for the program, the program coordinator and the Department of Management will oversee the assessment of student learning outcomes. For example, successful completion of the semester abroad and navigation of the difficulties inherent in such an enterprise will provide evidence of the objective of "being experienced international travelers." Debriefing students after their study abroad experiences and requiring reflective essays will provide feedback on the accomplishment of this objective. Written work and project portfolios in foreign languages will be used to assess the course objective of foreign language proficiency.

The program coordinator will ensure that faculty and the program's advisory board members regularly and systematically review indirect and direct assessment data to strategically optimize student learning. As such, program faculty and students will meet regularly with the advisory board to ensure that the program is on track and that students are acquiring the required skills and capabilities. Students will also receive ongoing individual mentoring and feedback from faculty and advisory board members.

Need

The need for an International Business major at UW-Whitewater is motivated by various factors. First, the university's Advisory Board of the Global Business Resource Center, composed mostly of individuals in executive global management positions, attests to the need of such a major in the state of Wisconsin. Advisory Board members note that many of their companies are increasingly looking for individuals with international business skills. Such needs are confirmed when examining current job positions in the state. For instance, a simple search of current job postings on the Job Center of Wisconsin (www.jobcenterofwisconsin.com) with the term 'international' shows a listing of around 600 jobs. Jobs include international service representatives, international sales analyst, etc. As such, it is also important to appreciate the role of international business for the state of Wisconsin since recent economic reports show that Wisconsin saw a growth of exports in most key sectors. Given the importance of global trade, companies need employees with the know-how and resources to conduct the necessary research to help them grow their businesses.

Second, at a national level, various factors suggest that demand for individuals with international business majors will continue to grow. While the U.S. market for most goods and services stays saturated, a recent report by the U.S. Department of Trade and Commerce suggests that most customers (95%) for goods and services live outside of the U.S. Therefore, it is important for companies to try to tap such customers and enhance their international capacity. Around 60% of companies derive 20% of their revenues from international operations. As such, being able to understand the global market is critical.

Projected Enrollment (5 years)

The enrollment projections outlined in Table 1 are based on data obtained prior to 2010. The available junior- and senior-level data indicate that approximately 30% of the junior/senior majors graduate in a given year. The numbers below show freshman-senior enrollments and reflect an attrition rate that is adapted accordingly. Data from the B.B.A in Entrepreneurship, which also grew from an emphasis to a major, has seen growth similar to that estimated below.

Table 1: Enrollment Projections

Year	Implementation year	2nd year	3rd year	4th year	5th year
New students admitted	25	30	32	35	35
Continuing students	77	82	82	84	89
Total enrollment	102	112	114	119	124
Graduating students	20	30	30	30	35

Comparable Programs in Wisconsin

UW-La Crosse, UW-Eau Claire, and UW-Madison are among the UW System institutions accredited by the Association to Advance Collegiate Schools of Business (AACSB) that offer an International Business major. Private universities such as Marquette and the Milwaukee School of Engineering also provide International Business majors. However, adding

the proposed new major to UW-Whitewater's array is important because it will serve students primarily in the southeastern corridor region and help to address both the need for qualified employees and current economic difficulties.

Comparable Programs Outside of Wisconsin

The University of Minnesota offers an International Business major on the Twin Cities campus. While similar to the proposed program at UW-Whitewater in key curricular aspects, it serves a different pipeline of students.

Collaboration (inter-institutional)

Through collaborative agreements with other UW System institutions as well as the University Studies Abroad Consortium (USAC) and International Studies Abroad (ISA), both in-bound international students and out-bound Wisconsin students will be able to take advantage of the study abroad opportunities offered by UW-Whitewater. Although many students would take advantage of the study abroad opportunities offered by UW-Whitewater, others may choose to take advantage of study abroad opportunities offered by other UW System schools or other providers such as USAC and ISA, particularly if the student's interests are not met by Whitewater's offerings. No collaborations with nearby UW System institutions are planned.

Diversity

Diversity Perspectives (Program goals for student learning, curriculum, pedagogy)

UW-Whitewater's curriculum in International Business will offer courses that entail an in-depth discussion of cultures and ways to appropriately appreciate and understand differences. Success for the multinational company lies in its workers' abilities to deal adequately with cultural and other differences.

Students (Recruitment & Retention)

All programs in the College of Business and Economics work with the Minority Business Program to attract and support minority students. Specifically, the Minority Business Program serves students of African American, Asian, Hispanic and Native American backgrounds by providing advising assistance and academic support to help these students succeed in their business major. The department and the program director will also work closely with the Minority Business Program to ensure that minority students in the International Business major succeed. In addition, the College of Business and Economics has implemented the Summer Business Institute, which introduces minority students to college and the opportunities offered by business majors. Minority students are brought on campus for a week in summer to learn about business. Faculty and ambassadors of the new International Business major program will participate in the program to publicize the major and emphasize important elements of the program.

Recent studies suggest that a growing number of women are attracted to international careers and current enrollment in international management courses in the department of Management shows an equitable balance between males and females. The director will work towards the goal that all faculty members involved in the program be involved in efforts to attract and retain students with diverse backgrounds. In addition to faculty involvement with the Summer Business Institute, a number of faculty members work with the McNair Program on undergraduate research and other projects. These and other efforts will continue to make the program as diverse as possible.

Faculty and Staff (Recruitment & Retention)

UW-Whitewater has many mechanisms and processes in place to ensure that members of minority backgrounds are recruited and stay at the university. Starting with the recruitment process, the Human Resources department now makes it a requirement that the chair of any search committee meets with the Assistant to the Chancellor for Affirmative Action & Diversity to discuss appropriate advertising and interviewing procedures to encourage and recruit minority faculty members. Once such faculty is hired on campus, there are other mechanisms in place to ensure their retention. For instance, the First Year Program provides important advice and assistance to help newly hired tenure-track faculty succeed. The UW-Whitewater Chancellor's Committee on Inclusive Excellence is dedicated to "advancing diversity in all its forms" and to coordinating campus-wide support for such endeavors. Additionally, the campus has a Women's Issues Committee that celebrates Women in Leadership positions on campus. The university also provides Faculty Diversity Research Awards. These awards typically provide release time to minority tenure-track faculty members to pursue research.

High-Impact Practices

UW-Whitewater engages in many high-impact practices, such as offering more than 80 sections of the "New Student Seminar," many of which are taught by College of Business and Economics faculty and staff. The College offers seven learning communities which focus on business areas of interest and issues, and also provides for supplemental instruction in the difficult sophomore-level business courses. As mentioned above, the College and the Minority Business/Teacher Preparation Program offer the week-long *Small Business Institute* during summers to introduce first-generation college students to college. Additionally, many faculty members of the College are now involved in the undergraduate research program. UW-Whitewater's undergraduate researchers have presented their findings to the National Conference on Undergraduate Research. The College also focuses on service learning (20 hours required for a B.B.A. degree) and initiatives in support of global understanding.

Evaluation from External Reviewers

The proposed program was reviewed by a faculty member and program chair from a leading international business and management institution in India with extensive experience with Indian multinationals. Two chief executive officers of companies heavily involved in global trade also reviewed the proposal and commented on the need for the major and the strengths of the proposed curriculum.

In order to address one reviewer's identification of the lack of an international internship as a significant weakness of the curriculum, the curriculum includes a "semester abroad" requirement for all students that will provide in-depth global expertise similar to an internship. Credit-bearing international internships would be an option for students in the major, but will not be required. Furthermore, collaboration with other campus institutes such as the Global Business Resource Center will also provide students with the opportunity to experience global businesses.

Resource Needs

Currently, 2.0 instructional full-time equivalent (FTE) staff are dedicated to the courses that will be used in the major. These FTE are sufficient to implement the program during the start-up years. With salary, fringes and benefits, this is \$280,000 in personnel costs. Other resources, such as academic support resources (e.g., library) and facilities resources (e.g., capital equipment) are already in place. The start-up costs consist of funding for a coordinator of the program with 0.13 FTE at \$5,000. The university will be able to accommodate those additional costs by adjusting priorities within existing budget lines. No new space will be needed as the program will be housed in the already existent Department of Management, and the library already provides many of the resources needed for the program. The Year One costs for implementation of this program are estimated at \$291,500 with only \$5,500 constituting new costs.

Because many courses are already being offered as part of the existing emphasis, the major will not require new faculty in the short term. The long-term implications to the budget are challenging to estimate as the courses required for the proposed major are also taken by other majors. Therefore, staffing numbers will fluctuate based on the growth of this program as well as the demand from other programs. UW-Whitewater currently estimates that implementation costs for Years Two and Three will rise due to inflationary costs.

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.a.(4), authorizing implementation of the Bachelor of Business Administration in International Business at the University of Wisconsin-Whitewater.

RELATED REGENT POLICIES

Regent Policy Document 4-12: Planning and Review Principles for New and Existing Academic Programs and Academic Supports Programs

Academic Information Series #1 (ACIS 1.0, Revised April 2010): Statement of the UW System Policy on Academic Planning and Program Review

BUDGET FORMAT: Estimated Total Costs and Resources

	FIRST YEAR		SECOND YEAR		THIRD YEAR	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	2.0	\$280,000	2.0	\$285,000	2.0	\$290,000
Non-instructional Academic/Classified Staff	0	\$0	0	\$0	0	\$1,500
Non-personnel						
Supplies & Expenses		\$500		\$500		\$500
Capital Equipment						
Library		\$500		\$500		\$500
Computing		\$5,000		\$0		\$0
Other (Define)						
Subtotal		\$286,000		\$286,000		\$292,500
ADDITIONAL COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	0.13	\$5,000	0.13	\$5,000	0.13	\$5,000
Non-personnel						
Supplies & Expenses		\$500		\$500		\$500
Subtotal		\$5,500		\$5,500		\$5,500
TOTAL COSTS		\$291,500		\$291,500		\$298,000
CURRENT RESOURCES						
General Purpose Revenue (GPR)		\$286,000		\$286,000		\$292,500
Subtotal		\$286,000		\$286,000		\$292,500
ADDITIONAL RESOURCES						
GPR Reallocation		\$5,500 (internal reallocation)		\$5,500 (internal reallocation)		\$5,500 (internal reallocation)
Subtotal		\$5,500		\$5,500		\$5,500
TOTAL RESOURCES		291,500		\$291,500		\$298,000

Program Authorization (Implementation)
Online Master of Science in Nursing
UW-Green Bay

EDUCATION COMMITTEE

Resolution I.1.a.(5):

That, upon the recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor be authorized to implement the Online Master of Science in Nursing.

NEW PROGRAM AUTHORIZATION
Online Master of Science in Nursing
Leadership and Management in Health Systems
University of Wisconsin-Green Bay
EXECUTIVE SUMMARY

BACKGROUND

In accordance with the procedures outlined in the Academic Planning and Program Review (ACIS-1.0 revised April 2010), the new program proposal for an online Master of Science in Nursing in Leadership and Management in Health Systems at UW-Green Bay is presented to the Board of Regents for consideration. If approved, the program will be subject to a Regent-mandated review to begin five years after its implementation. UW-Green Bay and UW System Administration will conduct that review jointly, and the results will be reported to the Board.

The Master of Science in Nursing (MSN) Leadership and Management in Health Systems will be housed in the College of Professional Studies, along with UW-Green Bay's baccalaureate nursing programs. As the healthcare system becomes increasingly complex, there is need for nurses with advanced preparation in leadership and management and the proposed degree program will address that need. Nurses with a master's degree in Leadership and Management in Health Systems will be employed across the continuum of healthcare settings. Graduates will provide leadership to direct care providers, manage departments, mentor staff, and collaborate to design new processes and workflows to improve the quality and efficiency of care delivery.

REQUESTED ACTION

Approval of Resolution I.1.a.(5), authorizing the implementation of an online Master of Science in Nursing in Leadership and Management in Health Systems at UW-Green Bay.

DISCUSSION

Program Description

The Professional Program in Nursing is located organizationally in the College of Professional Studies at UW-Green Bay. The program delivers high quality, online nursing education at the baccalaureate level with campus-based, online state collaborative, and online national tracks for Registered Nurse (RN) to Bachelor of Science in Nursing (BSN) Completion. The Master of Science in Nursing (MSN) Leadership and Management in Health Systems will build on the baccalaureate generalist nursing degree.

The MSN Leadership and Management in Health Systems is intended for RNs holding a bachelor's degree in nursing. The program will be fully online and will be based on a cost-recovery financial model. This master's degree provides advanced coursework in leadership and management to improve care at multiple levels across the continuum of healthcare settings. The curriculum will provide students with knowledge and skills to improve outcomes in areas of

quality processes, cost savings, and patient satisfaction. Core content within the curriculum includes leadership, fiscal management, evaluative methods, information systems, healthcare policy, communication, and organizational behavior. The curriculum will be comprised of didactic and practicum courses. Practicum experiences will be arranged with healthcare facilities near students' home or work.

Program Goals and Objectives

Consistent with the mission of the Professional Program in Nursing at UW-Green Bay, the new program aims to: 1) provide high-quality, student-centered graduate nursing education that builds on prior experience, knowledge, and skills of RNs; 2) Prepare students to think critically and address complex health issues in a multicultural and evolving world; and 3) Meet the needs of the nursing profession and society to improve health and healthcare delivery.

Specifically, student outcome objectives include:

- Integrate knowledge and skills from sciences and humanities in nursing practice;
- Apply knowledge and skills necessary for organizational and systems leadership;
- Develop knowledge and skills regarding quality improvement and safety;
- Translate and integrate scholarship into practice;
- Use informatics and healthcare technologies in nursing leadership and management;
- Advocate for policies that improve health;
- Collaborate inter-professionally to improve patient and population health outcomes;
- Lead and manage clinical prevention and population health interventions; and
- Incorporate knowledge and skills from nursing and other sciences in master's level nursing management and leadership practice.

Relation to Institutional Mission

The MSN in Leadership and Management in Health Systems aligns well with the select mission of UW-Green Bay by emphasizing problem-focused learning in healthcare systems leadership and management and preparing students to think critically and address complex issues in healthcare. Interdisciplinary communication is a core competency of the program to equip the master's prepared nurse to function effectively in healthcare teams and assume accountability for patient outcomes. Students and graduates will exemplify engaged citizenship in implementing the master's level nursing standards. The program will meet the needs of the nursing profession and society to improve health and healthcare delivery. The development of a nursing master's degree in Leadership and Management in Health Systems is consistent with UW-Green Bay initiatives focused on building graduate programs, and the need for a graduate program in nursing has consistently been recognized.

Program Assessment

Ongoing assessment of the baccalaureate nursing program at UW-Green Bay is consistently performed, and a similar assessment methodology will be extended to the master's program. Assessment of the program will be guided by the extensive accreditation review

processes required by the Commission on Collegiate Nursing Education, as well as by the UW-Green Bay campus-level program review and Graduate Faculty Board of Advisors processes. Implementation of an assessment and evaluation plan will be the responsibility of two committees in the Professional Program in Nursing, the Curriculum Development Committee and the Assessment and Evaluation Committee. These committees, in accordance with the Nursing Program bylaws, meet at least two times per semester. The assessment and evaluation plan for the MSN Leadership and Management in Health Systems will, in accordance with accreditation standards, include course-specific assessment, overall curriculum assessment, and assessment of enrolled students, graduates, and alumni.

For enrolled students, mastery of course-specific content will be evaluated through individual course evaluation and completion of a practicum evaluation tool by both students and faculty. Faculty will evaluate achievement of student learning outcomes throughout the program. Satisfaction with the program will be assessed through virtual student meetings that students can participate in every semester.

Graduates will complete a Program Satisfaction Survey measuring satisfaction with courses, technology, and student services, including advising. Graduates will also complete a Career Update Survey measuring the types of positions they hold, salary, membership in professional organizations, and certifications that they hold. Additionally, graduates will complete a Proficiency Survey that measures self-reporting of the degree to which student learning outcomes were met. At one year post-graduation, alumni will again be asked to complete a Proficiency Survey and Career Update Survey. The percentage of students that take and pass a volunteer certification exam will be monitored.

Other methods to evaluate the program include an employer survey, preceptor feedback evaluation from practica, and review of formal student grievances on a yearly basis. The Assessment and Evaluation Committee will handle collection and analysis of data, and provide a report of findings to the nursing governance committee. Findings will be used to facilitate ongoing program improvement as well as for accreditation purposes.

Need

Because of the increasing complexity of healthcare and healthcare systems, there is need for nurses with advanced preparation in leadership and management. The Institute of Medicine has published landmark reports (in 2001, 2003, 2004, 2010) that describe the complex, often ineffective, and expensive U.S. health system and recommend leadership in improving quality, safety, and efficiency. The American Association of Colleges of Nursing (AACN, 2011), in collaboration with healthcare leaders, revised the *Essentials of Master's Education in Nursing* with an emphasis on leadership, quality, and safety. The Institute of Medicine *Future of Nursing Report* (2010) provides recommendations to improve leadership preparation of nurses including the following specific recommendations: 1) expand opportunities for nurses to lead collaborative improvement efforts; 2) prepare nurses to lead change to advance health; and 3) improve the percentage of baccalaureate graduates who continue into master's and doctoral programs within five years of graduation. Current data from the Wisconsin Center for Nursing survey of

Registered Nurses in Wisconsin (77,553 respondents) indicate that only 9% of nurses in Wisconsin have a masters or higher degree in nursing.

At the Wisconsin Organization of Nurse Executives Chief Nurse Officer Retreat in August 2011, the need for education of nurses for administration and management was expressed. Participants also encouraged development of a master's level program in administration and management. This was further supported by the UW-Green Bay Professional Program in Nursing survey of Directors of Nursing of Wisconsin hospitals about the planned MSN program in 2011. Approximately 92% of the Directors of Nursing reported that their institutions would hire MSN-prepared nurses with the skills emphasized in the proposed program. In fact, 22% anticipated hiring four or more nurses with this kind of degree. Directors of Nursing reported that nurses with an MSN in Health Systems could contribute to their organizations by improving safety and quality (92%), providing general leadership and management (92%), reducing cost/improving efficiency (84%), improving care transition processes (82%), and in other ways (26%). A total of 89% of respondents reported that their institutions would provide scholarships and/or tuition assistance for their employees who would participate in an MSN in Leadership and Management in Health Systems.

Nurses with a master's degree in Leadership and Management in Health Systems will be employed across the continuum of healthcare settings. Graduates will provide leadership to direct care providers, manage departments, mentor staff, and collaborate to design new processes and workflows to improve the quality and efficiency of care delivery.

Employment for health systems managers is expected to grow 16% from 2008 to 2016, according to the US Bureau of Labor Statistics. It is predicted to be especially strong "for applicants with work experience in healthcare and strong business and management skills" (US Bureau of Labor Statistics, 2009). While a bachelor's degree in nursing with appropriate work experience may, at some institutions, be sufficient early in a nurse leader or manager's career, nursing service leaders and managers are typically selected from nurses with graduate degrees. Additionally, there is a demand for nurse educators throughout the country. At the state and national levels, there is a significant and growing shortage of master's and doctorally prepared faculty in nursing. Demand for nursing faculty has grown as the number of nursing education programs have increased. The Leadership and Management in Health Systems master's curriculum will address knowledge and skills critical for associate and baccalaureate nursing education. A nurse with this degree would be able to work as an instructor in an associate or baccalaureate degree nursing program.

Student demand is present for the proposed MSN Leadership and Management in Health Systems. The Professional Program in Nursing and Continuing Education Outreach and E-Learning (CEOEL) receives over 70 requests a year from potential students for online master's programs. According to data collected for accreditation purposes, 41% of graduates from the Professional Program in Nursing enroll in graduate programs one year after completing the BSN program. The proposed program will be especially attractive to UW-Green Bay graduates from the campus-based, state online (BSN@Home), or national online (BSN-LINC) programs. A 2008 survey of current students and new graduates showed interest in graduate education at UW-Green Bay. In response to open-ended questions, survey participants expressed desire for

an online program from a credible master’s degree-granting institution. Many students commented on the quality of UW-Green Bay in considering a master’s program. One student comment indicated, “Reputation and current experience with UW-GB would greatly interest me in completing a Master’s with UW-GB.”

Projected Enrollment

Projected enrollment in the MSN Leadership and Management in Health Systems is 12 students in the implementation year, with growth to 16 students in the cohort starting in Year 5. The program is based on a part-time cohort model for licensed nurses who are currently working. Students will complete the program starting with an orientation and including six semesters (two summers) of sequential courses culminating in a graduate-level practicum placement. New cohorts will start every two years.

	Year 1	Year 2	Year 3	Year 4	Year 5
New students admitted	12	0	14	0	16
Continuing students	0	10	0	11	0
Total enrollment	12	10	14	11	16
Graduating students	0	10	0	11	0

Comparable Programs

Within the UW System, UW-Eau Claire and UW-Milwaukee have the only directly related non-clinical programs. UW-Eau Claire has an MSN with a focus area of nursing administration (not online). The last class in this focus area was admitted in Summer 2011, as the program is transitioning to the Doctor of Nursing Practice (DNP), leaving a gap for nurses interested in master’s-level preparation in this area. UW-Milwaukee has a dual MN/MBA program which is online. This dual program is comprised of 58 credits.

UW-Oshkosh has an online clinical nurse leader program. Clinical nurse leadership focuses on delivery at the point of care and improving the microsystem. In contrast, the proposed MSN in Leadership and Management in Health Systems at UW-Green Bay will be a non-clinical program with a focus on leading and managing people, programs, and processes in a wide range of healthcare systems.

Outside of the UW System, the only similar graduate program in the state is the MSN Healthcare Systems Leadership at Marquette University in Milwaukee. This program is not online. Regionally, there is one online nursing program in healthcare administration (at Benedictine University in Lisle, IL), and a number of programs not online such as Rush University’s Health Systems Management (Chicago, IL), Loyola University’s MSN Health Systems Management (Chicago, IL), and the University of Michigan’s MS Dual Degree Program in Nursing and Health Services Administration (Ann Arbor, MI).

Across the country, there are a number of similar online programs including those offered by the University of Phoenix, Loyola University (New Orleans, LA), Vanderbilt University

(Nashville, TN), Jacksonville University (Jacksonville, FL), Drexel University (Philadelphia, PA), and Gonzaga University (Spokane, WA).

Collaboration

Collaboration among UW schools is valued in the UW System and benefits each partner with resource sharing and the development of relationships. Collaborative master's programming with UW-Oshkosh was pursued in 2009-2010 but, ultimately, UW-Oshkosh decided to develop its own online Master of Science in Nursing with a Clinical Nurse Leader emphasis. It is anticipated that credits from selected nursing graduate courses at other UW Nursing programs (e.g., Clinical Prevention and Population Health) would be transferrable to the UW-Green Bay program.

Diversity

The online nature of the proposed program makes it accessible to nurses in rural and underserved areas and to nurses who are members of underrepresented minority groups. Marketing efforts will include areas where students with diverse backgrounds are located (e.g., Illinois). Program information will be made available through employers of nurses and schools of nursing in those areas, as well as through newsletters of diverse nursing associations (e.g., Hispanic and Black nursing organizations).

There is currently low diversity in faculty in the Professional Program in Nursing. Future hiring of faculty and associate lecturers for the MSN will target underrepresented groups through direct advertising and outreach. Efforts to increase instructor diversity are consistent with the University's diversity initiatives and how it conducts any search process.

Infusion of knowledge related to cultural diversity will be integrated into MSN courses, including "Economics and Policy in Health Systems," "Clinical Prevention and Population Health," "Human Resources and Communication in Health Systems," "Environmental Health and Sustainability," and the Practicum I, II, and III courses. Diverse populations will be represented in clinical settings used for practicum courses. Clinical preceptors from healthcare institutions will add diverse perspectives as well.

Evaluation from External Reviewers

In Fall 2011, two consultants reviewed the proposal for the online MSN Leadership and Management in Health Systems at UW-Green Bay, Dr. Karen Stefaniak, a Robert Wood Johnson Executive Nurse Scholar, and Dr. Mary Zwygart Stauffacher, a Professor and Head of the Graduate Programs at the University of Wisconsin-Eau Claire. The consultants met with faculty to discuss their reviews and suggestions for strengthening the proposed program. They both found the proposed MSN program needed and well thought out. Based on their recommendations, several changes were made, including changing the program title to include the word "Leadership." The "Evaluation and Research in Health Systems" course was moved to the first semester and additional specific content was delineated in several courses. An additional practicum, focusing on evidence-based care, was added and practicum hours were

adjusted. “Statistics” was changed from being a course prerequisite to a requirement for admission.

Resource Needs

No additional tenure track faculty or classified staff are required to initiate the proposed program. There is a commitment by UW-Green Bay Provost Julia Wallace to support additional staffing, if needed, through growth in program enrollment and revenues. Other resources are not needed at this time. Current infrastructure that is in place for the online RN-BSN program tracks, including library resources, student services, technical support facilities and capital equipment, will be extended to the proposed MSN program.

Operating Budget and Budget Narrative. Consistent with UW System principles and practices, a cost recovery model will be used for this graduate distance education program. The proposed UW-Green Bay online master’s program will identify distance education costs (such as instruction, development, support services, electronic delivery, and administration) using a common methodology. More specifically, nursing will use its experience with the online undergraduate programs it offers (BSN@HOME and BSN-LINC) to assist in the determination of cost and the necessary fees required to meet program expenses. Tuition collected will be used to cover the costs of instruction, administration, technology support, advising, and marketing.

Program revenue is estimated from projected tuition and enrollments. Year 1 and 2 revenue is based on an estimate of \$551 per credit tuition. It is anticipated that Year 3 tuition will be \$579 per credit (a 5% increase). This amount is based on the projected program costs and is competitive with comparable programs across the country, which range from \$540 to \$1,088 per credit for online programs, and \$433 to \$945 for face-to-face programs. UW-Green Bay’s current graduate tuition is \$462.16 per credit. There are presently no online graduate programs at UW-Green Bay.

Current costs are those that support existing personnel and/or courses that will be incorporated into the proposed program. In Year 1, UW-Green Bay Nursing faculty will be reassigned to teach 6 credits in the MSN program. Associate lecturers will be used to backfill the reassigned 6 credits of undergraduate teaching (\$9,689). Additionally, a 6 credit course release for the graduate program chair (\$9,689) and administrative support (Academic Department Associate) of .1 FTE (\$5,772) will be used in the proposed MSN program.

Additional costs are those that will be added to the department budget to support additional personnel and/or courses required by the proposed program. Non-personnel costs, including supplies, marketing and travel, are estimated at \$6,000. **Years 2 and 3 current costs** will follow a similar pattern with \$7,000 of additional costs for accreditation in year 2 and \$500 in year 3. Personnel costs reflect a 3% increase in year 3.

BUDGET FORMAT: AUTHORIZATION TO IMPLEMENT

	First Year		Second Year		Third Year	
CURRENT COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	0.57	\$19,378	0.57	\$19,378	0.57	\$19,958
Graduate Assistants						
Non-instructional Academic/Classified Staff	0.1	\$5,772	0.1	\$5,772	0.1	\$5,946
Non-personnel						
Supplies & Expenses						
Capital Equipment						
Library						
Computing						
Other (Define)						
Subtotal		\$25,150		\$25,150		\$25,904
ADDITIONAL COSTS	#FTE	Dollars	#FTE	Dollars	#FTE	Dollars
Personnel						
Faculty/Instructional Staff	0.4	\$43,437	0.4	\$43,437	0.4	\$44,743
Graduate Assistants						
Non-instructional Academic/Classified Staff	0.25	\$16,470	0.25	\$16,470	0.25	\$16,965
Non-personnel						
Supplies & Expenses		\$6,000		\$8,000		\$9,000
Capital Equipment						
Library						
Computing						
Other (accreditation fees)				\$7,000		\$500
Subtotal		\$65,907		\$74,907		\$71,208
TOTAL COSTS		\$91,057		\$100,057		\$97,112
CURRENT RESOURCES						
General Purpose Revenue (GPR)						
Gifts and Grants						
Fees						
Other (tuition)						
Subtotal		\$0		\$0		\$0
ADDITIONAL RESOURCES						
GPR Reallocation (list sources)						
Gifts and Grants						
Fees						
Other (Tuition)		\$112,404		\$93,670		\$137,802
Subtotal		\$112,404		\$93,670		\$137,802
TOTAL RESOURCES		\$112,404		\$93,670		\$137,802

RECOMMENDATION

The University of Wisconsin System recommends approval of Resolution I.1.a.(5), authorizing the implementation of the Online Master of Nursing at the University of Wisconsin-Green Bay.

RELATED REGENT POLICIES

Regent Policy Document 4-12: Planning and Review Principles for New and Existing Academic Programs and Academic Supports Programs
Academic Information Series #1 (ACIS 1.0, revised April 2010): Statement of the UW System Policy on Academic Planning and Program Review

**REVISIONS TO THE UW SYSTEM
ACADEMIC PROGRAM PLANNING, REVIEW, AND APPROVAL PROCESS**

EXECUTIVE SUMMARY

BACKGROUND

In summer 2011, the President's Advisory Committee on the Roles of UW System Administration undertook a broad reconsideration of the roles of UW System Administration. In response to the Advisory Committee's report, President Reilly issued a set of recommendations to address the Committee's major findings. President Reilly's response included the recommendation to restructure the process of academic program planning and review, an area highlighted by the Advisory Committee as warranting revision.

In winter 2012, the University of Wisconsin System Program Planning and Review Working Group was convened by Senior Vice President Mark Nook to conduct a comprehensive review and restructuring of UW System program planning and review policies and processes, in accordance with the direction issued by President Reilly in his response to the Advisory Committee's recommendations. The goal of the Working Group was to develop new policies and processes that would reduce the role of UW System Administration in assessing the academic quality of proposed programs and direct its focus towards the maintenance of an appropriate array of degree options across the state.

At its June 7 meeting, the Board of Regents Education Committee will discuss the changes proposed by the working group to the academic program planning, review, and approval process, as well as a preliminary proposal on the UW System Administration's academic program array management role. The Committee will also discuss draft revisions to Regent Policy Document (RPD) 4-12: *Planning and Review Principles for New and Existing Academic Programs*. At its August meeting, the Board will be asked to adopt the revised process and approve a revised RPD.

REQUESTED ACTION

For information only; no action requested at this time.

DISCUSSION

The UW System Program Planning and Review Working Group included representation from every UW institution, with provosts, deans, faculty, and academic staff among its members. The charge to the Working Group was to:

1. Assess the roles played by UW institutions, the Board of Regents, and the UW System Office of Academic Affairs in program planning and review;
2. Conduct a comprehensive review of the current policies and processes for reviewing and approving new degree programs in the UW System; and

3. Propose to UW System Administration new policies and processes that would: reduce the preparation time needed for institutions to submit new degree program proposals; increase flexibility in the development of new degree programs; reduce UW System Administration's role in assessing the academic quality of proposed programs; and direct the focus of UW System Administration's role in program planning and review towards the maintenance of an appropriate array of degree options across the state.

Between late January and mid-May, the Working Group convened ten times to carry out the charge; sub-groups also met to draft revisions to specific components of the process. Members reviewed all relevant requirements and policies, including state statute, Regent policy, and UW System policy, and delved deeply into the roles played by the Board of Regents, UW institutions, and UW System Administration, in particular the Office of Academic Affairs. The Working Group developed a revised process for program planning, review and approval, along with a preliminary proposal for the academic program array management role for UW System Administration. In preparation for sharing these two documents with the Education Committee, they have been reviewed by UW Provosts. The formal report of the Working Group is currently being drafted and will be shared with the Board of Regents at its August meeting.

The revised process developed by the Working Group will replace Academic Information Series 1.0 (ACIS 1.0): University of Wisconsin System Academic Program Planning and Review (revised April 2010). ACIS 1.0 has served as the principal UW System policy on academic programs, and has provided guidance for how program planning, review, and approval are conducted by UW institutions, the UW System Office of Academic Affairs, and the Board of Regents. The document specifies the roles each of these entities plays in the process of requesting, entitling, authorizing, implementing and reviewing new academic programs, and is followed by all UW institutions.

While several changes and updates have been made over the years to the process detailed in ACIS 1.0, the revisions proposed by the Working Group at the direction of President Reilly and Senior Vice President Nook are substantive and the result of a comprehensive reevaluation. The key components of the revised process may be summarized as follows:

- Entitlement: the current entitlement process will be replaced with a "pre-authorization" process, in which the institution submits a concise "letter of intent" to plan a new program. The letter of intent is shared with all UW institutions and the Office of Academic Affairs for a brief comment period. The Office of Academic Affairs has the authority to approve or deny the pre-authorization.
- Authorization: changes to the current authorization process will include a reduced role for UW System Administration and a reduced timeline for bringing new programs to the Board of Regents. The Office of Academic Affairs will no longer work collaboratively with the institution in developing a new program proposal, a process that was both time- and labor-intensive. Institutions will submit to the Office of the President a short proposal and a letter of commitment from the Chancellor or Provost. The Office of Academic Affairs will then notify the proposing institution's Chancellor and Provost of the President's decision whether or not to recommend the proposed program to the Board

for approval. Consistent with current practice, new program proposals will only be brought to the Board at the recommendation of the UW System President.

- Joint Review: the involvement of the UW System Office of Academic Affairs in the five-year review of new academic programs will be eliminated. Institutions will follow their own regularly scheduled review processes and continue Higher Learning Commission and other accreditation reviews, as required.

The revised process also contains a section on institutional quality control, outlining what information needs to be available and reported by institutions to the Board of Regents and UW System Administration in fulfillment of their statutory and other policy-defined roles.

As charged, the Working Group developed a preliminary proposal on the UW System Administration's academic program array management role. Further clarification of the array management role, including detailed responsibilities, will be undertaken by the President and the Office of Academic Affairs, through consultation with the Regents, Chancellors, Provosts, Faculty Reps, and others.

While the Working Group was not charged with revising Regent policy, changes to the entire program planning and review process—and hence to ACIS 1.0—entail revisions to the related Regent policy. The principal Regent policy addressing academic programs is Regent Policy Document 4-12: *Planning and Review Principles for New and Existing Academic Programs and Academic Support Programs* (Adopted 5/9/97). As currently written, RPD 4-12 does nothing more than to adopt ACIS 1.0 as policy for how UW System institutions plan, implement, and review new academic programs. It does not meet the newly established principles for what constitutes an RPD; i.e., it does not establish a fundamental principle, serve as an enduring statement, or communicate the Board's expectations for the UW System and/or UW institutions. The revised RPD being drafted—including a different name—does meet these principles, in particular by addressing the broad roles to be played by the Board of Regents, UW institutions, and UW System Administration in the planning, review, and approval of new academic programs.

RELEVANT REGENT AND UW SYSTEM POLICIES

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

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

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

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

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

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

Academic Planning Statement 1 (ACPS 1.0): University of Wisconsin Planning Principles (February 1975)

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

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

Recommendations of the Program Planning and Review Working Group

UW System New Program Approval Process

Each University of Wisconsin System institution has its own internal processes for developing, approving, and reviewing new degree programs. The policies outlined in this document are intended to guide degree program approval as determined by the UW System on behalf of the UW System Board of Regents (BOR).

The process for program approval includes: 1) a pre-authorization phase in which the institution submits a Notice of Intent; 2) an authorization phase in which the institution submits a brief proposal and a Letter of Commitment from the proposing institution's Chancellor, Provost, or specified designees to the BOR for approval; and 3) an implementation phase in which the institution will notify the Associate Vice President (AVP) of the UW System Administration Office of Academic, Faculty, and Global Programs Affairs (AFGP) or its successor when it will implement the new program.

Good practice dictates that UW institutional leaders informally update the AFGP about nascent and emerging ideas for new programs before planning is well-advanced to allow for consultation and exchange of information that may be relevant to the early planning process. Provosts or specified designees will have an opportunity to provide this information in the annual program planning report that is provided to UW System Administration (UWSA). Alternatively, at any time, provosts or specified designees are invited to consult informally with the AFGP on new program planning.

I. Pre-Authorization: Notice of Intent

Audience

The intended audience for the Notice of Intent is UW Chancellors, Provosts and their staff members, as well as UWSA administrators and staff.

Content/Structure of the Notice of Intent

This public document should be no longer than two pages and include the following information:

- A. Name of proposed degree, institutional setting, mode of delivery, and institutional contact information. Information on other required approvals to offer the program beyond the BOR (such as accreditation bodies, including the Higher Learning Commission) should be included.
- B. Clear statement on how the program fits with institutional mission, strategic plan, and existing program array.
- C. Program description.
- D. Need for program (brief description of programs in the context of local, regional, and systemwide programs).

Process

- A. After completing preliminary institutional planning processes, the proposing institution's Chancellor, Provost, or specified designees will send the Notice of Intent to the AVP of AFGP and to the provosts or specified designees at all UW System institutions.
- B. Institutions will have 10 working days to review the Notice of Intent and respond to the proposing institution's Provost or specified designees with the following:
 1. Opportunities for potential collaboration.
 2. Serious concerns, including questions of duplication.
 3. General comments regarding other aspects, such as the compatibility of the proposed program with the institution's mission.
- C. Institutions may request from the proposing institution's Provost or specified designees additional time to respond, typically no longer than 10 working days. Concurrent with the institutional review, the AVP of AFGP will have 10 working days to conduct a review of the Notice of Intent focusing on overall systemwide program array and other matters in accordance with BOR and UWSA policy (see attached "Components of UWSA Program Array Management"). A response to the Notice of Intent will be shared with the proposing institution's Provost or specified designees and the Senior Vice President of the UW System Office of Academic and Student Affairs.
- D. At the end of the comment period, the proposing institution's Provost or specified designees will compile all responses and forward them to the AVP of AFGP and to the provosts or specified designees at all UW institutions.
 1. If an institution has not responded with comments or concerns by the end of the comment period, this will be interpreted to mean that it has no serious concerns or issues.
 2. If there are concerns, issues, or opportunities for collaboration, within 20 working days, the proposing institution's Provost or specified designees will consult with those institutions raising them, and submit a document to the AVP of AFGP that outlines how the concerns, issues, or opportunities for collaboration will be addressed.
 - a. If any institution judges that the concerns, issues, or opportunities for collaboration are not adequately addressed, that party will notify the proposing institution's Provost or specified designees and the AVP of AFGP, and request mediation by the AVP of AFGP. The issue will be resolved within 10 working days.
- E. If no mediation is requested, or after the mediation period, the AVP of AFGP will approve or deny the request for pre-authorization within 10 working days, following receipt of comments. The pre-authorization will expire after five years.
 1. In the event that a request for pre-authorization is denied, the institution may appeal to the Senior Vice President of the UW System Office of Academic and Student Affairs. The decision of the Senior Vice President is final.

II. Authorization

Audience

The intended audience for the Authorization is the members of the BOR, administrators, and other interested parties. The use of technical jargon should be minimized and acronyms should be avoided. The proposing institution's Provost or specified designees will submit the authorization document to the AVP of AFGP for review.

Content/Structure

The proposal, no longer than 10 pages in length, will address foundational elements: who, what, where, when, and why. The document should be clearly written to convey the purpose and need for the proposed program; the benefits of the program to the institution; the ability of the institution to carry out the program; and the likely value to, and impact on, students and the residents of Wisconsin.

- A. **Abstract:** A description of the proposed program in 50 words or less.
- B. **Program Identification:**
1. Institution name
 2. Title of proposed program
 3. Degree/major designation
 4. Mode of delivery
 5. Single institution or collaboration
 6. Projected enrollment by year five of the program
 7. Tuition structure (i.e., standard tuition, differential tuition, etc.)
 8. Department or functional equivalent
 9. College, School, or functional equivalent
 10. Proposed date of implementation
- C. **Introduction:**
1. Why is the program being proposed? What is its relation to the institution's mission?
 2. How does it fit into the institution's overall strategic plan?
 3. Do current students need or want the program?
 4. Does market research indicate demand?
 5. How does the program represent emerging knowledge, or new directions in professions and disciplines?
- D. **Description of Program:**
1. Describe the general structure of the program, including:
 - a. The ways in which the program fits into the institutional program array and academic plan.
 - b. The extent to which the program is duplicative of existing programs in the University of Wisconsin System.

- c. The collaborative nature of the program, if appropriate, including specific institutional responsibilities.
 - d. The ways in which the program prepares students through diverse elements in the curriculum for an integrated and multicultural society (may include inclusion of diversity issues in the curriculum or other approaches).
2. Explain briefly program's plan for assessing student learning outcomes, including:
 - a. Specifying what students will know and be able to do as a result of completing the program.
 - b. How the program will continuously assess (using both direct and indirect assessment measures) the extent to which the learning outcomes are accomplished.
 3. Describe the programmatic curriculum, including:
 - a. How the curriculum is structured (include web links to courses, prerequisites, and other programmatic components).
 - b. Projected time to degree.
 4. Summarize the program review process, including:
 - a. How and when the program will be reviewed by the institution.
 - b. A discussion of what aspects will be evaluated to determine the quality of the program.
 - c. How the review will provide consideration to equity and inclusive excellence, as appropriate.
 - d. Need for external accreditation.

E. ***Institutional Commitment:***

A Letter of Commitment submitted with all accompanying documents (i.e., the authorization materials) from the proposing institution's or institutions' Provost(s) to the President of the UW System should affirm that:

1. The program has been designed to meet the institution's definition and standards of quality and to make a meaningful contribution to the institution's overall academic plan and program array.
2. There is institution-wide support for the program, including faculty governance approval.
3. The necessary financial and human resources are in place and/or have been committed to implement and sustain the program.
4. Program evaluations are in place.

Recommendation

The AVP of AFGP will notify the proposing institution's Provost and Chancellor of the President's decision whether or not to recommend the proposed program to the BOR for approval.

Approval

- A. The BOR will decide whether or not to authorize the program. The BOR's policies can be found at <http://www.wisconsin.edu/bor/policies/rpd/>.

III. Implementation Process

The proposing institution's Provost will notify the AVP of AFGP of the implementation date for the approved program. Authorizations will expire five years after the date of BOR approval if the program is not implemented.

IV. Institutional Quality Control

The UW faculty, with oversight by deans, provosts, chancellors, and higher education accreditation agencies, are responsible for developing, implementing, and reviewing high-quality degree offerings in ways that leverage academic strengths and respond to emerging workplace and societal needs. Institutions will assist the BOR in meeting its statutory requirement for assuring academic quality by demonstrating commitment to the following practices:

- A. Establish and maintain a website with the institution's definitions of and standards for quality in academic programming; and the program planning and review process, including general information on how program evaluation and assessment of student learning are conducted (where applicable, through evaluation by external accreditation agencies).
- B. Submit a brief report to the AVP of AFGP about the results of the first institutional or external review of new academic programs. This report is provided in the context of the annual institutional report on program review to UWSA. If the external or institutional review bodies identify areas of concern, the AVP of AFGP will review the institution's action plan for addressing them.

5/11/2012

Preliminary Components of the UWSA Academic Program Array Management Role – Proposed by the Program Planning and Review Working Group

Introduction

The University of Wisconsin System is one of the largest systems of public higher education in the country. Consisting of 13 freshman-sophomore UW Colleges campuses, 13 universities, and a statewide UW-Extension, UW institutions are an academic, cultural, and economic resource for Wisconsin, the nation, and the world.

Offering a robust array of academic program is critical to UW institutions serving the state of Wisconsin--providing a quality education to all students, strengthening communities, and responding to workforce development and societal needs. Management of the program array ensures the responsible use of state and other resources, availability of programs to meet student and employer demand, and sustainability of undergraduate, graduate, and professional educational offerings at Wisconsin's public university system.

UW System Administration administrators and staff, in their roles as consultants and advocates, work with the UW institutions to ensure the development and implementation of high-quality degree offerings and opportunities for lifelong learning that effectively leverage existing academic strengths within the UW System, support the distinct missions of UW system institutions, and respond to current and emerging workforce and societal needs that require broad-based planning and educational innovation.

The following is a preliminary description of changes to UW System Administration Academic Program Array Management in accordance with the direction issued by President Kevin Reilly in his response to the President's Advisory Committee on the Roles of UW System Administration. The draft is the result of discussions among members of the Program Planning and Review Working Group. The Working Group was charged with implementing the President's recommendations to revise the UW System program planning and approval process. The goal was to develop new policies and processes that would reduce the role of UW System Administration in "assessing the academic quality of proposed programs and direct its focus towards the maintenance of an appropriate array of degree options across the state." A more complete description will be developed in consultation with the Board of Regents, Chancellors, Provosts, and others.

Academic Program Array Management

As part of its statutory responsibility, i.e., as a means of demonstrating commitment to creating and maintaining a diverse array of high-quality academic programs, the UW System Office of Academic and Student Affairs academic program array management role might include:

- Providing preliminary consultation with UW institutions when planning new academic programs, reviewing Notices of Intent, and bringing new programs to the Board of Regents for authorization.

- Supporting the Board of Regents, as directed by statute and policy, in the Board's efforts to balance access to programs with effective use of UW System resources.
- Monitoring program array through annual reporting and the regular review of institutional academic plans and accreditation reports, as required by policy.
- Analyzing current academic program array, including:
 - Degree productivity, in accordance with the UW System guidelines for low-producing programs, established in 2010 (<http://www.wisconsin.edu/acss/planning/guidelines/Low-degreeProducingPrograms.pdf>).
 - Adherence to the guidelines for program suspension and discontinuation issued in 2009 (this document may be found at <http://www.wisconsin.edu/acss/planning>).
 - Adherence to the Guidelines for Distance Education Degree Program Approval (revised June 2011); draft will be posted on the Academic and Student Affairs website.
- Analyzing the array needs, including:
 - Defining, assessing, and addressing duplication.
 - For approval of new programs, this may include examining the number of UW System institutions already offering the same or a similar program. If the number of institutions offering a program is over a 50% threshold, for example, duplication may need to be examined.
 - Verifying if an institution's proposed program offering is within the allowable range of program offerings under accreditation and ensuring that if HLC approval is required, considerations are noted in the Notice of Intent.
 - Proactively exploring gaps in the current program array to address changing and emerging workforce and societal needs. This may include creating incentives for institutions to meet employer need and student demand.
- Maintaining an accessible website including the UW System policy on program planning and review, a description of the array maintenance role, and links to each UW institution's program planning and review website (with accreditation information, standards and definitions of quality, assessment practices, etc., as specified by policy).

Revised May 28, 2012

Recommended Policy Document

Regent Policy Document

4-12 – Academic Program Planning, Review, and Approval in the University of Wisconsin System

Scope

The Board of Regents policy on Academic Program Planning, Review, and Approval applies to all UW institutions and the UW System Administration.

Purpose

The purpose of this policy is to establish clear roles for the Board of Regents, UW System Administration, and UW institutions in the planning, review, and approval process for new academic programs.

Policy Statement

As one of the largest systems of public higher education in the country, one of the most critical components of the University of Wisconsin System's mission is to offer a robust array of academic programs that will serve the state of Wisconsin by providing a quality education to all students, strengthening communities, and responding to workforce development and societal needs. In offering and managing the academic program array, the UW System must ensure the responsible use of state and other resources, the availability of programs to meet student and employer demand, and the sustainability of high-quality undergraduate, graduate, and professional educational offerings at UW institutions.

UW System Administration administrators and staff, in their roles as consultants and advocates, work with the UW institutions to ensure the development and implementation of high-quality degree offerings and opportunities for lifelong learning that effectively leverage existing academic strengths within the UW System, support the distinct missions of UW System institutions, and respond to current and emerging workforce and societal needs that require broad-based planning and educational innovation.

In the context of ever-evolving needs of UW students and institutions, the state of Wisconsin, and the nation, the roles outlined in this policy are meant to foster increased efficiency and agility in meeting existing and emerging workforce and societal needs, while also ensuring the quality of the UW System's academic program offerings.

Oversight, Roles & Responsibilities

Chapter 36, Wis. Stats., gives the Board of Regents the authority to “ensure the diversity of quality undergraduate programs.” In fulfilling this statutory role, the Board has oversight over UW System Administration and UW institutions to ensure that these entities meet their respective roles and responsibilities as designated below. As a steward of the UW System's

human and financial resources, the Board is also responsible for balancing access to education with cost-effectiveness in the development and maintenance of academic programs. The Board of Regents requires UW System Administration and UW institutions to follow the specific principles, guidelines, and practices described in the UW System Academic Program Planning, Review, and Approval policy. As part of that policy, all new academic degree programs must be approved by the Board of Regents prior to implementation. In addition, new academic program proposals must be submitted to the Board of Regents for approval at the recommendation of the President.

UW System Administration is responsible for managing the UW System's academic program array. Management of the academic program array entails: consulting with UW institutions in the planning of new academic programs; monitoring and analyzing the current program array, including degree productivity, distance education offerings, and modes of delivery; working with UW institutions in identifying gaps in the current array to address changing and emerging workforce and societal needs; and supporting the Board of Regents and UW institutions in bringing new programs to the Board for approval.

UW institutions are responsible for: developing and maintaining high-quality academic programs through efficient and effective use of available resources in support of their missions and workforce and societal needs; determining the quality of new and existing programs, including through regular assessment and review, and periodic accreditation, as appropriate. UW institutions present their academic plans to the Board of Regents.

Both UW System Administration and UW institutions assist the Board of Regents in meeting its statutory requirement for ensuring the diversity of high-quality academic programs by making available institutional definitions of and standards for quality, program planning and review processes, and general information on how program evaluation and assessment of student learning are conducted, including, where applicable, through evaluation by external accreditation agencies.

UW System Administration and UW institutions should periodically review both the Regent and the UW System academic program planning, review, and approval policies and the array management role to assess their efficacy and determine whether they are meeting the needs of the UW System (the Board of Regents, System Administration, the institutions, faculty and staff, and students), as well as of the state of Wisconsin. The results of that review will be communicated to the Board.

Related RPDs and Applicable Policies

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

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

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

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

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

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

Academic Planning Statement 1 (ACPS 1.0): University of Wisconsin Planning Principles (February 1975)

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

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

History

History: Res. 5971 adopted 12/6/91. Replaces 73-11, 87-13 and 88-1. Portions of this policy regarding ACIS-1.0 were revised (Sept. '92) amended by Resolutions 7046 (adopted 11/8/95), 7420 (adopted 4/11/97), and 7440 (adopted 5/9/97).

2012 Report on Faculty Promotions,
Tenure Designations, and
Other Changes of Status

EDUCATION COMMITTEE

Resolution I.1.d.(3):

That, upon recommendation of the respective Chancellors and the President of the University of Wisconsin System, the 2012 Report on Faculty Promotions, Tenure Designations, and Other Changes of Status be approved.

**UNIVERSITY OF WISCONSIN SYSTEM
2012 REPORT ON FACULTY PROMOTIONS, TENURE
DESIGNATIONS, AND OTHER CHANGES OF STATUS**

BACKGROUND

Each spring, the UW System Office of Academic and Student Services compiles data on tenure designations, promotions, and new tenured appointments made at the fifteen UW institutions. The names of those faculty members who have been newly tenured, promoted, and hired with tenure for Academic Year 2011-2012 are included with this document.

The Board of Regents is required by s. 36.13, Wis. Stats., to approve institutional tenure designations. Pursuant to UWS 3.06, the criteria and procedures for promotion and the granting of tenure are established by each institution, and must include an evaluation of teaching, research, and professional and public service contributions to the institution. Affirmative recommendations must be made by an academic department and the Chancellor. Institutional procedures typically provide for a multi-step review of candidates before a recommendation comes from the Chancellor to the Board of Regents.

In providing the UW System Office of Academic and Student Services with the names of the faculty tenured and promoted by their institutions, Chancellors and/or Provosts send in assurances that they have personally reviewed the dossiers of each of these faculty members and can certify as to the appropriateness of their tenure and promotions.

Although the decision is made at the institutional level, Regent action becomes the final step in the process by which faculty receive tenure.

REQUESTED ACTION

Approval of Resolution I.1.d.(3), approving the 2012 Report on Faculty Promotions, Tenure Designations, and Other Changes of Status.

DISCUSSION

The Annual Tenure and Promotion Report includes the names of those faculty members, arranged by institution, who have been newly tenured, promoted, or hired with tenure. The Board of Regents has delegated to the President of the UW System the authority to grant out-of-cycle tenure, and the names of those faculty members who have been approved through the out-of-cycle process since the 2011 Report was issued are also included in the 2012 Report.

The Education Committee has asked to be provided with supplementary data that provides a systemwide perspective on the hiring, tenuring, and promotion of faculty by

minority status and gender. That information will be provided directly to Committee members.

RELATED REGENTS POLICIES

Regent Policy 20-9: Guidelines for Tenured Faculty Review and Development

UW System Unclassified Personnel Guideline (UPG) #5 (revised 11/01/2001)

**UNIVERSITY OF WISCONSIN SYSTEM - UW COLLEGES
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW COLLEGES	AHRENHOERSTER, GREG	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	BARTKOWIAK, MATHEW	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	BYRAND, KARL	GEOGRAPHY & GEOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	CLARK, CHARLES	HISTORY			NEW APPOINTMENT	CAMPUS DEAN & ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	FLATT, JENNIFER	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	GILLARD, WILLIAM	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	HAAGENSEN, DANA	CHEMISTRY	TENURE	ASSISTANT PROFESSOR W/TENURE	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	HASSEL, HOLLY	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	HAYS, CHRISTOPHER	ANTHROPOLOGY & SOCIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	HERDA-RAPP, ANN	ANTHROPOLOGY & SOCIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	KABRHEL, AMY	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	KASPAREK, JONATHAN	HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	KASPER, ERIC	POLITICAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	KOZMA, TROY	PHILOSOPHY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	LADWIG, TAMMY	PSYCHOLOGY & EDUCATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	RUDD, MARTIN	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW COLLEGES	SCHMID, STEPHEN	PHILOSOPHY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW COLLEGES
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW COLLEGES	SEALS, MARC	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	SHULMAN, TIRZA	PSYCHOLOGY/EDUCATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	STUHR, PATRICIA	ART			NEW APPOINTMENT	CAMPUS DEAN & PROFESSOR W/TENURE
UW COLLEGES	TEWELDEMEDHIN, AMANUEL	MATHEMATICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	WANG, YONGQUIN	BUSINESS/ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	WILSON, CARMEN	PSYCHOLOGY			NEW APPOINTMENT	CAMPUS DEAN & PROFESSOR W/TENURE
UW COLLEGES	WOODWARD, R. CAREY	COMPUTER SCI, ENGRG, PHYSICS & ASTROMOMY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW COLLEGES	MUIR, HARRY	PSYCHOLOGY			NEW APPOINTMENT	CAMPUS DEAN & ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW EAU CLAIRE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-EAU CLAIRE	YOUNG, LINDA	NURSING			NEW APPOINTMENT	DEAN AND PROFESSOR W/TENURE
UW-EAU CLAIRE	FAGER, JENNIFER	EDUCATION STUDIES			NEW APPOINTMENT	ASSESSMENT DIRECTOR AND ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	LYNN, MARVIN	EDUCATION STUDIES			NEW APPOINTMENT	ASSOCIATE DEAN AND ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	BATTALIO, ROSEMARY	SPECIAL EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	BEEMAN, ROBIN	NURSING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	BICA, LORI	PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	BRANDT, CHERYL	NURSING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	CRONJE, RUTH	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	DAY, PATRICK	FOREIGN LANGUAGES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	HILL, STEPHEN	POLITICAL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	HOFFMAN, MARY	COMMUNICATION AND JOURNALISM	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	JONES, DAVID	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	MORIN, JOSEPH	SPECIAL EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW EAU CLAIRE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-EAU CLAIRE	MORRISON, MIKE	COMPUTER SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	NAHM, ABRAHAM	MANAGEMENT AND MARKETING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	NOWLAN, ROBERT	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	PETERS, GRETCHEN	MUSIC AND THEATRE ARTS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	PRESLER, KRIS	MATHEMATICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	REYNOLDS, KATE	AND EDUCATION STUDIES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	RIECK, ALAN	MUSIC AND THEATRE ARTS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	SANISLO, TERESA	HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EAU CLAIRE	BURANAKORN, WANRUDEE	ART AND DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	CHAPMAN, JENNIFER	MUSIC AND THEATRE ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	DEKOVAN, ARAM	EDUCATION STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	FAY, MARTHA	COMMUNICATION AND JOURNALISM	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	FESSLER, AUDREY	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW EAU CLAIRE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITL	ACTION TAKEN	PROPOSED STATUS
UW-EAU CLAIRE	GAWLEY, KEVIN	MUSIC AND THEATRE ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	HUPY, JOSEPH	GEOGRAPHY AND ANTHROPOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	JONES, RYAN	MUSIC AND THEATRE ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	KRAKER, JESSICA	MATHEMATICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	MAHAFFY, ELLEN	COMMUNICATION AND JOURNALISM	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	MILLER, JESSICA	FOREIGN LANGUAGES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	TURNER, STEPHANIE	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	TVARUZKA, KATHRYN	LIBRARY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	WATSON, SHEVAUN	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EAU CLAIRE	WICKMAN, ETHAN	MUSIC AND THEATRE ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW EXTENSION
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITL	ACTION TAKEN	PROPOSED STATUS
UW-EXTENSION	ANDRESEN, WILLIAM R	COMMUNITY RESOURCE DEVELOPMENT	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EXTENSION	BAY, THEODORE F	AGRICULTURE/ AGRIBUSINESS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EXTENSION	BJURSTROM, AERICA M	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	BROWN, LAURA ELEANE	COMMUNITY RESOURCE DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	BRUDER, KRISTEN MARY	FAMILY DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	HADY, ADAM A	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	HAGEDORN, MARK A	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	HART, DAVID JOHN	ENVIRONMENTAL SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EXTENSION	HERMAN, PATRICIA A	FAMILY DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	HUFF, PAULA R	YOUTH DEVELOPMENT	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-EXTENSION	KLING, PETER J	COMMUNITY RESOURCE DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	MOUCHON, BRIDGET L	FAMILY DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW EXTENSION
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITL	ACTION TAKEN	PROPOSED STATUS
UW-EXTENSION	MOYNIHAN, JAY S	COMMUNITY RESOURCE DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	PUTNAM, PAUL D	COMMUNITY RESOURCE DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	SCHMITZ, HEATHER E	YOUTH DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	SCHROEDER, KENNETH R	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	SLARK, DEAN W	YOUTH DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	STERRY, RYAN A	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	STROTHER, TRACY W	YOUTH DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	TSCHESCHLOK, DIANA H	COMMUNITY RESOURCE DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	VOLENBERG, DEAN S	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	WOJCIECHOWSKI, THOMAS A	AGRICULTURE/ AGRIBUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-EXTENSION	ZUEGE-HALVORSEN, THERESA A	FAMILY DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW GREEN BAY
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-GREEN BAY	GAINES, ADAM	ART & VISUAL DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	HANSEN, ERIC	ART & VISUAL DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	LEVINTOVA, EKATERINA	PUBLIC & ENVIRONMENTAL AFFAIRS	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	MEDER, RANDALL	ART & VISUAL DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	NELSON, AMANDA	HUMAN BIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	RADOSEVICH, DAVID	COFRIN SCHOOL OF BUSINESS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	SHERMAN, HEIDI	HUMANISTIC STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	SMITH, CHRISTINE	HUMAN DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	ZAPF, JENNIFER	HUMAN DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	TENURE & PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-GREEN BAY	DEETZ, KRISTY	ART & VISUAL DESIGN	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-GREEN BAY	DOLAN, DAVID	NATURAL & APPLIED SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-GREEN BAY	ROSEWALL, ELLEN	ART & VISUAL DESIGN	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW LA CROSSE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-LA CROSSE	ANDERSON, DAVID	SOCIOLOGY/ARCHAEOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-LA CROSSE	ANDERSON, MARY	THEATRE ARTS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-LA CROSSE	ANGELL, CAROL	EDUCATIONAL STUDIES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-LA CROSSE	BARNES, ERIC	PHYSICS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-LA CROSSE	BENNIE, BARBARA	MATHEMATICS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-LA CROSSE	BERNS, GRETCHEN	RECREATION MANGEMENT & THERAPEUTIC RECREATION	TENURE TRACK	ASSISTANT PROFESSOR	TENURE	ASSISTANT PROFESSOR W/TENURE
UW-LA CROSSE	BRENNAN, MICHAEL	SOCIOLOGY/ARCHAEOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-LA CROSSE	CAHSION, MATTHEW	ENGLISH	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-LA CROSSE	CZERWINKSI, CURTIS	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-LA CROSSE	DOCAN-MORGAN, ANTHONY	COMMUNICATION STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	GANSEN, ERICK	PHYSICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	GREANY, JOHN	HEALTH PROFESSIONS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-LA CROSSE	HART, DAVID	ENGLISH	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-LA CROSSE	HASENBANK. JON	MATHEMATICS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-LA CROSSE	HER, VINCENT	SOCIOLOGY/ARCHAEOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW LA CROSSE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-LA CROSSE	HOLMAN, JENNIFER	LIBRARY	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	HUNT, KENNY	COMPUTER SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-LA CROSSE	JAX, JOHN	LIBRARY	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	KASTANTIN, JOSEPH	ACCOUNTANCY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-LA CROSSE	MAAS, WILLIAM	ACCOUNTANCY	TENURE TRACK	ASSISTANT PROFESSOR	TENURE	ASSISTANT PROFESSOR W/ TENURE
UW-LA CROSSE	NEWTON, JOCELYN	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	ROSACKER, KRISTEN	ACCOUNTANCY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	SHILLINGER, SARAH	ETHNIC AND RACIAL STUDIES	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	TORIBIO, SHERWIN	MATHEMATICS	TENURE TRACK	ASSISTANT PROFESSOR	TENURE	ASSISTANT PROFESSOR W/ TENURE
UW-LA CROSSE	VANDALSEM, SHANE	FINANCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-LA CROSSE	MACPHERSON, HEIDI	ENGLISH			NEW APPOINTMENT	Provost/Vice Chancellor & Professor w/Tenure

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	DAVID SCHWEIDEL	SCHOOL OF BUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	KENNETH GENSKOW	URBAN & REGIONAL PLANNING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	GUANMING SHI	AGRICULTURAL & APPLIED ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DOUGLAS SOLDAT	SOIL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	XUEJUN PAN	BIOLOGICAL SYSTEMS ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	RUSSELL GROVES	ENTOMOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	AHNA SKOP	GENETICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ALVIN BUSSAN	HORTICULTURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JED COLQUHOUN	HORTICULTURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	SCOTT RANKIN	FOOD SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JEREMY FOLTZ	AGRICULTURAL & APPLIED ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	BRIAN GOULD	AGRICULTURAL & APPLIED ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	DOMINIQUE BROSSARD	LIFE SCIENCES COMMUNICATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	FRANCISCO PELEGRI	GENETICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	CYNTHIA HENSON	AGRONOMY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JAMES CLAUS	ANIMAL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	CAMERON CURRIE	BACTERIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JOEL PEDERSEN	SOIL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JANET SIBERNAGEL BALSTER	LANDSCAPE ARCHITECTURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	QUE LAN	ENTOMOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	R. CHRIS WILLIAMSON	ENTOMOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	AMY ELLIS	CURRICULUM & INSTRUCTION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CONSTANCE STEINKUEHLER SQUIRE	CURRICULUM & INSTRUCTION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	NANCY KENDALL	EDUCATIONAL POLICY STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	DANE COOK	KINESIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	WILLIAM SCHRAGE	KINESIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	THOMAS JONES	ART	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	BRENDA OGLE	BIOMEDICAL ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	STEVEN LOHEIDE	CIVIL & ENVIRONMENTAL ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	AZADEH DAVOODI	ELECTRICAL & COMPUTER ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	BEN-TZION KARSH	INDUSTRIAL & SYSTEMS ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	DAVID NOYCE	CIVIL & ENVIRONMENTAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	CECILE ANE	BOTANY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	FRANK KEUTSCH	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MAHESH MAHANTHAPPA	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	STEVEN RIDGELY	EAST ASIAN LANGUAGES & LITERATURE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	MARZENA ROSTEK	ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MAREK WERETKA	ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CINDY I-FEN CHENG	HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ELIZABETH BEARDEN	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CHRISTINE GARLOUGH	GENDER & WOMEN'S STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	SHANAN PETERS	GEOSCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MAXIM VAVILOV	PHYSICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	YURI MIYAMOTO	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	JULIE ALLEN	SCANDINAVIAN STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	SRINIVASA ADITYA AKELLA	COMPUTER SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ANDERS CARLSON	GEOSCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	JOHN BERRY	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	EVE EMSWILLER	BOTANY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MARGARITA KAUSHANSKAYA	COMM DISORDERS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	SUSAN ROBINSON	JOURNALISM & MASS COM	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CATHERINE ARNOTT SMITH	SCHOOL OF LIBRARY & INFORMATION STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	NILS RINGE	POLITICAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DANIEL KAPUST	POLITICAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	HELEN KINSELLA	POLITICAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	IRINA SHEVELENKO	SLAVIC LANGUAGES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	FELIX ELWERT	SOCIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	RALF BENNARTZ	ATMOSPHERIC & OCEANIC SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	ANDREI CALDARARU	MATHEMATICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	MARCIA CARLSON	SOCIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	JILL CASID	ART HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	GUILLERMINA DE FERRARI	SPANISH & PORTUGUESE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	SERGUEI DENISSOV	MATHEMATICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JUAN EGEA	SPANISH & PORTUGUESE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	KRISTIN ESCHENFELDER	SCHOOL OF LIBRARY & INFORMATION STUDIES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	DIANA FRANTZEN	SPANISH & PORTUGUESE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	STEPHEN GAMMIE	ZOOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	CHAD GOLDBERG	SOCIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	KARSTEN HEEGER	SOCIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	MATTHEW HERNDON	PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	XINCUN HUANG	EAST ASIAN LANGUAGES & LITERATURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	NANCY MARSHALL	ART HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	JON MCKENZIE	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	LARRY NESPER	ANTHROPOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	LAUREN RITERS	ZOOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	ERIC SCHATZBERG	HISTORY OF SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JOLANDA VANDERWAL TAYLOR	GERMAN	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	SCOTT TEEPLE	SCHOOL OF MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	DIETER VAN MELKEBEEK	COMPUTER SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	STEFAN WESTERHOFF	PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	DAVID ZIMMERMAN	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JOHN ZUMBRUNNEN	POLITICAL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	JOSHUA COON	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	TRAVIS PICKERING	ANTHROPOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	THOMAS DELEIRE	LAFOLLETTE SCHOOL OF PUBLIC AFFAIRS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	BARON CHANDA	NEUROSCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	SCOTT KENNEDY	MEDICAL GENETICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MARINA EMBORG	MEDICAL PHYSICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	LOREN DENLINGER	MEDICINE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	NASIA SAFDAR	MEDICINE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	AVTAR ROOPRA	NEUROSCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DAVID GAMM	OPHTHALMOLOGY & VISUAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	THERESA GUILBERT	PEDIATRICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ERIK DENT	NEUROSCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	COLIN DEWEY	BIostatISTICS & MEDICAL INFORMATICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	STERLING JOHNSON	MEDICINE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	JANE MAHONEY	MEDICINE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	ANDREW ALEXANDER	MEDICAL PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	TIMOTHY GOMEZ	NEUROSCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	PAMELA KLING	PEDIATRICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	MICHAEL SHEETS	BIOMOLECULAR CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	CHIARA CIRELLI	PSYCHIATRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	WILLIAM BOISSONNAULT	ORTHOPEDICS & REHABILITATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	GUANGHONG CHEN	MEDICAL PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	NEAL BINKLEY	MEDICINE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	MARY HARK	SCHOOL OF HUMAN ECOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	LAUREN PAPP	SCHOOL OF HUMAN ECOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CLIFTON BARBER	SCHOOL OF HUMAN ECOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	MARK NELSON	SCHOOL OF HUMAN ECOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	HENRY YOUNG	SCHOOL OF PHARMACY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	LINGJUN LI	SCHOOL OF PHARMACY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	DAVID MOTT	SCHOOL OF PHARMACY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	MARY ELLEN MURRAY	SCHOOL OF NURSING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	STEPHANIE TAI	LAW SCHOOL	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ASIFA QURAIHI	LAW SCHOOL	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	AMY BELLMORE	EDUCATIONAL PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ANTHONY AUGER	PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MADISON	VAISHALI BAKSHI	PSYCHIATRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CRAIG ALBERS	EDUCATIONAL PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DAVID VANNESS	POPULATION HEALTH SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	AJAY SETHI	POPULATION HEALTH SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DANIEL PHANEUF	AGRICULTURAL & APPLIED ECONOMICS			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	THOMAS RUTHERFORD	AGRICULTURAL & APPLIED ECONOMICS			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	KATHRYN VANDENBOSCH	AGRONOMY			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	ALFRED HARTEMINK	SOIL SCIENCE			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	KYOUNG-SHIN CHOI	CHEMISTRY			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	ROBERT STAIGER	ECONOMICS			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	MARGARET RAYMOND	LAW SCHOOL			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	MARK SIDEL	LAW SCHOOL			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	ENEIDA MENDONCA	BIostatISTICS & MEDICAL INFORMATICS			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	MENGGANG YU	BIostatISTICS & MEDICAL INFORMATICS			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	BRADFORD SCHWARTZ	MEDICINE			NEW APPOINTMENT	PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MADISON
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MADISON	VINCENT CRYNS	MEDICINE			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	ANGELA BYARS-WINSTON	MEDICINE			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	JAMES CLEARY	MEDICINE			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	XINYU ZHAO	NEUROSCIENCE			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	ELIZABETH PETTY	PEDIATRICS			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	BRAD ASTOR	MEDICINE			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	CAPRICE GREENBERG	SURGERY			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MADISON	DIXON KAUFMAN	SURGERY			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MADISON	SUSAN ZAHNER	SCHOOL OF NURSING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	COLBECK, CAROL	ADMINISTRATIVE LEADERSHIP			NEW APPOINTMENT	DEAN & PROFESSOR W/TENURE
UW-MILWAUKEE	WINKLER, ERIN	AFRICOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	BRODWIN, PAUL	ANTHROPOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	MALABY, THOMAS	ANTHROPOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	JOHUNG, JENNIFER	ART HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	NAMBISAN, SATISH	BUSINESS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	SIBILKOV, VALERLY	BUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	YANG, XIAOJING	BUSINESS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	BRAVO, HECTOR	CIVIL ENGINEERING AND MECHANICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	ZHAO, JIAN	CIVIL ENGINEERING AND MECHANICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	FONNER, KATHRYN	COMMUNICATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	FREIBURGER, TINA	CRIMINAL JUSTICE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	HAWKINS, JEFFREY	CURRICULUM & INSTRUCTION'			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	KISHOR, NARAYANK	ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	SCHUTZ, AARON	EDUCATIONAL POLICY & COMMUNITY STUDIES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	WALKER, CINDY	EDUCATIONAL PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	WESTER, STEPHEN	EDUCATIONAL PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	BOYLAND, JOHN	ELECTRICAL ENGINEERING & COMPUTER SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	GOYAL, MUKUL	ELECTRICAL ENGINEERING & COMPUTER SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MUNSON, ETHAN	ELECTRICAL ENGINEERING & COMPUTER SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	XU, GUANGWU	ELECTRICAL ENGINEERING & COMPUTER SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	LAKEN, VALERIE	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	PUSKAR, JASON	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	PESCHIO, JOSEPH	FOREIGN LANGUAGE & LITERATURE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	CORDOVA, SARAH DAVIES	FRENCH, ITALIAN & COMPARATIVE LITERATURE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	GARMAN, DAVID	FRESHWATER SCIENCES			NEW APPOINTMENT	DEAN & PROFESSOR W/TENURE
UW-MILWAUKEE	GUO, LAODONG	FRESHWATER SCIENCES			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MILWAUKEE	FRAISER, MARGARET	GOESCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	AZENABOR, ANTHONY	HEALTH SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	CISLER, RONALD	HEALTH SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	WIGGINS, CARLA	HEALTH SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	AMSTER, ELLEN	HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	JOHNSON, BENJAMIN	HISTORY	TENURE TRACK	ASSOCIATE PROFESSOR	TENURED	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	SILVERMAN, LISA	HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	ZALEWSKI, KATHRYN	HUMAN MOVEMENT SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MOERCHEN, VICTORIA	HUMAN MOVEMENT SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	DAVIS, GARRY	LINGUISTICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	BARZAUSKA, VYTARAS	MATHEMATICAL SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	ZHU, CHAO	MATHEMATICAL SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	CHEN, JUNHONG	MECHANICAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-MILWAUKEE	BAISCH, MARY JO	NURSING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	DOERING, JENNIFER	NURSING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	KIM, TAE YOUN	NURSING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MKANDAWIRE-VALHU, LUCY	NURSING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MERRITT, MARCELLUS	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MALCOE, LORRAINE	PUBLIC HEALTH			NEW APPOINTMENT	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	WEINHARDT, LANCE	PUBLIC HEALTH			NEW APPOINTMENT	PROFESSOR W/TENURE
UW-MILWAUKEE	PECK, MAGDA	PUBLIC HEALTH			NEW APPOINTMENT	DEAN & PROFESSOR W/TENURE
UW-MILWAUKEE	TONELLATO, PETER	PUBLIC HEALTH	TENURE TRACK	PROFESSOR	TENURED	PROFESSOR W/TENURE
UW-MILWAUKEE	PATE, DAVID	SOCIAL WELFARE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	MERSKY, JOSHUA	SOCIAL WORK	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	CHESLEY, NOELLE	SOCIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW MILWAUKEE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-MILWAUKEE	LOPEZ-RIOS, IRMA MICHELLE	THEATRE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-MILWAUKEE	BLAIR, ADREAN	VISUAL ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW OSHKOSH
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITL	ACTION TAKEN	PROPOSED STATUS
UW OSHKOSH	BAHCALL, KLARA FENYO	MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	BRUNSELL, ERIC S	CURRICULUM & INSTRUCTION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	CONSIDINE, JENNIFER	COMMUNITION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	COTTI, CHAD	ECONOMICS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	DUNN, STEVEN	FINANCE & BUSINESS LAW	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	FILAK, VINCENT F	JOURNALISM	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	FILIPOVA, ANNA	PUBLIC ADMINISTRATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	GARRISON, JOSHUA B	EDUCATIONAL FOUNDATIONS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	GODFREY, MICHAEL	MARKETING & SUPPLY CHAIN MANAGEMENT	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	HAYNES, DOUGLAS	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	KALMAN, ELI	MUSIC	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	KERCHER, STEPHEN	HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	LENZA, MICHAEL	PUBLIC ADMINISTRATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	LATTERY, MARK	PHYSICS & ASTRONOMY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	MAHER, CRAIG	PUBLIC ADMINISTRATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	MARTIN, ED	MUSIC	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	MARNOCHA, SUZANNE	NURSING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	MCWILLIAMS, ROBERT	MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW OSHKOSH
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITL	ACTION TAKEN	PROPOSED STATUS
UW OSHKOSH	NOLLENBERGER, KARL	PUBLIC ADMINISTRATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW OSHKOSH	PENNISTON, DAVID K	MATHEMATICS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	PILLSBURY, ROBERT	BIOLOGY & MICROBIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	SAGINAK, KELLI	PROFESSIONAL COUNSELING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	SHAW, ALISON A	MUSIC	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW OSHKOSH	STELZER, ROBERT	BIOLOGY & MICROBIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW OSHKOSH	VAN SCYOC, LEE	ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW PARKSIDE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-PARKSIDE	DAVID BRUNING	MATH/PHYSICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW-PARKSIDE	DENNIS KAUFMAN	ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PARKSIDE	MARIA MARTINEZ	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW-PARKSIDE	WILLIAM MILLER	HEALTH, EXERCISE SCIENCE & SPORT MANAGEMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW-PARKSIDE	JONATHAN OLSEN	POLITICAL SCIENCE & LAW	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PARKSIDE	UBALDO QUEVEDO	COMPUTER SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR WITH TENURE
UW-PARKSIDE	HELEN ROSENBERG	SOCIOLOGY/ANTHROPOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PARKSIDE	GEORGE WANG	SOCIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR
UW-PARKSIDE	JOY WOLF	GEOGRAPHY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW PLATTEVILLE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-PLATTEVILLE	BUECHLER, DALE N	ELECTRICAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	BURTON, SABINA L	CRIMINAL JUSTICE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	DUTELLE, ARIC W	CRIMINAL JUSTICE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	ENRIGHT, CORINNE S	PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	FARRELLY, ANN D	PERFORMING/VISUAL ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	FENG, GANG	ELECTRICAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	FIELDS, KRISTINA M	CIVIL/ENVIRONMENTAL ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	GORMLEY, MELISSA E	SOCIAL SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	HU, YUANYUAN	HUMANITIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	KIM, AHYOUNG	MATHEMATICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-PLATTEVILLE	KINWA-MUZINGA, ANNIE	AGRICULTURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	LANDGRAF, LISA M	COMPUTER SCIENCE/SOFTWARE ENGINEERING	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	LENZI, MARY E	HUMANITIES	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	LI, WEI	CHEMISTRY/ENGINEERING PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	MCCABE, COLLEEN A	EDUCATION	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	MENDIS, CHANAKA	CHEMISTRY/ENGINEERING PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW PLATTEVILLE
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-PLATTEVILLE	MOIZ, SYED M	BUSINESS/ACCOUNTING	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	POPOVICH, STEVEN R	ELECTRICAL ENGINEERING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	ROBERTS, MATTHEW W	CIVIL/ENVIRONMENTAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	SAFARI-SHAD, NADER	ELECTRICAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	SCHULER, DAVID D	PERFORMING/VISUAL ARTS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	SEALY, PHILIP J	ELECTRICAL ENGINEERING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-PLATTEVILLE	STEINER, CHARLES R	AGRICULTURE	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-PLATTEVILLE	ZAMPALONI, MICHAEL A	MATHEMATICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM- UW RIVER FALLS
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-RIVER FALLS	BALLANTYNE, SCOTT	BIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	WHEELER, JOHN	BIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	JILK, ROSS	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	WILLIS-RIVERA, JENNIFER	COMMUNICATION STUDIES & THEATRE ARTS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	KLEMP, ANNETTE	ENGLISH	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	TJORNEHOJ, KRISTIN	MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	VONK, MATTHEW	PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	VARGHESE, ANTHONY	COMPUTER SCIENCE & INFORMATION SYSTEMS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	GRAHAM, JAMES	AGRICULTURAL EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	WOITASZEWSKI, SCOTT	COUNSELING & SCHOOL PSYCHOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-RIVER FALLS	O'KROY, JOSEPH	HEALTH & HUMAN PERFORMANCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	HASHIMOTO, NAOMI	COMMUNICATIVE DISORDERS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	MOLINE, MIALISA	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	DOOLEY, MATHEW	GEOGRAPHY & MAPPING SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM- UW RIVER FALLS
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-RIVER FALLS	HOUSEMAN, VICTORIA	HISTORY & PHILOSOPHY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	MCVEY, ROGER	MUSIC	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	SCHNEIDER, JAMIE	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	VOLLMERS, STACY	MANAGEMENT & MARKETING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	SAVAGE, TODD	COUNSELING & SCHOOL PSYCHOLOGY	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-RIVER FALLS	KEHOE, SYLVIA	ANIMAL & FOOD SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW STEVENS POINT
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-STEVENS POINT	BARSKE, TOBIAS	FOREIGN LANGUAGE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	BLAKEMAN, JOHN	POLITICAL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	BOWLING, NATHAN	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	BREINING, DAN	FOREIGN LANGUAGE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	D'ACCHIOLI, JASON	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	DORUSKA, PAUL	FORESTRY DISCIPLINE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	ESTANICH, MICHAEL	THEATRE & DANCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	FERRANTE, KARLENE	COMMUNICATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	GONCHIGDANZAN, KHURELBAATAR "HURLEE"	MATHEMATICAL SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	HALKOWSKI, TIMOTHY	COMMUNICATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	HILL, JEANNIE	THEATRE & DANCE	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STEVENS POINT	HINAUS, BRADLEY	PHYSICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	JUDZIEWICZ, EMMET	BIOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	KING, JULIA	COMMUNICATIVE DISORDERS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	LARSEN, ERIC	GEOGRAPHY & GEOLOGY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	LAWRENCE, JAMES	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW STEVENS POINT
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-STEVENS POINT	LEWIS, JODY	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	LI, CUITING	HEALTH PROMOTION & HUMAN DEVELOPMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	MORGAN, LAWRENCE	ENGLISH	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	PETRILLO, HOLLY	FORESTRY DISCIPLINE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	SHAW, PATRICIA	EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	STORY, DAVID	MUSIC	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	TIMMERMAN, ANTHONY	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	WALLACE, SCOTT	BUSINESS & ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	WARREN, DONA	PHILOSOPHY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STEVENS POINT	WEISGRAM, ERICA	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	ZACH, MICHAEL	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STEVENS POINT	ZIMMERMAN, DONNA	INTERIOR ARCHITECTURE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

UNIVERSITY OF WISCONSIN SYSTEM - UW STOUT
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-STOUT	ASTWOOD, JENNIFER DIANNE	DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	BAE, WAN DUCK	MATHEMATICS, STATISTICS & COMPUTER SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	BESSERT, MICHAEL L	BIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	BROUILLARD, DENISE S	SCHOOL OF EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	BRYAN III, JAMES E	ART & ART HISTORY	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	DOLL, KEVIN C	HUMAN DEVELOPMENT & FAMILY STUDIES	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	FLOM, BARBARA L	SCHOOL OF EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	FOLEY, JEANNE M	MATHEMATICS, STATISTICS & COMPUTER SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	GUTMAN, GENE A	BUSINESS	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	HOLLENBACK, THOMAS J	ART & ART HISTORY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	JOHNSON, CAROL L	SCHOOL OF EDUCATION	TENURE TRACK	ASSISTANT PROFESSOR	TENURE	ASSISTANT PROFESSOR W/ TENURE
UW-STOUT	KIRK, JOHN S	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	KLEM, JOHN L	REHABILITATION & COUNSELING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	KRAMSCHUSTER, ADAM J	ENGINEERING & TECHNOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	LITTLE, AMANDA M	BIOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	LUME, CHARLES V	ART & ART HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	MASON, TERRENCE R	MATHEMATICS, STATISTICS & COMPUTER SCIENCE	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	MURRAY, NANCY J	BUSINESS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	NORTON, NOAH D	DESIGN	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE

UNIVERSITY OF WISCONSIN SYSTEM - UW STOUT
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-STOUT	PEDERSON, LEONARD S	OPERATIONS & MANAGEMENT	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	PETERSON, JULIE E	DESIGN	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	RHEE, JONGEUN	APPARL & COMMUNICATION TECHNOLOGIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	RITCHIE, BRYAN D	ART & ART HISTORY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-STOUT	SCHUMACHER, JADA K	DESIGN	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	STROHL, DELEANA D	REHABILITATION & COUNSELING	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	SWEAT, JEFFREY W	SOCIAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-STOUT	TIALA, SYLVIA K	SCHOOL OF EDUCATION	TENURE TRACK	ASSISTANT PROFESSOR	TENURE	ASSISTANT PROFESSOR W/ TENURE
UW-STOUT	WOOD, SARAH E	PSYCHOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	WRIGHT, JOSEPH A	CONSTRUCTION	TENURE TRACK	ASSOCIATE PROFESSOR	TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-STOUT	ZHOU, QUAN	ENGLISH & PHILOSOPHY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW SUPERIOR
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED TITLE
UW-SUPERIOR	CAO,MEI	BUSINESS & ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-SUPERIOR	CLARK, ORVIN	EDUCATIONAL LEADERSHIP	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-SUPERIOR	FAMULE, OLAWOLE	VISUAL ARTS	TENURE TRACK	ASSOCIATE PROFESSOR	TENURED	TENURE
UW-SUPERIOR	GEIDNER, JAMES	HEALTH & HUMAN PERFORMANCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE
UW-SUPERIOR	HEMBD, JERRY	BUSINESS & ECONOMICS	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-SUPERIOR	JONES, BRETT	MUSIC	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-SUPERIOR	ROTH DAY, MONICA	HUMAN BEHAVIOR, JUSTICE & DIVERSITY	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-SUPERIOR	SCHMUDE, KURT	NATURAL SCIENCES	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR
UW-SUPERIOR	SCHULDT, JEFF	NATURAL SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-SUPERIOR	STOCKER, SHEVAUN	HUMAN BEHAVIOR, JUSTICE & DIVERSITY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/TENURE

**UNIVERSITY OF WISCONSIN SYSTEM - UW WHITEWATER
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-WHITEWATER	ANDERSON, LARRY	POLITICAL SCIENCE	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	COLLET-KLINGENBERG, LANA	SPECIAL EDUCATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	CUMMINGS, RICHARD	ACCOUNTING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	EJNIK, JOHN	CHEMISTRY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	ESHLMAN, BRUCE	BIOLOGICAL SCIENCES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	GREGORY, PAUL	SOCIOLOGY, ANTHROPOLOGY & CRIMINAL JUSTICE	TENURE	ASSISTANT PROFESSOR	PROMOTION	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	HSU, KUO-HSUAN (MAXWELL)	MARKETING	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	KATES, JAMES	COMMUNICATION	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	KOLB, SHARON	SPECIAL EDUCATION	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	KUMPATY, HEPHZIBAH	CHEMISTRY	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	LUECK, BETH	LANGUAGES & LITERATURES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	RHINE, MARJORIE	LANGUAGES & LITERATURES	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR
UW-WHITEWATER	SCHEMENAUER, ELLIE	WOMEN'S STUDIES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	SINTCHACK, MATTHEW	MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

**UNIVERSITY OF WISCONSIN SYSTEM - UW WHITEWATER
2012 REPORT ON FACULTY PROMOTIONS, TENURE DESIGNATIONS, AND OTHER CHANGES OF STATUS**

INSTITUTION	NAME	DEPARTMENT	STATUS	CURRENT TITLE	ACTION TAKEN	PROPOSED STATUS
UW-WHITEWATER	SPLINTER, DALE	GEOGRAPHY & GEOLOGY	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	SZABO, TAMAS	MATHEMATICAL & COMPUTER SCIENCES	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	WAGNER, PETER	POLITICAL SCIENCE	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	WELSCH, DAVID	ECONOMICS	TENURE TRACK	ASSISTANT PROFESSOR	PROMOTION & TENURE	ASSOCIATE PROFESSOR W/ TENURE
UW-WHITEWATER	WHITCOMB, BENJAMIN	MUSIC	TENURE	ASSOCIATE PROFESSOR	PROMOTION	PROFESSOR

05/29/12

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business, Finance, and Audit Committee

Thursday, June 7, 2012
UW-Milwaukee Union
Fireside Lounge
Milwaukee, Wisconsin

9:00 a.m. All Regents – Union, Wisconsin Room

1. Presentation by UW-Milwaukee Chancellor Michael R. Lovell:
“UW-Milwaukee: Building a Better Wisconsin”
2. *Presentation, Board Discussion, and Approval:* UW System 2012-13 Annual Operating Budget and Tuition and Fee Schedules
[Resolution 2.]
3. *Presentation and Board Discussion:* UW System 2013-15 Biennial Budget Update
4. *Presentation, Board Discussion, and Approval:* Recommendation on Financial Aid for the 2013-15 Biennium
[Resolution 4.]

12:00 p.m. Lunch – Union, Ballroom East

1:00 p.m. All Regents – Union, Wisconsin Room

1. Recognition of Regent Emerita Judith Crain’s Service on the Board
2. Recognition of Regent President Emeritus Michael Spector’s Service on the Board
3. Presentation of 2012 Academic Staff Excellence Awards
 - a. Individual Award: Denise Ehlen, Director of Research and Sponsored Programs, UW-Whitewater
 - b. Individual Award: Donna Weber, Director of Human Resources, UW-Eau Claire
 - c. Department Award: UW-Platteville Writing Center

2:00 p.m. Joint Meeting of the Capital Planning and Budget Committee and the Business, Finance, and Audit Committee – Union, Ballroom West

- UW-Milwaukee Presentation: “ Building a Better Wisconsin, Construction Underway and Beyond”

2:30 p.m. Business, Finance, and Audit Committee – Union, Fireside Lounge

- a. Operations Review and Audit
 1. Program Review of Policies Related to the Reporting of Crimes Against Children
[Resolution I.2.a.1.]
 2. Quarterly Status Update
- b. Semi-annual Status Report on Large/Vital Information Technology Projects per Wisconsin Statutes 13.58(5)(b)(3)
- c. Committee Business
 1. Approval of the Minutes of the April 12, 2012 Meeting of the Business, Finance, and Audit Committee
 2. Quarterly Report of Gifts, Grants, and Contracts (3rd Quarter)
 3. Review and Approval of the UW-Oshkosh Contractual Agreement with Mac-Gray Corporation
[Resolution I.2.c.3.]
 4. Review and Approval of the UW-Madison Contractual Agreement with PharmaNet, LLC
[Resolution I.2.c.4.]
 5. Review and Approval of the UW-Madison Contractual Agreement with Learfield Communications
[Resolution I.2.c.5.]
- d. Report of the Senior Vice President
 1. Final Report of the Human Resource System Project
 2. Status Update on Human Resource System
 3. Status Update on University Personnel Systems
 4. Focusing the Business, Finance, and Audit Committee Agenda

Review of Policies Related to the
Reporting of Crimes Against Children

BUSINESS, FINANCE, AND AUDIT COMMITTEE

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents endorses the recommendations included in the Office of Operations Review and Audit's Review of Policies Related to the Reporting of Crimes Against Children and encourages their adoption as soon as practicable.

**REVIEW OF POLICIES RELATED TO THE
REPORTING OF CRIMES AGAINST CHILDREN
FROM THE OFFICE OF OPERATIONS REVIEW AND AUDIT**

EXECUTIVE SUMMARY

BACKGROUND

In accordance with the *2012 Review and Audit Plan*, as approved by the Business, Finance, and Audit Committee of the Board of Regents of the University of Wisconsin System (the UW System), the Office of Operations Review and Audit performed an assessment of policies and efforts related to protecting children throughout the UW System and its colleges, universities, and extension.

REQUESTED ACTION

Approval of Resolution I.2.a.1.

DISCUSSION

As a public higher education system, the UW System's program offerings are generally targeted towards adult learners. Existing policies and practices reflect this fundamental focus. The results of this assessment indicate that UW administrators and program personnel also recognize their obligation to ensure the welfare of youth participating in activities sponsored by UW institutions and other youth present on UW premises.

The enclosed report includes eight comments that, if implemented, will further complement and strengthen existing UW System and institution policies and practices to ensure a safer environment for those youth who are participants in UW-sponsored programs and activities, visitors to UW premises, or who come in contact with UW staff and students through academic endeavors or community service and engagement activities.

RELATED REGENT POLICIES

Regent Policy Document (RPD) 20-19: University of Wisconsin System Criminal Background Check Policy



Review of Policies Related to the Reporting of Crimes Against Children

Office of Operations Review and Audit

Report Control #2012-01

May 29, 2012

TABLE OF CONTENTS

	<u>PAGE</u>
EXECUTIVE SUMMARY	1
OBJECTIVE, SCOPE, AND APPROACH.....	2
BACKGROUND INFORMATION	3
SIGNIFICANT LAWS AND DEFINITIONS.....	4
OBSERVATIONS AND RECOMMENDATIONS.....	5
COMMENT 1: REVISE CRIMINAL BACKGROUND CHECK POLICY FOR INDIVIDUALS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN	5
COMMENT 2: EXPAND CRIMINAL BACKGROUND CHECK REQUIREMENTS FOR SELECT CONTRACTORS AND THIRD PARTIES	7
COMMENT 3: ENHANCE SCREENING PROCESSES FOR UW VOLUNTEERS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN	9
COMMENT 4: EXPLORE COST SAVING OPPORTUNITIES RELATED TO THE CRIMINAL BACKGROUND CHECK PROCESS	10
COMMENT 5: EXPAND ONGOING EDUCATION/AWARENESS EFFORTS RELATED TO EXECUTIVE ORDER #54.....	11
COMMENT 6: COMMUNICATION OF MECHANISM TO REPORT CHILD ABUSE AND NEGLECT TO UW VOLUNTEERS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN AND YOUTH PARTICIPANTS IN UW PROGRAMS.....	13
COMMENT 7: ESTABLISH A CHILD SAFETY AND WELFARE POLICY.....	14
COMMENT 8: ESTABLISH A CHILDREN IN THE WORKPLACE POLICY.....	15
CONCLUSION.....	16

EXECUTIVE SUMMARY

At its December 8, 2011 meeting, the Business, Finance, and Audit Committee of the Board of Regents of the University of Wisconsin System (UW System) requested that the Office of Operations Review and Audit prioritize an assessment of policies and efforts related to protecting children throughout the UW System and its colleges, universities, and extension. This report summarizes the results of our assessment, which included understanding existing state law and UW System and institution policies related to the reporting of crimes against children; evaluating the sufficiency and effectiveness of methods used to communicate policies to employees, students, and agents of the University of Wisconsin that may interact with children while performing duties on and off University of Wisconsin premises; understanding the availability and effectiveness of crime reporting mechanisms; evaluating protocols used to investigate allegations of crime internally, including whether adequate independence exists related to such investigations; and assessing areas that may result in risk to the System due to inadequate policies or procedures.

As a public higher education system, UW System's program offerings are generally targeted towards adult learners. Existing policies and practices reflect this fundamental focus. The results of our assessment indicate that UW administrators and program personnel also recognize their obligation to ensure the welfare of youth participating in activities sponsored by UW institutions and other youth present on UW premises. We identified a variety of institution and program-specific policies and practices designed to protect the well-being of youth. However, promoting consistency of policies and practices, where appropriate, would further mitigate the risk of exposing youth to unsafe environments and ensure UW employees and others appropriately respond to any issues or concerns that may arise.

The *Observations and Recommendations* section of this report details the results of our assessment, and includes comments falling into the following categories: (1) risk identification, (2) education and awareness, and (3) clarification of policies/procedures. A summary of our eight recommendations and risk assessment is as follows:

Risk Identification:

- Comment 1: Revise criminal background check policy for individuals in a position of trust with respect to children (higher risk).
- Comment 2: Expand criminal background check requirements for select contractors and third parties (higher risk).
- Comment 3: Enhance screening processes for UW volunteers in a position of trust with respect to children (higher risk).
- Comment 4: Explore cost saving opportunities related to the criminal background check process (lower risk).

Education/Awareness:

- Comment 5: Expand ongoing education/awareness efforts related to Executive Order #54 (higher risk).

- Comment 6: Communicate a reporting mechanism to report child abuse and neglect to UW volunteers in a position of trust with respect to children and youth participants in UW programs (higher risk).

Clarification of Policies/Procedures:

- Comment 7: Establish a child safety and welfare policy (lower risk).
- Comment 8: Establish a children in the workplace policy (lower risk).

The risk assessments include parenthetically above are classified as higher and lower, based on professional judgment after considering potential liability associated with noncompliance, inherent risk, reputational risk, strategic risk, existing controls, institutional practices, number of affected individuals, and other relevant factors.

We believe our recommendations, if implemented, will complement and strengthen existing UW System and institution policies and practices to ensure a safer environment for youth who are participants in UW sponsored programs and activities, who are visitors to UW premises, or who come in contact with UW staff and students through academic endeavors or community service and engagement activities.

When evaluating these recommendations, it is important to be cognizant of the rapidly changing landscape related to policies and efforts designed to protect the welfare of children throughout the UW System. In November 2011, amidst allegations of crimes against children at other higher education institutions, UW System administrators and program personnel began actively considering procedures related to protecting youth on UW premises. Then, following the signing of Executive Order #54 Relating to Supplemental Mandatory Reporting Requirements of Child Abuse and Neglect by Governor Walker on December 19, 2011, UW System began developing and disseminating information to UW System personnel on their mandatory reporter obligation. The observations and recommendations included herein should complement these efforts to ensure that UW System and its colleges, universities, and extension are providing an environment that promotes and protects the welfare of children.

OBJECTIVE, SCOPE, AND APPROACH

The objective of this review was to assess the policies and efforts employed throughout the University of Wisconsin System and its colleges, universities, and extension related to protecting youth who are participants in UW sponsored programs and activities, who are visitors to UW premises, or who come in contact with UW staff and students through academic endeavors or community service and engagement activities.

Our procedures included:

- reviewing existing state statutes and Regent Policy Documents;
- identifying programs and activities directed towards youth occurring on UW premises or sponsored by UW institutions;
- performing site visits at a representative sample of institutions (UW-Green Bay, Madison, Milwaukee, Oshkosh, Parkside, Whitewater, UW Colleges, and Extension), and

conducting interviews of staff and faculty involved with law enforcement, risk management, human resources, athletics, recreation, camps, student affairs, housing, and pre-college and academic programs regarding UW institution policies, practices, and protocols related to children and their welfare;

- surveying a sample of individuals at UW institutions where no site visit was performed regarding UW institution policies, practices, and protocols related to children and their welfare;
- performing inquiries of UW System Administration staff in the offices of safety and loss prevention, human resources, and general counsel on systemwide efforts related to children and their welfare;
- obtaining and evaluating institution-specific policies;
- reviewing UW System and institution employee workplace rules and training as it relates to mandatory reporter obligations established by Executive Order #54;
- comparing existing UW System policies to other public and higher education institutions and youth-serving organizations; and
- researching child safety and welfare resources published by reputable industry leaders.

Our review considered UW institution programs and activities that often include child participants, or where the presence of children is known or likely. The scope of our review did not include an assessment of policies directly applicable to UW institution child care facilities, as State of Wisconsin statutes currently require these facilities to be separately licensed and regulated. As a result, such facilities undergo periodic reviews and inspections, maintain minimum standards for staff qualifications, and whose staff have consistently been classified as mandatory reports of child abuse and neglect under state law.

BACKGROUND INFORMATION

As a public higher education system, UW System's program offerings are generally targeted towards adult learners. Existing policies and practices reflect this fundamental focus. However, there are youth participants in UW-sponsored programs and activities, youth visitors to UW premises, and youth who come in contact with UW staff and students through academic endeavors or community service or engagement activities. The challenges associated with protecting the welfare of these youth are significant, and in some ways even more complex than those organizations that exclusively serve children because of the considerable diversity in program offerings, the variety of physical environments, and the different classifications of educators, staff, and other stakeholders supporting such offerings. As a result, it becomes increasingly important to have clear, concise, and well-publicized policies and controls related to protecting children throughout the University of Wisconsin System and its colleges, universities, and extension.

Youth on UW Premises

Tens of thousands of youth participate in formal and informal programs, service offerings, and activities sponsored by or located on UW premises, including pre-college programs, outreach programs, overnight camps, day camps, clinics, competitions, private lessons, theatre programs, research activities, academic programs, leadership programs, field trips, sports tournaments, tours, and other activities. Beyond these types of experiences, youth may be present on UW

premises to use facilities or because an employee brought their child into the workplace for an event or temporary childcare.

Environmental Considerations

UW institutions manage both a physical and programmatic environment that is complex and ever-changing. The physical location of UW institutions may be urban or rural, are open to the public, include immediate proximity to K-12 schools, have classrooms, housing, student centers, entertainment venues, remote facilities, laboratories, and power plants. Each type of facility presents unique challenges to ensuring the safety and welfare of youth participants.

Personnel and Third-Party Associations

The array of personnel supporting UW-sponsored youth programming is large and diverse. UW institutions often use permanent classified and unclassified staff, as well as adjunct, contracted, and student employees. Certain youth programs rely heavily on non-employees, such as volunteers. In some instances, third parties lease UW facilities for the purpose of offering youth-centered programs, which are not UW-sponsored.

SIGNIFICANT LAWS AND DEFINITIONS

The UW System and its colleges, universities, and extension must comply with various laws related to children and their welfare. Some of the more significant laws include:

- **Executive Order #54 Relating to Supplemental Mandatory Reporting Requirements of Child Abuse and Neglect (Executive Order):** Signed on December 19, 2011, the Executive Order makes all UW System employees mandatory reporters of child abuse and neglect. Specifically, all UW System employees are required to immediately report child abuse or neglect if the employee, in the course of employment, observes an incident or threat of child abuse or neglect, or learns of an incident or threat of child abuse or neglect, and the employee has reasonable cause to believe that child abuse or neglect has occurred or will occur.
- **Wisconsin Statutes Chapter 48:** Referred to as “The Children’s Code,” this Chapter of Wisconsin Statutes addresses various matters related to the protection of children.
- **Wisconsin Caregiver Law:** The Wisconsin Caregiver Law requires background and criminal history checks of certain personnel who are responsible for the care, safety, and security of children. The law also requires covered entities to investigate and report incidents of misconduct (abuse, neglect, or misappropriation of property).

For purposes of this report, the terms “child” and “youth” are used to describe a person who is less than 18 years of age. Within the context of this report, these terms are generally used to describe non-UW students.

OBSERVATIONS AND RECOMMENDATIONS

During our assessment, we noted certain observations and recommendations that are summarized herein. These observations and recommendations have been discussed with System and institution personnel, and are intended to mitigate the risk of exposing youth to unsafe environments and ensure UW employees and others appropriately respond to issues or concerns that may arise.

COMMENT 1: REVISE CRIMINAL BACKGROUND CHECK POLICY FOR INDIVIDUALS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN

Observation: Regent Policy Document 20-19, *University of Wisconsin System Criminal Background Check Policy* (RPD 20-19), was adopted on December 8, 2006, and requires a criminal background check be performed on each new hire for a UW System position. When implemented, the policy required each UW institution to develop an implementation plan, including consideration of whether criminal background checks would be performed for the following employee and non-employee groups in the absence of a statutory requirement to the contrary: temporary or limited term employees, positions to be filled by a vendor or contractor, hourly student employees, interns, and unpaid volunteers. RPD 20-19 provided guidance that UW institutions should consider the level of direct supervision and guidance provided to individuals in these categories and the nature of the duties of the job. Additionally, UW institution implementation plans could specify whether positions are considered “positions of trust,” which may warrant criminal background checks for more than new employees (i.e., an employee transferring to a “position of trust”).

Based upon our review of UW institution criminal background check policies, we identified the following:

- RPD 20-19 requires background checks for all new employees. However, existing employees as of the date of policy implementation were grandfathered under the policy. As a mitigating factor, individuals with a felony conviction were identified through the Legislative Audit Bureau’s 2006 report entitled, *Employment of Felons by UW System*, which included a comparison of individuals on the September 2005 UW payroll to those on the State of Wisconsin’s Department of Corrections’ list of individuals convicted of felonies and incarcerated in a state correctional institution or supervised by state probation or parole officers as of November 2005. While this process would have been effective in identifying felons as of November 2005, there could be employees hired between November 2005 and June 1, 2007 (the effective date of RPD 20-19) that were not subjected to LAB’s felony conviction review or a criminal background check.
- RPD 20-19 does not require performing a criminal background check after the initial check is performed. As a result, it may not be possible to identify an employee that has committed an offense after an initial check and while employed within the UW System.
- Some institutions do not explicitly require criminal background checks for temporary or limited term employees, hourly student employees, interns, or unpaid volunteers with access to vulnerable populations such as children.

- RPD 20-19 makes reference to “positions of trust,” but does not define the term. While UW System Administration distributed guidance related to this term, inconsistencies exist both in the definition and application of this term at UW institutions.
- RPD 20-19 includes implementation guidance that should be included outside of Regent Policy Documents. Specifically, it requires approval of institutional plans not later than May 1, 2007 and provides information that should be addressed within the plans. While such information likely provided benefits during implementation, the information is now outdated and creates clarity issues.

Recommendation: In order to enhance RPD 20-19 and to facilitate more consistency in its application, we recommend revising RPD 20-19 to:

- eliminate implementation guidance.
- provide a minimum definition of individuals employed in a “position of trust.” This definition could be based upon the *Factors to Consider in Position of Trust Determination* guidance provided to institutions at the time RPD 20-19 was implemented, but should be expanded to include individuals with unsupervised or significant access to children or vulnerable populations.
- require UW System employees in a position of trust with respect to children who have not previously been subject to a criminal background check by UW to undergo a criminal background check as soon as practical.
- require individuals in a position of trust with respect to children (UW System employees, temporary or limited term employees, hourly student employees, interns, and unpaid volunteers) to undergo a criminal background check once every four years consistent with Wisconsin’s Caregiver Law.
- require employees (at least those in a position of trust with respect to children), as a condition of their employment, to self-disclose certain criminal offenses that occur while employed with UW System. To facilitate this process, consideration could be given to requesting disclosure of information annually through a formal information request (i.e., include a question on conflict of interest questionnaires already required, explore implementing a web-based mechanism to capture and track information, etc.).
- provide guidance on how to conduct criminal background checks for international individuals from locations where criminal background checks may not be common practice.
- provide institutions with discretion in establishing more stringent criminal background check policies, including how to apply the definition of positions of trust, depending upon their unique environmental, programmatic, or personnel considerations.
- include language providing UW institutions with discretion on the application of the term position of trust with respect to children for temporary or limited term employees, hourly student employees, interns, and unpaid volunteers after considering factors such as the level of contact the volunteer has with children, the potential for one-on-one contact with children, the level of supervision provided by other institution personnel, whether the individual is serving in a role of authority on a youth program, and other relevant factors. We recommend guidance be developed to outline the types of circumstances that may create sufficiently low risk that a position would not warrant completion of a criminal background check.

Prior to implementing any policy changes, we recommend that UW institutions be provided with guidance on how to handle matters identified during criminal background checks for individuals in a position of trust with respect to children. The Wisconsin Caregiver Program document entitled *Offenses Affecting Caregiver Eligibility for Chapter 50 Programs* may provide some guidance on criteria to review when assessing the impact of prior offenses on an individual pursuing a position of trust with respect to children.

In addition, to facilitate more efficient tracking of criminal background checks for employees, it may be appropriate to evaluate whether a tracking mechanism could be incorporated into the HR system (i.e., fields to indicate the date of last criminal background check and whether a position is a position of trust with respect to children).

Industry Practice: Conducting criminal background checks on employees is a commonly accepted practice to provide a safe work or learning environment. Many public research universities require a criminal background check on all new employees, including Michigan State University, University of Virginia, University of Georgia, and the University of Missouri. More stringent requirements often exist for employees or volunteers in a position of trust with respect to children. For example, the State of Florida requires level 2 background checks (fingerprinting) on all summer camp personnel (including volunteers), and the Texas A&M University System requires criminal conviction and sex offender background checks on all individuals assigned to employee or volunteer positions involving contact with minors at a camp or program for minors.

Mitigating Controls and/or UW Institution Practice: UW System Administration provided an example employee criminal background check policy to UW institutions during implementation of RPD 20-19, which included *Factors to Consider in Position of Trust Determination* guidance. While this guidance includes “camp counselors or those who travel with students or teams” and “positions in a teaching and/or training capacity,” it does not explicitly include all individuals with unsupervised access to children or vulnerable populations.

We found UW institutions often use the term “position of trust” in their criminal background check policies. However, we found many examples where the definition of position of trust is not explicitly defined, where certain employee classes are exempt (such as temporary staff), or where position of trust is only considered when analyzing adverse items identified after conducting a background check, not as a criteria for determining when to conduct a check.

COMMENT 2: EXPAND CRIMINAL BACKGROUND CHECK REQUIREMENTS FOR SELECT CONTRACTORS AND THIRD PARTIES

Observation: UW institutions contract with third parties to provide essential services, such as food or bookstore services, or to lease UW premises for the purpose of offering camps, clinics, or private lessons. While performing procedures, we identified inconsistent practices related to requiring criminal background checks for employees and volunteers of third parties with routine access to children.

Food service contractors for UW's doctoral and comprehensive institutions are required by contract to warrant that they have completed a background check of their employees. However, the current contractual language does not define what constitutes a sufficient background check or clarify what factors should be considered when evaluating background check results. Other major service providers may not be contractually required to warrant anything regarding the completion of criminal background checks.

As it relates to third-party lessees, one UW institution requires criminal background checks for employees and volunteers of certain lessees providing services to children. However, a majority of UW institutions do not require employees and volunteers of third-party lessees providing services to children to undergo any form of criminal background check.

While other procurement tools such as indemnification clauses or bonding requirements may be included in contracts, extending criminal background checks to employees and volunteers of third parties with routine or potentially unsupervised access to children on UW premises could help mitigate the risk that people likely to commit crimes against children would have widespread access to UW premises.

Recommendation: We recommend that UW institutions require that third parties with routine or potentially unsupervised access to children be contractually required to warrant that their employees and volunteers have passed a criminal background check. Within the contracts, it would be beneficial to define what constitutes a sufficient background check and clarify any factors that UW expects third parties to consider in evaluating criminal background check results.

The intent of this recommendation is not to seek criminal background checks for all third-party providers on UW premises, but rather to identify those third parties with more significant interaction with children. Some factors to consider could include the duration of interaction with children, the level and nature of contact with children, the potential for one-on-one contact with children, the level of supervision provided by other institution personnel, whether children would view the individual as serving in a role of authority, and other relevant factors.

For third parties with less frequent contact with children, it may be prudent to review indemnification clauses and bonding requirements included in contracts to ensure an appropriate level of protection is being afforded to UW institutions.

Industry Practice: Conducting background checks on third-party service providers or contractors is routine practice in the private sector as a means to reduce fraud and waste, protect their employees and clients, and to protect their reputation from harm resulting from unethical or illegal acts perpetrated by a contracted entity. This practice has recently extended into the higher education industry. For example, Indiana University implemented a policy requiring contractual agreements concerning personnel or facilities related to programs including children to comply with the institution's *Programs Involving Children* policy (which includes criminal background checks) as a term of the contract. Indiana University also requires such contracts to include an indemnification provision in which the University is held harmless for the acts or omissions of other program participants or their-party employees or agents.

Mitigating Controls and/or UW Institution Practice: Included within above observation section.

COMMENT 3: ENHANCE SCREENING PROCESSES FOR UW VOLUNTEERS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN

Observation: Volunteers fill important roles at UW institutions, sometimes serving as coaches, mentors, or instructors to children. Our procedures identified that some UW institution departments perform screening of volunteers in a position of trust with respect to children by performing criminal background checks and requiring volunteers to complete an application form or contract. Many UW institutions, however, have not established a screening mechanism for volunteers in a position of trust with respect to children.

A formal screening process would help protect youth being served by not only eliminating individuals not suited for working with youth, but by identifying those individuals who will best support the program's objective of providing youth a rewarding and enriching experience. Further, a screening process may also help protect an organization's image while reducing its negligence liability.

Recommendation: We recommend that UW institutions implement a screening process applicable to volunteers in a position of trust with respect to children. The screening process should consist of a criminal background check (described in observation #1) and volunteer application form/contract. The volunteer application form/contract should request the volunteer's contact information, include an attestation of the volunteer's commitment to protect the safety and welfare of children, include an attestation that the volunteer will report known or suspected instances of child abuse or neglect according to institution policy, and clarify liability protections applicable to the volunteer. The contract could also include an expiration date to assist in determining when volunteers would need to update their information and reaffirm their commitment to protect the safety and welfare of children. To ensure the most cost effective implementation of this recommendation, we recommend that a volunteer application form/contract template be provided to UW institutions.

In situations that volunteers may have more extensive unsupervised access to children and other vulnerable populations, we recommend UW institution program personnel consider whether interviews or reference checks may be appropriate.

While this recommendation refers to the term *position of trust with respect to children*, institutions should have discretion on the application of the full screening process after considering factors such as the level of contact the volunteer has with children, the potential for one-on-one contact with children, the level of supervision provided by other institution personnel, whether the individual is serving in a role of authority for a youth program, and other relevant factors. These considerations should be made prior to the commencement of volunteer activities.

Industry Practice: Higher education industry practice is currently evolving. However, many institutions are currently reviewing or have recently reviewed their policies related to volunteers at camps and other programs for children/youth. The State of Florida requires level 2 background checks (fingerprinting) on all summer camp personnel (including volunteers), as well as completion of the *Affidavit of Good Moral Character*. The State of Florida also requires rescreening after any gap in service of more than 90 days. The Texas A&M University System requires criminal conviction and sex offender background checks on all individuals assigned to volunteer positions involving contact with minors at a camp or program for minors.

A review of youth-serving organizations found that many require all volunteers to undergo a formal screening process prior to working with youth. A typical process includes: submitting to a criminal background check, completing an information form that includes much of the same information as for employment, performing reference checks and an interview process where appropriate, and maintaining volunteer applications and related paperwork.

Mitigating Controls and/or UW Institution Practice: Some departments within UW institutions perform screening of volunteers through criminal background checks and by requiring the volunteers to complete a volunteer application form or contract.

COMMENT 4: EXPLORE COST SAVING OPPORTUNITIES RELATED TO THE CRIMINAL BACKGROUND CHECK PROCESS

Observation: UW institutions conduct background checks through internal resources, contracted services, or through a hybrid model/sources. Our test work indicates that criminal background checks performed by UW institutions vary in terms of cost and extent, as follows:

- UW law enforcement staff often perform criminal background checks for statutorily required criminal background checks, such as those for law enforcement employees or employees covered under the Wisconsin Caregiver Law. The cost for these background checks is approximately \$7 (excluding personnel costs), although if a multi-state check is required, the cost increases because of the need to contact individual state databases.
- UW law enforcement staff also perform criminal background checks for individuals required to submit fingerprints as a condition of employment. For these criminal background checks, UW law enforcement have access to federal criminal databases that interface with comprehensive data sources that provide information on any arrest record regardless of jurisdiction. The cost of these criminal background checks is approximately \$15 each (excluding personnel costs).
- Some UW institutions perform simple criminal background checks internally for an employee who self-reports as having only resided in Wisconsin. These checks are generally performed by staff within the Office of Human Resources or the hiring unit, and can be performed using Wisconsin Department of Justice and Circuit Court System resources at a cost of \$7-15 each (excluding personnel costs). Most UW staff expressed satisfaction with the quality of background checks conducted through this process. However, it should be noted that because it limits results to the State of Wisconsin, if an applicant failed to properly identify prior residences in other states, criminal history information from those states would not be identified.

- Most UW institutions obtain criminal background checks under a central Committee on Institutional Cooperation (CIC) contract at costs ranging from \$35 to \$100 each for domestic criminal background checks, and upwards of several hundred dollars for international checks. These checks are generally more involved because they often include multiple prior or out-of-state residences. UW institution staff have varying opinions on the quality of these background checks and expressed some concern that the vendor only checks the last seven years of data, which is consistent with common industry practice.

To the extent the UW System expands its criminal background check policy, it may be prudent to re-evaluate existing contracts to determine if costs can be reduced commensurate with increased volume of criminal background checks or explore other available options to reduce institution costs.

Recommendation: To the extent the volume of criminal background checks increases, we recommend UW System Administration organize a committee to explore the most cost effective manner of conducting criminal background checks that meet appropriate quality standards. This may include renegotiating existing contracts to seek volume discounts, or exploring whether appropriately designated individuals could be afforded access to federal criminal databases (as used by law enforcement) to perform criminal background checks internally at a lower cost than contracting externally for the service.

Industry Practice: No standard practice is noted. However, it would be prudent to seek the lowest cost method of performing criminal background checks meeting minimum established criteria.

Mitigating Controls and/or UW Institution Practice: UW institutions currently conduct criminal background checks through a variety of means and data sources. As described in the observation section above, the extent and cost of background checks performed by UW institutions varies.

COMMENT 5: EXPAND ONGOING EDUCATION/AWARENESS EFFORTS RELATED TO EXECUTIVE ORDER #54

Observation: UW System employees are subject to many federal, state, and System rules and regulations, including the recently issued Executive Order #54 Relating to Supplemental Mandatory Reporting Requirements of Child Abuse and Neglect. While the System Offices of General Counsel, Human Resources, and Academic Affairs collaborated to develop employee training and educational materials related to the Executive Order, completion of the training and review of the educational materials is not mandatory. As a result, there is a risk that all UW employees will not be aware of their obligation as a mandatory reporter. Furthermore, training and educational efforts surrounding new laws and regulations like the Executive Order may only provide short-term awareness unless ongoing training/education efforts are implemented.

Recommendation: We recommend UW System implement a basic education/awareness program related to the Executive Order for all employees, supplemented with more extensive training efforts for those in a position of trust with respect to children. In order to provide basic information to all employees, UW institutions could consider posting information electronically and in areas commonly accessed by employees reminding them of their mandatory reporter obligation and the specific process to report child abuse and neglect. By broadly publicizing this information, it will mitigate the risk that employees are unaware of their obligation as a mandatory reporter or the steps to make a report. Alternatively, information could be provided to new employees during orientation, sent via email correspondence to employees, or incorporated into other existing training efforts.

In addition to providing basic education/awareness for all employees, we further recommend that employees serving in a position of trust with respect to children be required to complete training addressing the mandatory reporter obligation. This training could also include best practices to minimize risks when working with children (i.e., limiting one-on-one contact, etc.). The completion of this training should be monitored, with refresher courses being required periodically. To facilitate completion of this training, the UW System could explore centrally developing training for use by all UW institutions, or explore leveraging off of existing trainings or those currently under development. For example, resources such as UW-Oshkosh's Center for Career Development & Employability Training could be used to provide online trainings and offer tools for tracking training participants. Also, the Southern Child Welfare Training Partnership at UW-Madison is developing an on-line training program for mandatory reporters, through a state grant, that will be made available free of charge. In addition, the Wisconsin Department of Public Instruction has a variety of free resources, including an online webcast, addressing mandatory reporting of child abuse and neglect. While some of these resources may need to be supplemented with institution-specific policy and protocols, these training programs may provide a cost-effective and strong foundation for training efforts.

Industry Practice: Many higher education institutions offer new employee orientation programs, which provide information on benefits, diversity initiatives, crime prevention, ethics, compliance, key policies, and safety matters. In lieu of formalized new employee orientation programs, some higher education institutions publish key information within an employee handbook or on a human resources website. Either resource can be used to provide employees with basic information on mandatory reporting requirements similar to Wisconsin's Executive Order #54.

Recently, some higher education institutions have implemented mandatory training programs for employees and volunteers that have contact with children. For example, the Texas A&M University System approved a policy requiring sexual abuse and child molestation training and examination for employees or volunteers assigned to a position involving contact with minors at a camp. Other higher education institutions are considering similar requirements.

Youth-serving organizations and K-12 school districts often require mandatory training related to youth protection. For example, the Boy Scouts of America requires registered volunteers complete youth protection training every two years.

Mitigating Controls and/or UW Institution Practice: The UW System Office of General Counsel website includes various resources related to the mandatory reporting of child abuse and neglect. Additionally, UW System's Office of General Counsel, in collaboration with the Offices of Human Resources and Academic Affairs, offered three regional employee training opportunities in April 2012 for administrators, faculty, and staff selected to plan and facilitate future training related to the Executive Order. Other training and educational resources related to mandatory reporting and child abuse issues are in development and will be available to UW institutions to further support efforts to train and educate staff regarding their responsibilities under Executive Order #54. In addition, at least one UW institution requires completion of the Wisconsin Department of Public Instruction's online webcast entitled *Mandatory Reporting of Child Abuse and Neglect – Training for All School Employees* for employees in a position of trust with respect to children.

COMMENT 6: COMMUNICATION OF MECHANISM TO REPORT CHILD ABUSE AND NEGLECT TO UW VOLUNTEERS IN A POSITION OF TRUST WITH RESPECT TO CHILDREN AND YOUTH PARTICIPANTS IN UW PROGRAMS

Observation: Executive Order #54 Relating to Supplemental Mandatory Reporting Requirements of Child Abuse and Neglect makes all UW System employees mandatory reporters of child abuse and neglect. However, the Executive Order does not extend to UW volunteers in a position of trust with respect to children.

In addition, national child abuse organizations indicate that victims are most likely to report child abuse neglect when made aware of available reporting mechanisms, and recommend the use of a confidential reporting mechanism in order to mitigate victims' concerns regarding retaliation by the abuser, or stigma associated with being a victim of abuse.

UW institutions identified a wide variety of reporting mechanisms that can be used to report safety concerns or information related to a crime. However, we found that these mechanisms may be communicated to UW institution faculty, staff, and students, but not always to volunteers in a position of trust with respect to children or youth participants in UW-sponsored programs. If individuals are not aware of the appropriate method to report child abuse or neglect, it could result in information not being reported, which may lead to an ineffective response.

Recommendation: We recommend that UW institutions promote awareness of a mechanism to report child abuse and neglect that can be used by participants in UW-sponsored programs and volunteers in a position of trust with respect to children. To maximize effectiveness, the reporting mechanism promoted should be clearly communicated, be a trusted resource that would limit disclosure of information, and be accompanied with a non-retaliation policy against individuals reporting information in good faith. While UW institutions should have the discretion to select whatever mechanism is considered most appropriate for that institution, we recommend that institutions consider leveraging upon existing external resources equipped to respond to reports of child abuse or neglect, such as the county department of social or human services' child abuse reporting phone number or other crime reporting hotlines (such as Crime Stoppers).

For participants in UW-sponsored programs, communication could occur by publishing within information for programs with child participants (e.g., camp brochures or websites), or by posting in areas commonly accessed by children.

For volunteers in a position of trust with respect to children, information could be communicated through volunteer training efforts, through volunteer handbooks, or through other communication. It may be prudent to evaluate whether youth protection training should be mandatory for certain volunteers in a position of trust with respect to children.

Industry Practice: Youth-serving organizations, such as Boy Scouts of America, require completion of a training program for volunteers that includes information on the proper reporting protocol for known or suspected child abuse or neglect. Certain higher education systems are implementing similar requirements, such as the Texas A&M University System, which recently approved a policy requiring sexual abuse and child molestation training and examination for volunteers assigned to a position involving contact with minors at a camp.

While practice within the higher education industry is evolving, it appears that some institutions are beginning to communicate child abuse and neglect reporting mechanisms to youth participants in summer programs.

Mitigating Controls and/or UW Institution Practice: UW institution practice varies, and includes:

- One UW institution has implemented an anonymous, survey-based reporting mechanism for individuals to use when reporting concerns. This reporting mechanism is available on the institution's public safety website; however, it is not routinely published in information provided to visitors and guests, parents, volunteers, and others.
- One UW institution established a 24-hour hotline to premier during Summer 2012 for athletic camps that campers and staff can use to report a suspected incident or crime. This reporting mechanism will be communicated via camp materials and by posting in areas commonly accessed by camp participants.
- Many institutions have reporting mechanisms that are promoted for reporting concerns about student or faculty health and safety, however, these are not generally communicated to visitors and guests, parents, volunteers, and others.

COMMENT 7: ESTABLISH A CHILD SAFETY AND WELFARE POLICY

Observation: UW institutions do not consistently have policies in place regarding various matters impacting the welfare of children, including the mandatory reporter obligation of UW employees. Establishing policies would promote accountability and compliance by:

- communicating to UW employees their obligation as a mandatory reporter;
- defining key terms related to child abuse and neglect;
- providing specific minimum standards for reporting known or suspected instances of child abuse or neglect within the framework of Executive Order #54 that includes dual notification of cases (i.e., to a local law enforcement agency or the county department of

social or human services **and** to a designated entity within the UW System for instances that require institutional action); and

- communicating the rights of victims of child abuse or neglect occurring while participating in a UW-sponsored program.

Recommendation: We recommend that all UW institutions be required to implement a child safety and welfare policy, which covers topics such as the mandatory reporting obligation of UW System employees. In order to ensure policies include necessary information, we recommend the Office of General Counsel prepare and distribute a model policy template. While institutions should have the discretion to tailor this policy, it will provide expected minimum guidelines.

Industry Practice: Many higher education systems and institutions have recently issued or are currently evaluating child welfare and protection policies. Some representative policies include the Texas A&M University System's Policy 24.01.06, *Camps and Programs for Minors*, which establishes criminal background check requirements, outlines reporting protocol, and establishes a training and examination program related to child abuse and neglect; Penn State University's *Policy for Reporting Incidents of Child Abuse and Sexual Assault*, which specifically defines the reporting protocol to consist of both institution and external authorities; and Indiana University's *Programs Involving Children*, which establishes criminal background check requirements, provides notification and reporting protocol, and requires units sponsoring programs including children to maintain and up-to-date listing of such programs involving children.

The Boy Scouts of America requires any report of suspected or actual child abuse to contact the proper external authorities first, then to contact a Scout executive.

Mitigating Controls and/or UW Institution Practice: UW System's Office of General Counsel offered three regional employee training opportunities this past April for administrators, faculty, and staff selected to plan and facilitate future training related to Executive Order #54 Relating to Supplemental Mandatory Reporting Requirements of Child Abuse and Neglect. These training efforts provided current information on how to report known or suspected instances of child abuse or neglect.

Additionally, the Office of General Counsel has issued guidelines related to Executive Order #54 and is drafting a sample policy for use by UW institutions.

COMMENT 8: ESTABLISH A CHILDREN IN THE WORKPLACE POLICY

Observation: UW premises comprise a wide array of facilities, including classrooms, offices, laboratories, recreation, and other common areas. Introducing children into some facilities may subject them to workplace hazards or, if unsupervised, result in a situation where abuse or exploitation could occur. In addition to resulting in possible harm to the child, this could result in liability to the UW System or disruptions to other employees.

While performing inquiries of administrators at various UW institutions, we identified that occasions exist when employees bring their children onto UW premises. Administrators strive to provide a supportive work environment, and recognize that occasions exist when an employee

may need to bring a child onto UW premises. However, our inquiries identified that most UW institutions do not provide guidance to employees regarding when it is appropriate to bring children into the workplace. As a result, inconsistencies in practice amongst UW institutions and departments exist, including the level of supervision expected and what constitutes an appropriate situation.

Recommendation: We recommend UW institutions maintain a policy to guide under what conditions it is appropriate for UW employees to bring children into the workplace. To assist with this process, we recommend the involvement of UW System Administration's Office of Safety and Loss Prevention and the Office of General Counsel to provide guidance, possibly through a sample policy based on input from the institutions. While balancing the need and desire to create a supportive work environment for employees, the goal of this recommendation is to ensure children are not unnecessarily exposed to workplace hazards or other situations in which abuse or exploitation could occur.

Industry Practice: A review of higher education institutions found numerous examples of policies related to visitors or children in the workplace, including Johns Hopkins University's *Guidelines for Children in the Workplace*, University of Arizona's *Visitors in the Workplace* policy, Iowa State University's *Protection of Children in the Workplace* policy, University of Alaska's *Children on Campus Guidelines*, University of Colorado's *Guidelines for Children in the Workplace and/or Classroom*, Stanford University's *Exclusion of Minors in the Workplace* policy, and University of Florida's *Children in the Workplace* policy. The policies generally prohibit extended or regular visits by children (e.g., regularly bringing children to workplace in lieu of childcare), define exceptions, and specify the responsibilities of employees and supervisors as it relates to the presence of children in the workplace. While the policies reviewed consistently highlight the importance of having an environment supportive of employees' work-life balance needs, the policies are intended to minimize the risk of harm to children.

Mitigating Controls and/or UW Institution Practice: Four UW institutions identified that they have implemented guidance or a policy regarding the presence of children in the workplace. Additionally, some UW institutions have policies regarding the presence of children in certain facilities, such as laboratories or other research areas.

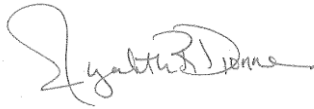
CONCLUSION

We have performed an assessment of UW System and institution policies and practices related to youth and their welfare. Based upon procedures performed, the institutions visited and surveyed appear to have implemented a wide range of controls, formal and informal, to help ensure the safety and welfare of youth participants in UW sponsored programs and activities. Further, UW personnel generally are committed to enhancing efforts that would further protect vulnerable populations, especially youth. However, promoting consistency of policies and practices, where appropriate, would further mitigate the risk of exposing youth to unsafe environments, and ensure UW employees and others are prepared to appropriately respond to any issues or concerns that arise.

The performance of an internal audit includes performing procedures and applying professional judgment in the evaluation of results. The Institute of Internal Auditors, internationally recognized as the official governing body over the profession of internal auditing, recognizes that audit procedures, even when performed with due professional care, do not guarantee that all significant risks, errors, or irregularities will be identified. Our audit does not provide a legal determination of compliance with all applicable University, federal, and state regulations.

This report is the result of the Office of Operations Review and Audit's evaluation of the information described herein, and is intended solely for the information of management and the Board of Regents of the University of Wisconsin System. This restriction is not intended to limit the distribution of this report, which upon final issuance is a matter of public record.

We greatly appreciate the assistance and cooperation of faculty and staff throughout the UW System who provided information during the conduct of this assessment.



Elizabeth R. Dionne, CPA
Director, Operations Review and Audit

May 29, 2011

OFFICE OF OPERATIONS REVIEW AND AUDIT QUARTERLY STATUS UPDATE

EXECUTIVE SUMMARY

BACKGROUND

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

REQUESTED ACTION

This item is for information only.

STATUS REPORT ON MAJOR PROJECTS

Recently Issued Engagement Reports

The following represents a summary of engagement reports issued since February 9, 2012, which represents the most recent Office of Operations Review and Audit Status Update provided to the Business, Finance, and Audit Committee of the Board of Regents:

Engagement Number	Engagement Title, Description, and Status
2011-10	NCAA Division III Athletics – Eau Claire – The objectives of this engagement include evaluating the design and effectiveness of the processes and controls related to various aspects of Division III athletics at the University of Wisconsin – Eau Claire for the year ended June 30, 2011, including compliance with state and NCAA regulations.
2012-01	Policies Related to Reporting of Crimes Against Children – The objectives of this engagement include understanding existing state law and UW System and institution policies related to the reporting of crimes against children; understanding industry best practices related to policies related to crimes against children; evaluating the sufficiency and effectiveness of methods used to communicate policies to employees, students, and agents of the University of Wisconsin that may interact with children while performing duties on and off University of Wisconsin premises; understanding the availability and effectiveness of mechanisms to report crime; evaluating protocols used to research/investigate allegations of crime internally, including whether adequate independence exists related to such investigations; evaluating the method of determining whether to involve external law enforcement agencies; and assessing areas that may result in risk to the System due to inadequate policies or procedures.

Active Engagements

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

Engagement Number	Engagement Title, Description, and Status
2011-12	Undergraduate Academic and Career Advising – The objectives of this engagement include evaluating the organization and staffing of the University of Wisconsin System’s academic and career advising programs; obtaining an understanding of policies and procedures used to guide academic and career advising services, including evaluating whether such guidance is consistent with industry standards; and gathering information regarding student use of academic and career advising services. Fieldwork (including site visits to six institutions) has concluded, and the draft report is currently being reviewed.
2012-02	NCAA Division III Athletics – Stevens Point – The objectives of this engagement include evaluating the design and effectiveness of the processes and controls related to various aspects of Division III athletics at the University of Wisconsin – Stevens Point for the year ended June 30, 2011, including compliance with state and NCAA regulations. Fieldwork is substantially complete, and the engagement report is being drafted.
2012-03, 2012-05, 20 12-07	Audits of Compliance with Travel Regulations – The objective of these engagements is to evaluate whether administrators and financial personnel are in compliance with significant aspects of Financial Administration Policy F36, <i>UW System Travel Regulations</i> . Audits will be conducted at all UW institutions. Entrance conferences were conducted during May 2012 with the first three institutions scheduled (UW-Parkside, River Falls, and Stout).
2012-04, 2012-06, 2012-07	Audits of Compliance with §16.417 Wis. Stats. Related to Dual Employment – The objectives of these engagements are to evaluate whether institutions are in compliance with requirements related to the approval of dual employment situations, as well as statutory limitations associated with dual employment payments (overload payments). Audits will be conducted at all UW institutions. Entrance conferences were conducted during May 2012 with the first three institutions scheduled (UW-Parkside, River Falls, and Stout).

Other Significant Projects

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

- **Continuous Monitoring/Audit Program Development** – Continuous monitoring enables organizations to review business processes for adherence to and deviations from intended levels of performance and effectiveness. Our office is currently researching common metrics used for continuous monitoring efforts at other higher education institutions to be able to implement an automated continuous monitoring/audit program within the UW System.
- **Enterprise Risk Management (ERM) Project** – As defined by the Institute of Internal Auditors, “ERM is a structured, consistent, and continuous process for identifying, accessing, deciding on responses to, and reporting on opportunities and threats that affect the achievement of organization objectives.” The Office of Operations Review and Audit provides ongoing ERM Project support, and assists in the coordination of the ERM Project in collaboration with members of the UW System Administration offices of Academic Affairs, Administrative Services, Financial Administration, and General Counsel. ERM workshops were performed in spring 2012 at UW-Platteville, and planning for ERM at UW-Milwaukee is currently underway.
- **Internal Projects/Reviews** – The Office of Operations Review and Audit is currently working on several internal projects/reviews for UW institutions related to compliance and internal control matters.
- **Changes to the Shared Financial System (SFS)** – On a quarterly basis, the Office of Operations Review and Audit conducts an audit of programming changes made to the Shared Financial System. These audits are intended to ensure that incompatible duties are appropriately separated in the program change process.

LEGISLATIVE AUDIT BUREAU PROJECTS

The Legislative Audit Bureau is working on an audit of HRS, as part of the annual financial statement audit of UW System for fiscal year 2011-12, as well as the annual compliance audit of federal grants and expenditures, including student financial aid, for fiscal year 2011-12. The Legislative Audit Bureau is also conducting a performance evaluation audit of the economic development programs administered by state agencies, an analysis of issues related to the rehiring of annuitants by employers participating in the Wisconsin Retirement System, and an evaluation of WiscNet and the UW System’s use of broadband services.

**UW SYSTEM INFORMATION TECHNOLOGY REPORT
STATUS REPORT ON LARGE/VITAL INFORMATION
TECHNOLOGY PROJECTS**

EXECUTIVE SUMMARY

BACKGROUND

2007 Wisconsin Act 20 requires the Board of Regents to provide in March and September of each year a specific and detailed progress report on all large (defined as costing over \$1 million) and high-risk IT projects to the Joint Committee on Information Policy and Technology. The Board policy on the format of these reports was approved in April 2008. There are two major projects in this report.

REQUESTED ACTION

This report is for information only.

DISCUSSION AND RECOMMENDATIONS

Attached are progress reports on the UW System's two major information technology projects. They include the Oracle/PeopleSoft Human Resource System (HRS) and UW-Platteville's Pioneer Administration Software System (PASS). Both major projects are on target with respect to schedule, scope, and budget status.

All releases of the Oracle/PeopleSoft Human Resource System are deployed as of June 2012 and UW-Platteville's PASS project was fully deployed in May 2012; these will be the last reports on the projects.

RELATED REGENT POLICIES

Regent Policy Document 25-2: Guide to plan and implement management information systems.

Project: Oracle/PeopleSoft Human Resource System Project (HRS): Phase 2 Implementation

Description:

The Human Resource System (HRS) Project is a complex, multi-year endeavor to implement Oracle/PeopleSoft Version 9.0 Human Capital Management (HCM) software throughout the University of Wisconsin System. Environmental complexity distinguishes this project from other endeavors undertaken in the UW System and from other implementations of Enterprise Resource Planning (ERP) systems such as Oracle/PeopleSoft's HCM solution at other higher education institutions. This complexity emanates from the foundational structure of personnel operations within the UW System, which defines two separate and distinct employee systems – one for classified staff and one for unclassified staff. The classified personnel system is governed by the policies and procedures of the Office of State Employee Relations (OSER). The unclassified personnel system (for faculty and academic staff members) is governed by policies and procedures provided by the Board of Regents. Within the classified personnel system there are three types of employee appointments. Within the unclassified personnel system there are seven appointment types. Each of these sub-groups of employee appointments are subject to different applications of policies and procedures of their respective governing bodies. In addition, the UW System relies on a diverse array of funding sources and unique combinations of funding sources that vary from semester to semester, adding to the overall complexity of implementing any new payroll and benefits system.

The scope of the Human Resource System (HRS) Project encompasses the replacement of the core Human Resource, Benefit, and Payroll business processes for the thirteen four-year universities, the thirteen two-year UW-Colleges campuses, the statewide UW-Extension, and the University of Wisconsin System Administration. The replacement of this foundational administrative functionality affects each and every current employee of the University of Wisconsin System, all retirees, and any potential employee of the System.

On September 11, 2009, the Board of Regents approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approve: (a) the System Administration's Project Implementation Plan for the HRS Project and (b) the FY 2010 implementation budget for that project, in each case subject to the negotiation of amendments to the existing HRS system contract with Huron Consulting satisfactory to the Regent President and the System President. It is understood that the Board of Regents will annually review the Project Implementation Plan and that its Business, Finance, and Audit Committee will receive regular reports on the status of the project and the performance of Huron Consulting's contractual obligations, beginning in October 2009, and continuing at every regularly-scheduled two-day Board meeting until implementation is complete.

At the end of June 2010, the major FY 2010 deliverables and milestones planned for this period of time were completed on time and within the approved FY 2010 implementation budget.

On June 10, 2010, the Board of Regents Business, Finance, and Audit Committee approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Human Resource System implementation budget for fiscal year 2011.

At the end of June 2011, the major FY 2011 deliverables and milestones planned for this period of time were completed on time and within the approved FY 2011 implementation budget.

On June 9, 2011, the Board of Regents Business, Finance, and Audit Committee approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Human Resource System implementation budget for fiscal year 2012.

As of June 2012, the major FY 2012 deliverables and milestones planned for this period of time were completed on time and within the approved FY 2012 implementation budget.

Project Schedule for HRS Implementation:

The HRS Implementation was constructed and delivered in three overlapping phases or releases. Each release followed a proven approach for implementing PeopleSoft functionality; each release included steps to build, test, deploy, and support the functionality.

Release 1 constituted the major portion of functionality and the implementation occurred in April, 2011. Release 1 functionality included Human Resources, Base Benefits, limited Benefits Administration, Payroll, Time and Labor, Absence Management, earnings statement review, benefits summary review, Time and Labor employee and manager self-service for some employee groups, base reporting, and the Shared Financial System interface.

Releases 2 and 3 were deployed during FY 2012 and included the following functionality:

- **eBenefits:** eBenefits is online self-service functionality enabling new employees hired at UW to enroll in benefit plans. The functionality is available to benefits-eligible employees except those with prior WRS service. The online, self-service functionality also supports the annual open enrollment period. Online, self-service functionality for new hires and fall 2011 open enrollment was successfully implemented at three pilot institutions in fall 2011. eBenefits for new hires will be phased in at other institutions over the coming months; eBenefits for open enrollment is planned for all UW institutions for fall 2012.
- **Talent Acquisition Management (TAM):** TAM was implemented in February 2012 to provide integrated recruiting functionality to campuses. TAM enables UW and non-UW employees to search, view, and apply for jobs online. TAM offers UW HR professionals an automated system for generating job postings and managing the recruitment and hiring processes.

- Monthly deployment of reports: The project continued to deploy approximately 30 additional reports, along with the prerequisite data views that support these reports. These reports were timed to support the business cycles and processes for FY 2012.

Project Budget for HRS:

	FY08-FY09 Expenditure	FY10 Expenditure	FY11 Expenditure	FY12 Estimated Expenditure (through 6/30/12)	Total Expended FY08-FY12
HRS Project: Key Areas					
Business Process and Application Configuration	\$ -	\$1,827,993	\$ 2,389,678	\$ 281,851	\$ 4,499,522
Technical Development	\$ -	\$11,486,989	\$ 10,886,267	\$ 1,330,164	\$ 23,703,420
Technical Infrastructure	\$ -	\$1,618,151	\$ 3,790,018	\$ 216,572	\$ 5,624,741
Change Management	\$ -	\$822,281	\$ 1,391,695	\$ 382,763	\$ 2,596,739
Testing	\$ -	\$1,774,216	\$ 6,496,208	\$ 525,859	\$ 8,796,283
Project Management and Administration	\$ -	\$6,149,412	\$ 3,218,421	\$ 771,455	\$ 10,139,288
Non-Labor Costs	\$ -	\$540,000	\$ 1,273,323	\$ 172,781	\$ 1,986,104
Sub Total	\$ -	\$ 24,219,042	\$ 29,445,610	\$ 3,681,445	\$ 57,346,097
Planning	\$ 7,861,091	\$ 4,138,909		\$ -	\$ 12,000,000
Contingency for FY12	\$ -	\$ -	\$ -	\$ -	\$ -
Project carryover & contingency reserve from FY08-FY11	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000
HRS Project	\$ 7,861,091	\$ 28,357,951	\$ 29,445,610	\$ 6,181,445	\$ 71,846,097
SFS Interface					
Project	\$ -	\$ 3,526,800	\$ 3,235,630		\$ 6,762,430
Contingency	\$ -	\$ -			
SFS Interface	\$ -	\$ 3,526,800	\$ 3,235,630		\$ 6,762,430
HRS and SFS Interface Total	\$ 7,861,091	\$ 31,884,751	\$ 32,681,240	\$ 6,181,445	\$ 78,608,527

Source of funds:

\$19 million (UW System funds set aside for HRS project)

\$12 million (Technology rebate as part of Microsoft class action settlement)

\$47.6 million (UW System reallocation)

Human Resource System (HRS) Project – Releases 2-3 Implementation Project Dashboard
 (See Appendix 1 for dashboard definitions):

Determine the status for each of the categories below based on the criteria identified on the right and on the back of this page. Insert an X in the column that best describes the status of the category or color/shade the appropriate status box. If a category has a status of Yellow or Red describe the problem/issue and what actions will be taken to correct the problem/issue.		STATUS COLOR INDICATORS
	Green	On target as planned
	Yellow	Encountering issues
	Red	Problems

Project Status Dashboard: HRS Implementation	Green	Yellow	Red
Schedule Status:	x		
Scope Status: eBenefits: Original scope for FY 2012 included deployment of the online self-service functionality for new employees at UW to enroll in benefits plans and for the annual fall 2011 open enrollment period. eBenefits was successfully implemented at three pilot UW institutions in fall 2011. eBenefits for new hires will be phased in at other UW institutions over the coming months; eBenefits for open enrollment is planned for all UW institutions for fall 2012. TAM: Three UW institutions postponed their implementation of TAM beyond February 2012. The decision did not affect the deployment for the remaining UW institutions, nor did it affect the project budget. The project team will continue to work with the three institutions to identify a more appropriate implementation window.		x	
Budget Status:	x		
Other Issues (Staffing, Risks, etc.):	x		

Status of Planning and Documentation to Support HRS Implementation:

	Status
Governance structure	Established
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Established

Project: Pioneer Administration Software System (PASS) - Reimplementation

Description:

UW-Platteville was one of the first UW institutions to implement PeopleSoft. Like most early adopters of PeopleSoft, the University was forced to develop manual processes. While the PeopleSoft product has matured, UW-Platteville has been unable to take advantage of all the new capabilities due to staff turnover and a limited bench of PeopleSoft experts on campus.

UW-Platteville Distance Education used a third-party product by Learning Innovations to support the majority of their online student services. Growth in on-line enrollment of 70% is planned for the next five years and the University determined to bring this service back to the campus. The reimplementation incorporates Distance Education into PASS and fully utilizes the capabilities of the PeopleSoft Campus Solutions product for the benefit of all students, faculty, and staff.

Strategic Business Drivers for the Project:

- **Changing higher education environment:** The business environment and fundamental needs of higher education have changed, and the ability of UW-Platteville to adapt to these changes was hindered by the number of manual processes that were in place for on-campus and on-line students.
- **Growth of Student Enrollment:** Distance Education has a student enrollment growth objective that demands a much more student-centric service delivery model. UW-Platteville's Growth Agenda Goals include an enrollment growth goal for more on-campus undergraduate students. This growth requires administrative systems that are flexible and reduce manual effort within the operational departments.
- **Opportunities presented by new technology:** In the years since the PASS was first implemented, both the functionality and technology of the PeopleSoft Campus Solutions product has dramatically improved.
- **User support for change:** During the initial project charter activities, interviews with more than 40 users of the PASS indicated there was significant support for change.
- **Dated technology practices:** The original implementation of the PASS was based on dated technology practices based on legacy information management models.
- **Challenges facing Distance Education:** UW-Platteville Distance Education is expected to develop new and innovative academic programs that are attractive to prospective students, corporations, and other institutions.

Project:

In fall 2010, UW-Platteville conducted, with the assistance of CIBER Consulting, a project assessment and fit/gap analysis to define the opportunities and scope for the re-implementation.

The University selected CIBER as its consulting partner for the re-implementation and contracted with CIBER via the Services Agreement that UW System has in place for PeopleSoft Campus Solutions Implementations. The project was funded by UW-Platteville sources; no Common Systems funding was used.

The re-implementation project began in May 2011. Functionality was rolled out throughout the project as completed; the project has been fully deployed as of May 2012. UW-Platteville has worked with UW System’s IT Project Director to ensure compliance with the policies governing High Cost and Vital Projects at UW System and UW institutions.

Project Budget: \$2,120,300

Source of Funds: 100% Campus Sources

Project Dashboard: (See Appendix 1 for dashboard definitions):

<p>Determine the status for each of the categories below based on the criteria identified on the right and on the back of this page.</p> <p>Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.</p> <p>If a category has a status of Yellow or Red, describe the problem/issue and what actions will be taken to correct the problem/issue.</p>		STATUS COLOR INDICATORS
	Green	On target as planned
	Yellow	Encountering issues
	Red	Problems

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<p><u>Other Issues (Staffing, Risks, etc.):</u> Turnover (retirement, departures, internal transfers) in the Office of Information Technology (OIT) during the project left several positions open at critical points in the work plan.</p> <p>Additionally, OIT has faced various challenges to filling positions including:</p> <ul style="list-style-type: none"> • Previous position postings and interviews have had limited success in generating new hires. • PASS will face some competition for recruiting new hires from the BI positions that need to be filled at the same time. 		X	

Project Status Dashboard:	Green	Yellow	Red
<ul style="list-style-type: none"> • Positions(s) may be held open to support funding the cost savings necessary for the recent lapse. <p>Finally, there is a high degree of risk that will result from positions remaining open or staffed by new hires as the project moves from deployment to operations, affecting knowledge transfer and limiting optimization opportunities until filled and/or fully trained.</p> <p>During the project, additional consulting resources were obtained to meet security, DBA and financial aid production support needs. In addition, extensions were approved for a limited number of functional and technical CIBER consultants.</p> <p>Recent recruiting efforts have also yielded better results with three new developers being hired.</p>			

Status of Planning and Documentation:

	Status
Governance structure	<ul style="list-style-type: none"> • In place and meeting regularly • Final project held in May • Reviewing post-project oversight/governance approach
Project Charter	<ul style="list-style-type: none"> • In place and was used to guide the project
Communication Plan	<ul style="list-style-type: none"> • In place and executed
Project Plan	<ul style="list-style-type: none"> • In place and on time
Project Budget	<ul style="list-style-type: none"> • In place and projecting under budget of approximately 2-4%
Quality Assurance Plan	<ul style="list-style-type: none"> • In place and two rounds of independent review completed by CIBER with no significant findings

Appendix 1: Project Dashboard Definitions:

Project Status Category Descriptions
<p>Schedule Status (refers to target implementation date of phase or project)</p> <p>Green – Indicates that the project or phase will be completed on target or on the planned date.</p> <p>Yellow – Indicates that the project or phase <u>may be falling behind</u> and work needs to be done to determine if the project can recover and still complete on the scheduled date or if adjustments must be made to the schedule date.</p> <p>Red – Indicates that the project or critical tasks <u>have fallen behind</u> schedule and corrective action must be taken to make the scheduled date or the scheduled date must change.</p>
<p>Scope Status</p> <p>Green – We have not changed the scope in any way that will keep the implementation from meeting the objectives planned for the project.</p> <p>Yellow – The scope of the project has increased. Budget and implementation date are impacted by < 10%. Or the scope of the project has decreased but objectives are not substantially impacted.</p> <p>Red – The scope of the project is under review and changes are being requested that will mean the implementation will not meet the project objectives in some substantial way or doing them later will increase cost 10% or more above the original total cost of the project approved by the sponsors.</p>
<p>Budget Status</p> <p>Green – Currently on target with project budget.</p> <p>Yellow – Project is over budget by 10 – 25%.</p> <p>Red – Project is over budget by 25% or more.</p>
<p>Other Issues (Staffing, Risks, etc.)</p> <p>Green – No staffing, Risks, or other issues/concerns exist.</p> <p>Yellow – Staffing concerns/issues exist that need to be monitored and possible adjustments made. Key staff departing. One or more risks or other issues may be surfacing which need to be monitored and contingency plans developed.</p> <p>Red – Staffing concerns/issues exist and will impact project schedule, budget, deliverables, risks, etc. Key staff lost. One or more risks or other issues have surfaced and will have an impact on budget, deliverables, staffing, scope, and/or schedule. Corrective action must be taken or contingency plans executed.</p>

QUARTERLY REPORT OF GIFTS, GRANTS, AND CONTRACTS JULY 1, 2011 THROUGH MARCH 31, 2012

EXECUTIVE SUMMARY

BACKGROUND

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

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

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

REQUESTED ACTION

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

DISCUSSION

Attached is a summary report of gifts, grants, and contracts awarded to University of Wisconsin System institutions in the nine-month period July 1, 2011 through March 31, 2012. Total gifts, grants, and contracts for the period were approximately \$1.2 billion; this is an increase of \$14.0 million over the same period in the prior year. Federal awards decreased \$54.8 million while non-federal awards increased by \$68.8 million.

RELATED REGENT POLICIES

Regent Resolution Number 7548, dated September 4, 1997

**UNIVERSITY OF WISCONSIN SYSTEM
 GIFTS, GRANTS, AND CONTRACTS AWARDED
 QUARTERLY REPORT & PRIOR-YEAR COMPARISON
 FISCAL YEAR 2011-2012 (3rd Quarter)**

FISCAL YEAR 2011-2012	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Total	99,530,879	44,564,517	2,564,214	86,479,522	43,321,543	717,148,094	196,913,948	1,190,522,717
Federal	61,440,115	23,558,735	0	12,138,146	915,523	467,377,053	184,143,425	749,572,996
Nonfederal	38,090,764	21,005,781	2,564,214	74,341,377	42,406,020	249,771,042	12,770,523	440,949,721
 FISCAL YEAR 2010-2011								
Total	112,401,269	49,123,509	2,525,722	85,699,066	19,582,253	715,495,620	191,635,944	1,176,463,382
Federal	80,106,192	30,740,283	0	14,495,445	0	498,337,457	180,678,343	804,357,720
Nonfederal	32,295,077	18,383,227	2,525,722	71,203,621	19,582,253	217,158,163	10,957,601	372,105,663
 INCREASE (DECREASE)								
Total	(12,870,390)	(4,558,992)	38,492	780,456	23,739,290	1,652,474	5,278,004	14,059,335
Federal	(18,666,078)	(7,181,548)	0	(2,357,299)	915,523	(30,960,404)	3,465,082	(54,784,724)
Nonfederal	5,795,688	2,622,556	38,492	3,137,755	22,823,767	32,612,879	1,812,923	68,844,059

UNIVERSITY OF WISCONSIN SYSTEM
 GIFTS, GRANTS, AND CONTRACTS AWARDED - BY INSTITUTION
 QUARTERLY REPORT & PRIOR-YEAR COMPARISON
 FISCAL YEAR 2011-2012 (3rd Quarter)

	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
FISCAL YEAR 2011-2012								
Madison	28,682,473	28,781,575	2,516,533	68,596,084	43,252,497	680,622,314	30,201,959	882,653,436
Milwaukee	8,828,886	5,258,564	40,561	4,827,780	0	22,767,693	39,009,908	80,733,390
Eau Claire	1,297,372	1,604,267	0	0	0	641,670	12,760,637	16,303,946
Green Bay	29,835	924,165	0	998,210	1,000	1,274,406	9,516,934	12,744,551
La Crosse	370,007	127,963	0	1,163,057	0	1,450,467	9,208,002	12,319,496
Oshkosh	2,410,279	5,577,113	0	0	0	2,804,059	14,461,042	25,252,493
Parkside	257,111	177,011	0	17,495	0	529,436	528,409	1,509,462
Platteville	317,294	94,806	0	366,105	0	896,059	9,430,205	11,104,469
River Falls	864,125	2,330	6,120	1,360,962	22,194	125,591	8,710,793	11,092,115
Stevens Point	2,076,554	440,504	0	987,763	0	2,217,645	13,820,900	19,543,366
Stout	2,125,351	278,876	0	1,820,325	0	1,197,028	11,413,769	16,835,349
Superior	1,304,615	0	0	850,553	0	2,210,823	2,558,647	6,924,638
Whitewater	124,040	250,764	0	3,401,528	45,852	306,436	14,268,098	18,396,717
Colleges	(725)	9,116	1,000	1,644,826	0	0	21,024,645	22,678,861
Extension	50,843,663	0	0	330,000	0	0	0	51,173,663
System-Wide	0	1,037,463	0	114,833	0	104,468	0	1,256,763
Totals	99,530,879	44,564,517	2,564,214	86,479,522	43,321,543	717,148,094	196,913,948	1,190,522,717
Madison	24,838,997	12,243,731	0	1,684,193	915,523	438,969,862	20,667,312	499,319,618
Milwaukee	5,625,837	3,836,583	0	1,494,882	0	18,942,223	38,926,107	68,825,632
Eau Claire	745,002	257,273	0	0	0	484,670	12,757,792	14,244,737
Green Bay	2,235	694,933	0	694,184	0	953,930	9,484,151	11,829,433
La Crosse	155,576	103,794	0	968,161	0	759,709	8,912,840	10,900,080
Oshkosh	1,301,355	5,062,638	0	0	0	2,283,205	14,461,042	23,108,240
Parkside	15,000	0	0	0	0	384,203	0	399,203
Platteville	301,115	0	0	366,105	0	635,054	9,430,205	10,732,479
River Falls	547,544	0	0	878,173	0	99,947	8,685,547	10,211,211
Stevens Point	58,024	110,540	0	409,568	0	1,100,563	13,820,900	15,499,595
Stout	1,835,895	171,214	0	1,078,736	0	1,105,482	11,088,705	15,280,032
Superior	1,280,115	0	0	752,615	0	1,400,968	2,558,647	5,992,345
Whitewater	80,485	40,566	0	2,593,935	0	203,456	12,996,699	15,915,140
Colleges	(5,000)	0	0	1,217,594	0	0	20,353,478	21,566,071
Extension	24,657,934	0	0	0	0	0	0	24,657,934
System-Wide	0	1,037,463	0	0	0	53,782	0	1,091,245
Federal Totals	61,440,115	23,558,735	0	12,138,146	915,523	467,377,053	184,143,425	749,572,996
Madison	3,843,476	16,537,845	2,516,533	66,911,891	42,336,974	241,652,452	9,534,647	383,333,818
Milwaukee	3,203,049	1,421,981	40,561	3,332,898	0	3,825,471	83,801	11,907,759
Eau Claire	552,370	1,346,994	0	0	0	157,000	2,845	2,059,209
Green Bay	27,600	229,232	0	304,026	1,000	320,476	32,783	915,117
La Crosse	214,431	24,169	0	194,896	0	690,758	295,162	1,419,416
Oshkosh	1,108,924	514,475	0	0	0	520,854	0	2,144,253
Parkside	242,111	177,011	0	17,495	0	145,233	528,409	1,110,259
Platteville	16,179	94,806	0	0	0	261,005	0	371,990
River Falls	316,581	2,330	6,120	482,789	22,194	25,644	25,246	880,904
Stevens Point	2,018,530	329,964	0	578,195	0	1,117,082	0	4,043,771
Stout	289,455	107,662	0	741,589	0	91,546	325,064	1,555,316
Superior	24,500	0	0	97,938	0	809,855	0	932,293
Whitewater	43,554	210,198	0	807,594	45,852	102,980	1,271,399	2,481,576
Colleges	4,275	9,116	1,000	427,232	0	0	671,167	1,112,790
Extension	26,185,730	0	0	330,000	0	0	0	26,515,730
System-Wide	0	0	0	114,833	0	50,686	0	165,518
Nonfederal Totals	38,090,764	21,005,781	2,564,214	74,341,377	42,406,020	249,771,042	12,770,523	440,949,721

UNIVERSITY OF WISCONSIN SYSTEM
 GIFTS, GRANTS, AND CONTRACTS AWARDED - BY INSTITUTION
 QUARTERLY REPORT & PRIOR-YEAR COMPARISON
 FISCAL YEAR 2011-2012 (3rd Quarter)

FISCAL YEAR 2010-2011	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Madison	25,158,489	29,776,533	2,474,722	64,899,801	19,183,653	677,712,313	27,916,048	847,121,559
Milwaukee	8,083,010	7,749,294	33,000	5,407,343	0	24,438,164	37,582,633	83,293,443
Eau Claire	1,892,469	1,353,729	0	0	0	759,199	13,760,382	17,765,779
Green Bay	147,789	1,855,246	18,000	157,908	0	478,655	235,468	2,893,066
La Crosse	401,661	129,901	0	954,618	0	1,771,103	10,151,353	13,408,636
Oshkosh	2,787,320	5,533,130	0	0	0	1,154,648	15,442,248	24,917,346
Parkside	594,447	632,605	0	171,680	200,000	194,929	130,005	1,923,666
Platteville	367,500	10,633	0	1,353,854	0	494,261	10,493,873	12,720,121
River Falls	45,782	4,080	0	1,821,460	53,434	133,960	9,500,934	11,559,650
Stevens Point	1,383,656	383,649	0	193,141	0	3,120,605	15,273,364	20,354,415
Stout	4,177,369	295,651	0	2,367,110	96,537	160,654	12,468,849	19,566,169
Superior	31,091	0	0	776,692	0	4,270,475	2,888,904	7,967,162
Whitewater	2,612,288	25,018	0	2,287,686	48,629	125,845	14,645,219	19,744,685
Colleges	6,769	660,698	0	4,394,649	0	28,779	21,146,664	26,237,559
Extension	64,711,629	0	0	0	0	(5,000)	0	64,706,629
System-Wide	0	713,343	0	913,125	0	657,030	0	2,283,498
Totals	112,401,269	49,123,509	2,525,722	85,699,066	19,582,253	715,495,620	191,635,944	1,176,463,382
Madison	20,435,087	14,161,300	0	3,151,488	0	468,916,560	19,840,985	526,505,420
Milwaukee	6,390,977	6,499,820	0	795,494	0	20,808,388	37,544,383	72,039,062
Eau Claire	1,771,927	1,316,150	0	0	0	420,927	13,556,703	17,065,707
Green Bay	104,883	1,583,202	0	75	0	428,456	89,795	2,206,411
La Crosse	36,700	103,896	0	946,294	0	899,538	10,151,353	12,137,781
Oshkosh	1,909,413	5,018,471	0	0	0	687,689	15,442,248	23,057,821
Parkside	529,676	372,038	0	45,250	0	45,000	0	991,964
Platteville	251,024	0	0	1,192,735	0	394,282	10,493,873	12,331,914
River Falls	19,902	0	0	1,392,084	0	71,129	9,461,369	10,944,484
Stevens Point	239,193	110,013	0	0	0	1,307,083	15,273,364	16,929,653
Stout	3,773,632	221,624	0	1,367,952	0	0	12,128,746	17,491,954
Superior	31,091	0	0	0	0	3,692,466	2,888,904	6,612,461
Whitewater	2,558,192	0	0	1,620,412	0	0	13,547,344	17,725,948
Colleges	0	655,426	0	3,983,661	0	8,909	20,259,277	24,907,272
Extension	42,054,496	0	0	0	0	0	0	42,054,496
System-Wide	0	698,343	0	0	0	657,030	0	1,355,373
Federal Totals	80,106,192	30,740,283	0	14,495,445	0	498,337,457	180,678,343	804,357,720
Madison	4,723,402	15,615,233	2,474,722	61,748,313	19,183,653	208,795,753	8,075,063	320,616,138
Milwaukee	1,692,033	1,249,474	33,000	4,611,849	0	3,629,776	38,250	11,254,382
Eau Claire	120,542	37,579	0	0	0	338,272	203,679	700,072
Green Bay	42,907	272,044	18,000	157,833	0	50,199	145,673	686,655
La Crosse	364,961	26,005	0	8,324	0	871,565	0	1,270,855
Oshkosh	877,907	514,659	0	0	0	466,959	(0)	1,859,525
Parkside	64,771	260,567	0	126,430	200,000	149,929	130,005	931,702
Platteville	116,476	10,633	0	161,119	0	99,979	0	388,207
River Falls	25,880	4,080	0	429,376	53,434	62,831	39,565	615,166
Stevens Point	1,144,463	273,636	0	193,141	0	1,813,522	0	3,424,762
Stout	403,737	74,027	0	999,158	96,537	160,654	340,103	2,074,215
Superior	0	0	0	776,692	0	578,009	0	1,354,701
Whitewater	54,096	25,018	0	667,274	48,629	125,845	1,097,875	2,018,737
Colleges	6,769	5,272	0	410,988	0	19,870	887,387	1,330,286
Extension	22,657,133	0	0	0	0	(5,000)	0	22,652,133
System-Wide	0	15,000	0	913,125	0	0	0	928,125
Nonfederal Totals	32,295,077	18,383,227	2,525,722	71,203,621	19,582,253	217,158,163	10,957,601	372,105,663

UNIVERSITY OF WISCONSIN SYSTEM
 GIFTS, GRANTS, AND CONTRACTS AWARDED - BY INSTITUTION
 QUARTERLY REPORT & PRIOR-YEAR COMPARISON
 FISCAL YEAR 2011-2012 (3rd Quarter)

INCREASE (DECREASE)	Public Service	Instruction	Libraries	Misc	Phy Plt	Research	Student Aid	Total
Madison	3,523,985	(994,958)	41,811	3,696,283	24,068,844	2,910,001	2,285,911	35,531,878
Milwaukee	745,876	(2,490,730)	7,561	(579,563)	0	(1,670,471)	1,427,275	(2,560,053)
Eau Claire	(595,097)	250,538	0	0	0	(117,529)	(999,745)	(1,461,833)
Green Bay	(117,954)	(931,080)	(18,000)	840,302	1,000	795,751	9,281,466	9,851,484
La Crosse	(31,654)	(1,938)	0	208,439	0	(320,636)	(943,351)	(1,089,140)
Oshkosh	(377,041)	43,983	0	0	0	1,649,411	(981,206)	335,147
Parkside	(337,336)	(455,594)	0	(154,184)	(200,000)	334,507	398,404	(414,204)
Platteville	(50,206)	84,173	0	(987,749)	0	401,798	(1,063,668)	(1,615,652)
River Falls	818,343	(1,750)	6,120	(460,498)	(31,240)	(8,369)	(790,141)	(467,535)
Stevens Point	692,898	56,855	0	794,622	0	(902,960)	(1,452,464)	(811,049)
Stout	(2,052,018)	(16,774)	0	(546,785)	(96,537)	1,036,374	(1,055,080)	(2,730,820)
Superior	1,273,524	0	0	73,861	0	(2,059,652)	(330,257)	(1,042,524)
Whitewater	(2,488,248)	225,746	0	1,113,842	(2,777)	180,591	(377,121)	(1,347,968)
Colleges	(7,494)	(651,582)	1,000	(2,749,823)	0	(28,779)	(122,019)	(3,558,697)
Extension	(13,867,966)	0	0	330,000	0	5,000	0	(13,532,966)
System-Wide	0	324,120	0	(798,292)	0	(552,563)	0	(1,026,735)
Totals	(12,870,390)	(4,558,992)	38,492	780,456	23,739,290	1,652,474	5,278,004	14,059,335
Madison	4,403,910	(1,917,569)	0	(1,467,295)	915,523	(29,946,698)	826,327	(27,185,802)
Milwaukee	(765,140)	(2,663,237)	0	699,388	0	(1,866,165)	1,381,724	(3,213,430)
Eau Claire	(1,026,925)	(1,058,877)	0	0	0	63,743	(798,911)	(2,820,970)
Green Bay	(102,648)	(888,269)	0	694,109	0	525,474	9,394,356	9,623,023
La Crosse	118,876	(102)	0	21,867	0	(139,829)	(1,238,513)	(1,237,701)
Oshkosh	(608,057)	44,167	0	0	0	1,595,516	(981,206)	50,420
Parkside	(514,676)	(372,038)	0	(45,250)	0	339,203	0	(592,761)
Platteville	50,091	0	0	(826,630)	0	240,772	(1,063,668)	(1,599,435)
River Falls	527,642	0	0	(513,911)	0	28,818	(775,822)	(733,273)
Stevens Point	(181,169)	527	0	409,568	0	(206,520)	(1,452,464)	(1,430,058)
Stout	(1,937,737)	(50,410)	0	(289,216)	0	1,105,482	(1,040,041)	(2,211,922)
Superior	1,249,024	0	0	752,615	0	(2,291,498)	(330,257)	(620,116)
Whitewater	(2,477,707)	40,566	0	973,523	0	203,456	(550,645)	(1,810,808)
Colleges	(5,000)	(655,426)	0	(2,766,066)	0	(8,909)	94,201	(3,341,201)
Extension	(17,396,562)	0	0	0	0	0	0	(17,396,562)
System-Wide	0	339,120	0	0	0	(603,248)	0	(264,128)
Federal Totals	(18,666,078)	(7,181,548)	0	(2,357,299)	915,523	(30,960,404)	3,465,082	(54,784,724)
Madison	(879,926)	922,612	41,811	5,163,578	23,153,321	32,856,699	1,459,584	62,717,680
Milwaukee	1,511,016	172,507	7,561	(1,278,951)	0	195,694	45,551	653,377
Eau Claire	431,828	1,309,415	0	0	0	(181,272)	(200,834)	1,359,137
Green Bay	(15,307)	(42,811)	(18,000)	146,193	1,000	270,277	(112,890)	228,462
La Crosse	(150,530)	(1,836)	0	186,572	0	(180,807)	295,162	148,561
Oshkosh	231,017	(184)	0	0	0	53,895	0	284,728
Parkside	177,340	(83,556)	0	(108,934)	(200,000)	(4,696)	398,404	178,557
Platteville	(100,297)	84,173	0	(161,119)	0	161,026	0	(16,217)
River Falls	290,701	(1,750)	6,120	53,413	(31,240)	(37,187)	(14,319)	265,738
Stevens Point	874,067	56,328	0	385,054	0	(696,440)	0	619,009
Stout	(114,281)	33,636	0	(257,569)	(96,537)	(69,108)	(15,039)	(518,898)
Superior	24,500	0	0	(678,754)	0	231,846	0	(422,408)
Whitewater	(10,542)	185,180	0	140,320	(2,777)	(22,865)	173,524	462,840
Colleges	(2,494)	3,843	1,000	16,244	0	(19,870)	(216,220)	(217,496)
Extension	3,528,596	0	0	330,000	0	5,000	0	3,863,596
System-Wide	0	(15,000)	0	(798,292)	0	50,686	0	(762,607)
Nonfederal Totals	5,795,688	2,622,556	38,492	3,137,755	22,823,767	32,612,879	1,812,923	68,844,059

UW-Oshkosh Contractual Agreement
with Mac-Gray Corporation

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves a seven-year contract with Mac-Gray Corporation to provide Coin Operated/Debit Card Laundry Services to the University effective July 1, 2012.

UW-OSHKOSH CONTRACTUAL AGREEMENT WITH MAC-GRAY CORPORATION

EXECUTIVE SUMMARY

BACKGROUND

The University of Wisconsin-Oshkosh has contracted for their residential laundry services since the late 1970's. UW-Oshkosh ran a competitive bid process to seek a Coin Operated/Debit Card Laundry Service contract for the campus. The goal of the new solicitation was to obtain new machines and equipment, increase service requirements, and increase net revenues.

The University of Wisconsin-Oshkosh is seeking approval to enter into a contract for Coin Operated /Debit Card Laundry Service with Mac-Gray Corporation, a national company, based on the response to Bid PS-12-2354. This request is for a seven-year contract starting July 1, 2012 and ending June 30, 2019.

The University specifies the amount of equipment and pricing to be charged for machine use, and requires the contractor to provide all repair services. Also, this solicitation required the contractor to provide an electronic monitoring system which would allow residents to check the availability of equipment via the internet. The contractor provides the University with a commission based on revenues.

REQUESTED ACTION

Approval of Resolution I.2.c.3.

That, upon recommendation of the Chancellor of the University of Wisconsin-Oshkosh and the President of the University of Wisconsin System, the Board of Regents approves a seven-year contract with Mac-Gray Corporation to provide Coin Operated /Debit Card Laundry Services to the University effective July 1, 2013.

DISCUSSION

The University received five bids and Mac-Gray Corporation offered the highest commission rate of 71.5%. The final terms and provisions of the contract provide UW - Oshkosh with significant equipment enhancements, service, and financial benefits. The principal provisions of the contract are as follows:

- The agreement is for seven years and is effective on the date it is signed on behalf of all parties. The contract will expire June 30, 2019.
- New equipment is being provided in all residence halls.
- An e-monitoring system is to be installed by the contractor.
- The estimated commission to the University over the seven years is valued at \$825,825.
- The total value is just over \$1,155,000 in revenue to the contractor over the seven-year life of the contract.

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Signature Authority, Approval, and Reporting

UW-Madison Contractual Agreement
with PharmaNet, LLC

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Madison and PharmaNet, LLC.

UW-MADISON CONTRACTUAL AGREEMENT WITH PHARMANET, LLC

EXECUTIVE SUMMARY

BACKGROUND

UW Board of Regents policy requires any grant or contract with private profit-making organizations in excess of \$500,000 be presented to the Board of Regents for formal acceptance prior to execution.

REQUESTED ACTION

Approval of Resolution I.2.c.4.

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Madison and PharmaNet, LLC.

DISCUSSION

The Sponsor desires to have the University undertake a project entitled, “A prospective, randomized, placebo-controlled, double-blind clinical trial to evaluate whether EGRIFTA® (tesamorelin for injection), 2 mg once daily SC, increases the risk of development or progression of diabetic retinopathy when administered to HIV-infected subjects with abdominal lipohypertrophy and concomitant diabetes”, in accordance with the scope of work described in Exhibit A which is an integral part of the agreement. That scope of work includes:

1. Provide written instructions for stereo digital color fundus photography including instruction for upload of images to FPRC STFP site (Portal).
2. Provide written instructions for clinical site certification for fundus photographers and digital camera systems.
3. Create a site survey to assess digital camera systems and previous experience with 7 standard field stereoscopic technique. Compile results and report to Pharmanet-i3.
4. Assist with identification of potential ophthalmology clinics/practices in proximity to clinical investigative sites and provide contact information on request.
5. Grade digital color photographs according to the standard procedure for evaluation of diabetic retinopathy.
6. Provide a validated database consisting of Inventory, Grading and Export modules.

7. Provide a Data Transfer Agreement.
8. Export data to Pharmanet-i3 or its designee monthly. Export will be as a text delimited ASCII file. Any customization of the export format will be negotiated with the sponsor at an additional cost.
9. Provide web-based training for clinical investigative site imaging staff.
10. Obtain and maintain University of Wisconsin Health Sciences IRB approval throughout the term of the trial.

The work will be supervised by Dr. Ronald Danis ("Principal Investigator"), an employee of the University. If for any reason he is unable to continue to serve as principal investigator and a successor, acceptable to both the University and the Sponsor, is not available, this agreement shall be terminated.

The University shall be reimbursed by the Sponsor for all direct and indirect costs incurred in connection with the Research up to the amount of \$1,247,762.23

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Signature Authority, Approval, and Reporting

UW-Madison Contractual Agreement
With Learfield Communications

BUSINESS, FINANCE, AND AUDIT COMMITTEE

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the Second Amended and Restated Exclusive Multi-Media Rights Agreement with Learfield Communications, which will provide Learfield certain marketing and multi-media rights.

UW-MADISON DIVISION OF INTERCOLLEGIATE ATHLETICS CONTRACTUAL AGREEMENT FOR EXCLUSIVE MULTI-MEDIA RIGHTS AGREEMENT WITH LEARFIELD COMMUNICATIONS

EXECUTIVE SUMMARY

BACKGROUND

UW-Madison is prepared to enter into an amended and restated contractual agreement with Learfield Communications (“Learfield”) for the purpose of awarding Learfield certain marketing and multi-media rights, as set forth in an exclusive multi-media rights agreement by and between Learfield and the Board of Regents of the University of Wisconsin System, on behalf of UW-Madison and its Division of Intercollegiate Athletics (“Athletics”).

REQUESTED ACTION

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the Second Amended and Restated Exclusive Multi-Media Rights Agreement with Learfield Communications, which will provide Learfield certain marketing and multi-media rights.

DISCUSSION AND RECOMMENDATIONS

History of Current Contract

Prior to 2001, Athletics implemented a segmented approach toward its marketing and media rights activities. Specifically, Athletics' marketing and promotions personnel coordinated the sales of corporate sponsorships and game-day promotions, while the National W Club handled the advertising sales, publication, and distribution of game day programs at football, men's and women's basketball, and men's hockey games. Learfield was previously awarded broadcast rights for football, men's basketball, and women's basketball games. WIBA/Clear Channel Communications was awarded broadcast rights to men's hockey games. Many of the Athletics' coaches handled their own weekly television and radio shows.

In the late 1990s, Athletics coordinated the end dates of the several marketing and media rights entities in the marketplace at that time. In doing so, Athletics created an opportunity to consolidate the marketing and media rights. Athletics chose to proceed with a competitive solicitation process and obtain formal proposals from outside entities interested in Athletics' consolidated marketing and multi-media rights. An award was made to Learfield and the parties

executed a five-year contract with two one-year options in September 2002.

The terms and provisions of the contract (Exclusive Multi-Media Rights Agreement) provided significant economic and marketing benefits to UW-Madison and Athletics by increasing the amount of revenue generated annually from Athletics' marketing and media rights activities. The contract further provided advertising and promotional opportunities to advance Athletics' ticket sales and other marketing initiatives as appropriate.

In January 2004, Athletics exercised its options to renew the contract through June 30, 2009. In April 2007, Athletics and Learfield amended and restated the Exclusive Multi-Media Rights Agreement. The resulting Amended and Restated Exclusive Multi-Media Rights Agreement extended the contract between the parties through June 30, 2019.

Current Proposal to Amend and Restate the Agreement

In February 2012, Learfield presented a proposal to revise the current Amended and Restated Exclusive Multi-Media Rights Agreement. Athletics performed extensive research and gathered information from other similarly situated colleges and universities regarding multi-media rights agreements and concluded that the proposal to amend and restate the current agreement compared favorably with other multi-media rights agreements and that accepting the proposal would be in the best interest of UW-Madison and Athletics (See Attachment A).

The principal provisions of Learfield's proposal can be summarized as follows:

- The agreement extends the contract term by five (5) years. The contract would be effective on the date executed on behalf of all parties and will continue through June 30, 2024.
- Under the current contract, Learfield makes annual Guaranteed Payments to Athletics that increase each year per the contract terms. Under the proposed contract, the Guaranteed Payments will continue to increase at the same incremental rate (increases by \$200,000 annually) for each of the five years of the contract extension period. The cumulative impact is a \$1.0 million per year increase in the annual guarantee.
- Learfield agrees to pay an additional \$4.8 million in Guaranteed Capital Subsidy Payments to Athletics for the new Main Scoreboard in Camp Randall Stadium, the new Suites at the South End of the Kohl Center and certain naming and promotional rights as described more fully below. This subsidy will be paid by Learfield in four consecutive annual installments of \$1.2 million beginning in 2012-13.

Learfield further agrees to pay an additional \$1.5 million of Additional Capital Asset Subsidy Payments to Athletics for the installation of sideline and fascia LEDs, tunnel entrance signage, a new Kellner scoreboard, and a new auxiliary scoreboard in Camp Randall Stadium. This subsidy will be paid by Learfield in four annual installments per the following schedule: \$300,000 in 2013, \$400,000 in 2014, \$400,000 in 2015, and \$400,000 in 2016.

- Under the current contract, Learfield pays Athletics the greater of the annual Guaranteed Payment amount or 53% (share hurdle) of Learfield’s adjusted gross revenue. Additionally, the capital subsidy payments noted above provide additional up-front cash for the capital construction projects of \$1.5 million in 2013 and \$1.6 million in years 2014-2016. In return for these extra resources, the UW agrees to take a reduced share hurdle of 52% for those same 4 years. This reduction translates to a drop of approximately \$125,000 per year in the payout from Learfield in order to help with their cash flow over this transition period as the new inventory assets are being added. Following the 2016 fiscal year, the share hurdle will be increased to 54.5% for the remainder of the contract thus generating increased revenue of approximately \$310,000 per year above the 52% rate or \$2.48 million in total additional revenue over the term of the contract.
- In consideration of the \$4.8 million Guaranteed Capital Subsidy Payments and the \$1.5 million Additional Capital Asset Subsidy Payments, Athletics agrees to the following:
 - Each of the new Camp Randall Stadium scoreboards will provide Learfield not less than the historical inventory available on the existing scoreboards and will also provide meaningful new signage inventory which, at a minimum, will include a prominent corporate sign/logo connected to a videoboard naming rights partner.
 - The new digital signage on both Camp Randall Stadium sideline fascias and two tunnel entrances will be installed and fully functional for the 2012 football season.
 - The new main scoreboard, new Kellner scoreboard and new auxiliary scoreboard in Camp Randall Stadium will be installed and fully functional for the 2013 football season.
 - All signage, video boards, and dasher boards in La Bahn Arena will be installed and fully functional for the 2012-13 hockey season.
 - Learfield will have the right to secure four cornerstone partners, including the “Official Sponsor of University of Wisconsin Athletics” designations for each of such partners.
 - Learfield will have the opportunity to sell a naming rights partner to the new suite/club seat area at the south end of the Kohl Center.
 - Learfield will have the opportunity to sell a co-branded naming rights partner to the Varsity Club inside Camp Randall Stadium.
 - Learfield will have the right to market its sponsors’ promotions, offers and merchandise to the suite and club seat holders at Camp Randall Stadium and the Kohl Center.

CONCLUSION

The proposed Agreement has been reviewed by the UW-Madison Division of Intercollegiate Athletics, the UW-Madison Office of the Chancellor, UW-Madison Administrative Legal Services, and the UW-Madison Office of Trademark Licensing. Given the above information and Learfield’s excellent reputation and work in the industry, the UW-Madison Division of Intercollegiate Athletics respectfully requests that the Board of Regents approve the proposed Second Amended and Restated Exclusive Multi-Media Rights Agreement with Learfield

Communications.

RELATED REGENT POLICIES

Regent Policy Document 13-1: General Contract Signature Authority, Approval, and Reporting

ATTACHMENT A

Learfield Contract Extension

The University of Wisconsin Division of Intercollegiate Athletics (“Athletics”) and Learfield Communications (Learfield) are currently engaged in a multi-year contract for Athletics’ multi-media rights. Learfield specializes in providing integrated marketing solutions for university athletic programs. The existing contract between the two parties is in effect through 2018-19. Coming off two consecutive Big Ten football championships, Rose Bowl appearances, deep runs into the NCAA basketball tournament, and a women’s national hockey championship, Athletics is in a position of strength regarding renegotiating and leveraging its contract to arrive at more favorable terms.

Athletics used data provided by Winthrop Intelligence, a company that provides financial information for college athletic departments, to secure copies of contracts from several peer athletic departments around the country that also have contractual relationships with Learfield. Each of these contracts is unique with regard to types of settlements and revenue sharing models that are used between those peer institutions and Learfield. Through careful analysis of these revenue sharing models, Athletics was able to evaluate the value of its existing contract in terms of what revenue could have been generated using an alternative revenue model. The attached data paint a clear picture of the potential for improvement in the Athletics’ revenue flow. These additional revenues could be used to support on-going Athletics operating budgets and to help avoid having to increase ticket prices.

Additionally, revenue generation is especially important now, as Athletics completes its final stages of fund raising for several major building projects. Given the competitive importance of offering high quality athletic facilities to prospective student-athletes and coaches, Athletics believes it is a good time to aggressively pursue a change in the Athletics-Learfield revenue model and secure capital support for the Student Athlete Performance Center and the LaBahn Arena construction projects.

After several months of negotiations, Learfield and Athletics have arrived at a proposal that benefits both parties. In return for a 5-year extension to the existing contract, Learfield is willing to provide \$4.8 million in guaranteed capital subsidies beyond Athletics’ normal guaranteed rights fee to support the construction projects. Learfield will also provide an additional \$1.5 million for new marketing inventories (fascia boards, scoreboards, and video boards) which will become the property of Athletics. The increased marketing inventories allow Learfield to provide more opportunities for their clients, which in turn, generates more revenue to be shared with Athletics. Athletics was also able to renegotiate its share hurdle percentage (Athletics’ formula driven share of revenue from the annual Adjusted Gross Revenue (AGR) realized by Learfield) to better align itself with our peer institutions and improve the revenue flow realized

from Learfield's sales. Finally, the contract extension assures a degree of revenue stability and protection in case of an unexpected downturn in the UW's athletic success.

Although there are no clean "apples-to-apples" comparisons to other schools because of the unique methodology and formulas applied in each case, listed below are the contractual arrangements that Learfield has with several peer institutions.

Contracts with Learfield 2010-11

	<u>Guaranteed</u>	<u>Shared</u>	<u>Thresholds</u>
Wisconsin	\$5,675,000 Greater of guarantee or 53% of AGR	53%	AGR
Oklahoma	\$6,450,000 Also \$725,000 for 10 year extension	40/50%	Amt beyond \$12,645,000/\$13,645,000
Alabama	\$6,980,000	50%	Amt beyond \$11,400,000
North Carolina	\$6,567,856 Greater of guarantee or 51% of AGR Moving to 57% in 2011-12 \$3.85M for video boards	51%	AGR
Texas A&M	\$4,500,000	45%	Amt beyond \$6,200,000

Annual Revenue Projection with Current Learfield Contract

5/21/2012

<u>Revenue Category</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
Guaranteed Rights Fee	6,140,800	6,743,400	6,675,000	6,875,000	7,075,000	7,275,000	7,475,000					
Shared Rights Fee	290,200	-	235,415	287,780	348,977	419,317	499,118					
Endowed Scholarships	25,000	25,000	25,000	25,000	25,000	25,000	25,000					
Internships	10,000	10,000	10,000	10,000	10,000	10,000	10,000					
Trade/In-kind	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>					
Total Annual Revenues	6,716,000	7,028,400	7,195,415	7,447,780	7,708,977	7,979,317	8,259,118					

Annual Revenue Projection with Proposed Learfield Contract

<u>Revenue Category</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
Guaranteed Rights Fee	6,140,800	6,743,400	6,675,000	6,875,000	7,075,000	7,275,000	7,475,000	7,675,000	7,875,000	8,075,000	8,275,000	8,475,000
Shared Rights Fee	163,200	-	99,370	146,973	567,580	645,571	733,291	831,081	939,294	1,058,294	1,188,459	1,330,180
Capital Subsidy	1,200,000	1,200,000	1,200,000	1,200,000								
Additional Capital Subsidy	300,000	400,000	400,000	400,000								
Endowed Scholarships	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Internships	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Trade/In-kind	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
Total Annual Revenues	8,089,000	8,628,400	8,659,370	8,906,973	7,927,580	8,205,571	8,493,291	8,791,081	9,099,294	9,418,294	9,748,459	10,090,180

Difference in Revenue 1,373,000 1,600,000 1,463,954 1,459,193 218,603 226,254 234,173 8,791,081 9,099,294 9,418,294 9,748,459 10,090,180

Addtl Revenue through 18/19 6,575,178

Addtl Revenue through 23/24 53,722,486

Assumes adjusted gross revenue of \$12.7 million in base 2012-13 year with 3.5% annual growth.

<u>AGR Historical growth</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
	5,338,750	6,102,801	7,361,788	8,439,198	9,095,067	10,297,239	11,765,530	11,903,013	12,609,766
		14%	21%	15%	8%	13%	14%	1%	6%

Growth over past 2 years 3.50%

Growth over past 9 years 11.49%

12,700,000 13,144,500 13,604,558 14,080,717 14,573,542 15,083,616 15,611,543 16,157,947 16,723,475 17,308,796 17,914,604 18,541,615

Human Resource System (HRS)

A 21st-Century Business Solution

Final Report on HRS Implementation

Executive Summary:

The Human Resource System (HRS) project was a multi-year effort to modernize the University of Wisconsin's human resource, payroll, and benefits systems and business processes using Oracle's PeopleSoft Human Capital Management System. The University of Wisconsin Payroll and Benefits Systems were some of the last mainframe-based administrative programs in use. While these programs served the UW for over 35 years, they posed significant risk and challenge to the UW System in terms of retaining staff expertise to maintain them, ability to make changes to a less flexible architecture, and potential vulnerabilities with sensitive employee data that was promulgated in the many shadow computer programs used across UW. The UW deployed HRS to avert major problems associated with an increasingly fragile, old payroll system and to safeguard employee data. The new system will serve the institutions and employees for years to come and ensure full compliance with regulatory and legal requirements.

The scope of the Human Resource System (HRS) included human resource, benefit, and payroll business processes for all UW System institutions. The replacement of this administrative functionality affected each current employee of the UW System, all retirees, and any potential employee of the System.

The UW System spent more than a year creating a detailed implementation plan. The implementation plan and budget was approved by the Board of Regents in September 2009 and a professional team of experts commenced with the challenging implementation work for the next 3 ½ years.

As of June 2012, the objectives, milestones, and deliverables planned for the HRS project were completed on time and within the approved implementation budget. The complete transition from the old payroll and benefits system to HRS was estimated to cost \$81.4 million. As of June 2012, the actual cost is projected at \$78.6 million.

Implementation Releases:

The implementation was completed in three releases or phases:

Release 1: This major release provided the majority of functionality for payroll, base benefits, human resources, time and absence reporting, financial integration, and basic reporting. Since deployment in April 2011, UW has successfully run over 40 payroll cycles, issued over 100,000 W-2s for 2011, maintained time and leave reporting, and performed benefits enrollment for our employees.

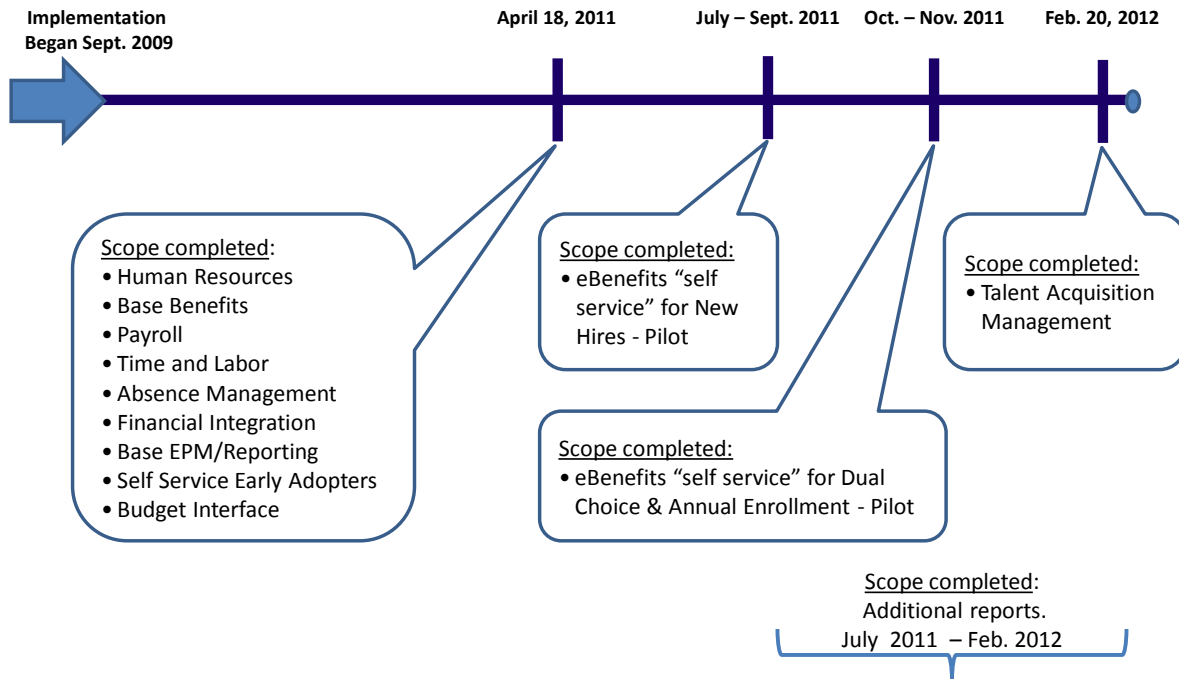
Releases 2 and 3: The subsequent releases delivered eBenefits, self-service functionality to support benefits enrollment for new employees and the annual fall open enrollment cycle. In fall 2011, the functionality was successfully deployed to three UW institutions as a pilot, as part of the HRS Project. UW will continue to deploy self-service functionality to support benefits enrollment over the next fiscal year.

Talent Acquisition Management (TAM), an integrated solution to manage recruitment and hiring processes, was released in February, 2012. Since implementation in February, 76 job openings have been entered and 2,768 online applications have been received.

The project deployed additional reports, along with the prerequisite data views. The reports were timed to support the business cycles and processes for FY 2012.

As of June 2012, the objectives, milestones and deliverables planned for the HRS project releases were completed on time and within the approved implementation budget.

HRS Major Implementation Milestones



Project Controls and Oversight:

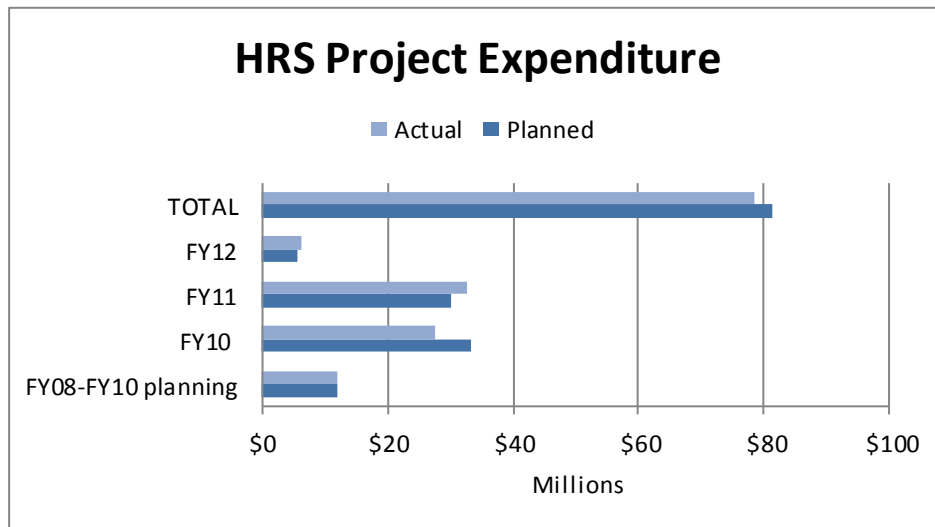
The UW followed best practices in project governance. A Steering Committee, comprised of representatives from UW System Administration and institutions, was engaged for the duration of the planning and implementation project, a period of 4 ½ years. The Steering Committee addressed project issues, made business decisions, approved plans, and monitored the budget. The Steering Committee reported to an Executive Committee that approved any major changes to the plan and budget. All governance groups ultimately reported to the UW System Senior Vice President for Administration and Fiscal Affairs.

Additionally, the Board of Regents Business, Finance, and Audit Committee received regular project status reports at each full board meeting during the implementation. The Committee also approved the annual budget for each of the three years of the implementation project.

The significant, sustained project oversight and engagement from the UW stakeholder groups was a contributing factors to UW’s successful HRS implementation.

Planning and Implementation Costs:

Planning and implementation costs for HRS were significant. The complete transition from the old payroll and benefits system to HRS was estimated to cost \$81.4 million. As of June 2012, the actual cost is projected at \$78.6 million.



	FY08-FY09 Expenditure	FY10 Expenditure	FY11 Expenditure	FY12 Estimated Expenditure (through 6/30/12)	Total Expended FY08-FY12
HRS Project: Total Project Expenditures					
HRS Project: Key Areas					
Business Process and Application Configuration	\$ -	\$1,827,993	\$ 2,389,678	\$ 281,851	\$ 4,499,522
Technical Development	\$ -	\$11,486,989	\$ 10,886,267	\$ 1,330,164	\$ 23,703,420
Technical Infrastructure	\$ -	\$1,618,151	\$ 3,790,018	\$ 216,572	\$ 5,624,741
Change Management	\$ -	\$822,281	\$ 1,391,695	\$ 382,763	\$ 2,596,739
Testing	\$ -	\$1,774,216	\$ 6,496,208	\$ 525,859	\$ 8,796,283
Project Management and Administration	\$ -	\$6,149,412	\$ 3,218,421	\$ 771,455	\$ 10,139,288
Non-Labor Costs	\$ -	\$540,000	\$ 1,273,323	\$ 172,781	\$ 1,986,104
Sub Total	\$ -	\$ 24,219,042	\$ 29,445,610	\$ 3,681,445	\$ 57,346,097
Planning	\$ 7,861,091	\$ 4,138,909		\$ -	\$ 12,000,000
Contingency for FY12	\$ -	\$ -	\$ -	\$ -	\$ -
Project carryover & contingency reserve from FY08-FY11	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000
HRS Project	\$ 7,861,091	\$ 28,357,951	\$ 29,445,610	\$ 6,181,445	\$ 71,846,097
SFS Interface					
Project	\$ -	\$ 3,526,800	\$ 3,235,630		\$ 6,762,430
Contingency	\$ -	\$ -			
SFS Interface	\$ -	\$ 3,526,800	\$ 3,235,630		\$ 6,762,430
HRS and SFS Interface Total	\$ 7,861,091	\$ 31,884,751	\$ 32,681,240	\$ 6,181,445	\$ 78,608,527

The 2009 original budget plan of \$81.4 million included a \$6.3 million contingency reserve line to cover unforeseen circumstances related to the implementation, FY 2010-FY 2012. The UW used approximately \$2.5 million from the reserve in FY 2012.

While HRS Release 1 was deployed in April 2011, there remained HRS project work and support efforts not completed from the FY 2011 plan in areas such as benefits, foreign national tax processing, and system documentation that continued into FY 2012. Furthermore, it was initially planned that the operational unit, the Service Center, would complete some deliverables related to releases 2 and 3 of the HRS project in FY 2012. The challenge of stabilizing HRS and the Service Center operation precluded staff resources from completing these deliverables, and additional consulting resources were used. Finally, there were extraordinary change management and support efforts required during FY 2012 as the project team stabilized HRS. The change management and support included visits to UW institutions, additional consulting expertise for the support center (help desk) to respond to the more complex issues reported, documentation, and business process improvements. These HRS project-related expenditures, totaling \$2.5 million, were funded through the project reserve.

Funding Sources:

The UW System did not ask the State or students to provide any new resources for HRS implementation and reallocated existing revenues to accomplish the project. The UW System received \$12 million in technology rebates as part of a nationwide Microsoft class action settlement; the rebates were applied entirely to HRS. Anticipating the needed investment in HRS, UW System had set aside \$19 million. To cover the remaining costs, UW System is reallocating \$7.5 million per fiscal year (FY10 – FY 15), and the remaining \$2.6 million balance in FY 2016.

Business Process Change Management:

The value attainment with a large organizational change initiative such as the HRS project is not realized at the moment of implementation; rather, the value will be realized through a concentrated effort to continuously enhance and improve the business processes, using HRS as a foundation.

The implementation of HRS represented a significant change to the existing business processes in use at the Service Center and across each of the UW System institutions. Not only does HRS affect the conduct of business at each of these institutions, the introduction of the highly integrated software solution affects the underlying organizational structure. In the past, each organization and its functions could operate more independently; the introduction of HRS now requires the integration of organizations and processes.

The HRS implementation project included \$2.6 million in funding for change management efforts, including business process assessment, documentation, training, support, and communication. While the project made a significant investment, it became evident shortly after deployment in April 2011 and throughout FY 2012 that the new integrated business processes were going to take more time and effort to stabilize, particularly given the decentralized UW environment. The UW is investing resources in stabilization and process change management for both the Service Center and the institutions and remains committed to refining, and optimizing the organization and business processes to attain the value of this significant investment for years to come.

Reporting Period: March 1 – April 30, 2012

Project Progress on Major Deliverables:

HRS Project		
Key Area (See Appendix 1 for Description)	Accomplishments	Status
Business Process and Application Configuration	Talent Acquisition Management (TAM): <ul style="list-style-type: none"> Cutover completed and TAM went into production as planned Provided support to campus staff Resolved minor issues experienced after implementation 	TAM: Complete
Technical Development	Talent Acquisition Management (TAM): <ul style="list-style-type: none"> All development work completed as planned Minor support issues addressed after implementation 	TAM: Complete
Technical Infrastructure	Talent Acquisition Management (TAM): <ul style="list-style-type: none"> Implementation of TAM into the existing HRS production environment executed as planned Resolved all issues with security authorizations experienced in first month of production 	TAM: Complete
Change Management	Talent Acquisition Management (TAM): <ul style="list-style-type: none"> Worked with the campus staff to answer questions and resolve issues in the first month of production Regular follow-up contact with the campuses executed as planned 	TAM: Complete
Testing	Talent Acquisition Management (TAM): <ul style="list-style-type: none"> All phases of TAM testing completed Ongoing TAM testing has been integrated into the overall HRS Test process 	TAM: Complete
Project Management	<ul style="list-style-type: none"> Releases 2 and 3 of the HRS Project are complete Project management for the releases is complete and has been transitioned to the ongoing operational team Project closeout activities underway 	On schedule

Challenges Encountered

- No significant challenges to report

Project Expenditures (through April 30, 2012):

	FY12 Planned		FY12 Costs		FY12 Projected Variance
	BOR FY12 Planned (Jul 11 - Jun 12)	Actual Cost (Jul 11 - Apr 12)	Estimated Remaining Cost (May 12 - Jun 12)	Estimated Cost at Completion (Jul 11 - Jun 12)	Projected Variance for BOR FY12 Planned at June 30, 2012
HRS R2/R3 Key Areas					
Business Process and Application	\$ 600,355	\$ 281,851	\$ -	\$ 281,851	\$ 318,505
Technical Development	\$ 1,153,466	\$ 1,330,164	\$ -	\$ 1,330,164	\$ (176,698)
Technical Infrastructure	\$ 527,730	\$ 216,572	\$ -	\$ 216,572	\$ 311,158
Change Management	\$ 556,440	\$ 361,856	\$ 20,907	\$ 382,763	\$ 173,677
Testing	\$ 620,120	\$ 525,859	\$ -	\$ 525,859	\$ 94,261
Project Management	\$ 653,615	\$ 771,079	\$ 376	\$ 771,455	\$ (117,840)
Non-Labor	\$ 203,081	\$ 165,181	\$ 7,600	\$ 172,781	\$ 30,300
Subtotal	\$ 4,314,807	\$ 3,652,562	\$ 28,883	\$ 3,681,445	\$ 633,363
Project Contingency	\$ 910,621	\$ -	\$ -	\$ -	\$ 910,621
Total HRS R2/R3 Project	\$ 5,225,428	\$ 3,652,562	\$ 28,883	\$ 3,681,445	\$ 1,543,984

Notes on Budget to Actual Variance YTD:

- Business Process and Application:
 - Team spent less time than originally planned on business process tasks.
- Technical Development:
 - Added two reporting developers and retained a reporting resource to supplement D4-D14 report development.
 - Additional time spent on TAM interface work.
- Technical Infrastructure:
 - Spent less time on applications infrastructure than originally planned.

- Change Management:
 - Team spent less time on training efforts than originally planned.
- Testing:
 - Team spent less time on testing activities than originally planned.
- Project Management and Administration:
 - Updated and corrected resource rates since budget was approved in June 2011.
- Non-Labor:
 - Less TAM Licensing costs were incurred than originally planned.

Planned Activities – May - June 2012

- Provide some limited ongoing change management (communication) support.
- Close out the HRS project.

Appendix 1: High-Level Description of Key Areas:

Key Area:	Project activities in key areas:
Business Process and Application Configuration	Update the PeopleSoft configuration and business process documentation to reflect changes as a result of testing. Develop and deploy user procedures based upon the future state business processes. Practice cutover activities to validate sequence of steps and timeframe needed to complete the transition to PeopleSoft. Deploy the PeopleSoft functionality and provide initial end user support during the transition to production.
Technical Development	Resolve issues with modifications, interfaces, and reports noted during each testing cycle. Execute multiple mock conversions and validate the completeness and accuracy of converted data. Migrate tested and operational modifications, interfaces, and reports to production and perform final data conversion during the transition to production.
Technical Infrastructure	Configure and test PeopleSoft end-user security. Procure and build the testing and production hardware and infrastructure. Setup and test the batch schedule. Test and deploy the secure connections to external applications.
Change Management	Communicate project progress and inform end users of the benefits and impacts associated with the implementation of PeopleSoft. Develop and deliver end-user training. Assist the campuses and the Service Center to revise work processes and responsibilities based upon the new PeopleSoft-enabled business processes. Help campuses, Service Center, and support organizations prepare for the transition to PeopleSoft.
Testing	Prepare for and conduct system, integration, performance, pay check reconciliation, shared financial systems and budget interface post confirm processing, and user acceptance testing.
Project Management	Administer the project (i.e., maintenance of plan, task tracking, and reporting, etc.). Prepare meeting materials and attend internal and external meetings.

May 24, 2012

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.3. Capital Planning and Budget Committee

Thursday, June 7, 2012
UW-Milwaukee Union
Milwaukee, Wisconsin

9:00 a.m. All Regents – Wisconsin Room

1. Presentation by UW-Milwaukee Chancellor Michael Lovell:
“UW-Milwaukee: Building a Better Wisconsin”
2. *Presentation, Board Discussion, and Approval:* UW System 2012-13 Annual Operating Budget and Tuition and Fee Schedules
[Resolution 2.]
3. *Presentation and Board Discussion:* UW System 2013-15 Biennial Budget Update
4. *Presentation, Board Discussion, and Approval:* Recommendation on Financial Aid for the 2013-15 Biennium
[Resolution 4.]

Noon Lunch – Union, Ballroom

1:00 p.m. All Regents – Wisconsin Room

5. Recognition of Regent Emerita Judith Crain’s service on the Board
6. Recognition of Regent President Emeritus Michael Spector’s service on the Board
7. Presentation of 2012 Academic Staff Excellence Awards
 - a. Individual Award: Denise Ehlen, Director of Research and Sponsored Programs, UW-Whitewater
 - b. Individual Award: Donna Weber, Director of Human Resources, UW-Eau Claire
 - c. Department Award: UW-Platteville Writing Center

2:00 p.m. Joint Meeting of the Capital Planning and Budget Committee and the Business, Finance, and Audit Committee – Ballroom West

- a. UW-Milwaukee Presentation: Building a Better Wisconsin, Construction Underway and Beyond

2:30 p.m. Capital Planning and Budget Committee – Ballroom West

- b. Approval of the Minutes of the April 5, 2012 Meeting of the Capital Planning and Budget Committee

- c. UW Colleges: UW-Fox Valley - Authority to Amend the Lease Agreement with Outagamie County and Winnebago County to Add Acreage and Building Improvements
[Resolution I.3.c.]
- d. UW-Madison: Approval of the Design Report and Authority to Construct the General Library System Storage Addition Project
[Resolution I.3.d.]
- e. UW-Madison: Approval of the Design Report and Authority to Construct the Elizabeth Waters Renovation Project
[Resolution I.3.e.]
- f. UW-Madison: Authority to Trade Land with the City of Madison
[Resolution I.3.f.]
- g. UW Hospital and Clinics Authority: Approval of the American Family Children's Hospital Addition Project
[Resolution I.3.g.]
- h. UW-Milwaukee: Approval of the Design Report and Authority to Construct the Northwest Quadrant Children's Center Relocation Project
[Resolution I.3.h.]
- i. UW-Milwaukee: Authority to Enter into a Lease of Space to Support the College of Engineering and Applied Science and the College of Health Sciences
[Resolution I.3.i.]
- j. UW-Milwaukee: Authority to Enter into a Lease of Space to Support the Division of Academic Affairs and Research
[Resolution I.3.j.]
- k. UW-Milwaukee: Approval of the Design Report for the Kenwood Interdisciplinary Research Complex-Phase I Project and Authority to Construct the Project
[Resolution I.3.k.]
- l. UW-System: Authority to Construct All Agency Maintenance and Repair Projects
[Resolution I.3.l.]
- m. Report of the Associate Vice President
Building Commission Actions
- n. Closed session for purposes of considering personal histories, as permitted by s.19.85(1)(f), *Wis. Stats.*, related to the naming of facilities at UW-Madison and UW-Whitewater

Authority to Amend the Lease Agreement with
Outagamie County and Winnebago County to
Add Acreage and Building Improvements,
UW Colleges

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW Colleges Chancellor and the President of the University of Wisconsin System, authority be granted to amend the UW-Fox Valley lease agreement with Outagamie County and Winnebago County to add approximately 1.975 acres and building improvements.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

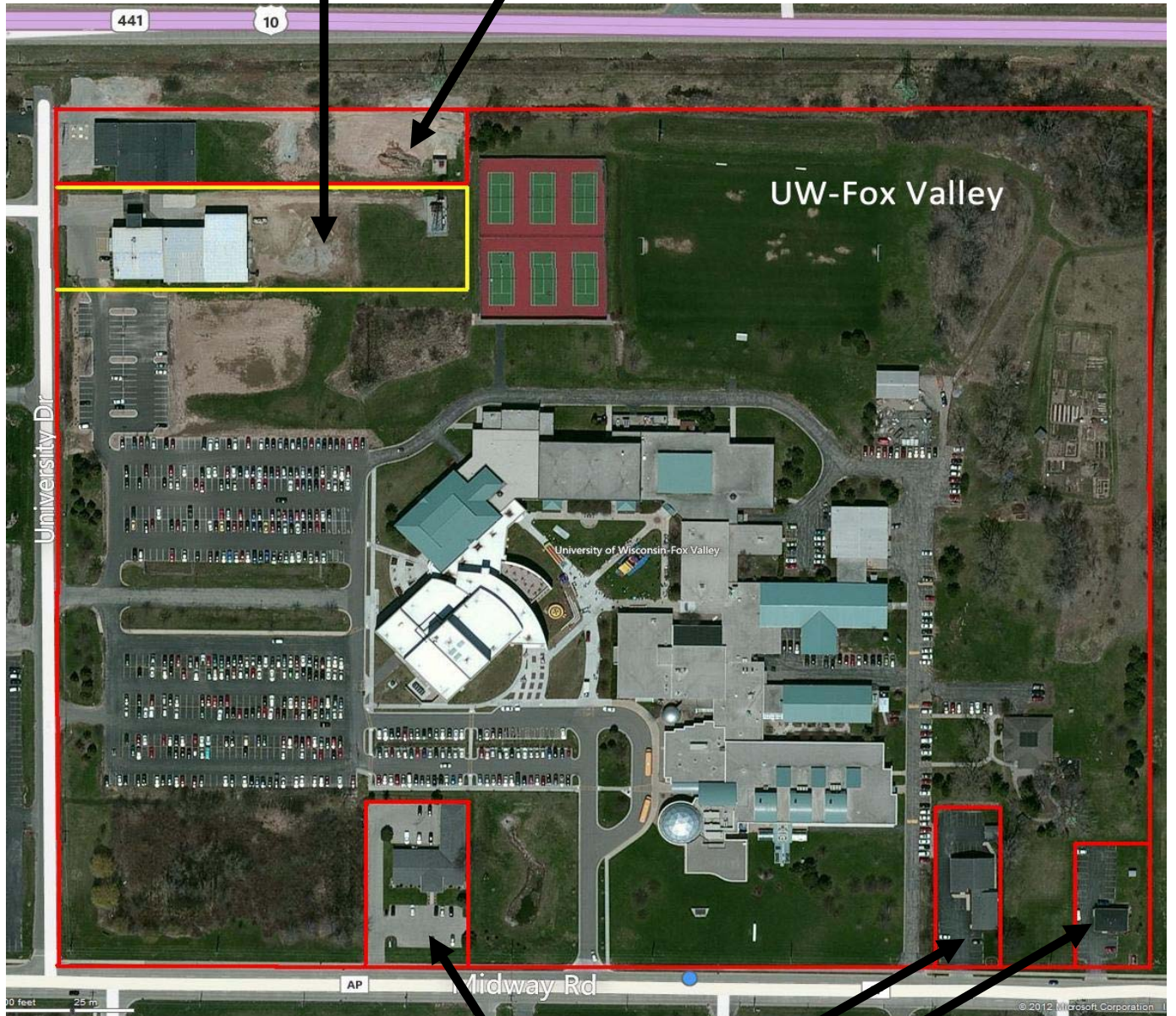
1. Institution: The University of Wisconsin Colleges: UW-Fox Valley
2. Request: Authority to amend the UW-Fox Valley lease agreement with Outagamie County and Winnebago County to add approximately 1.975 acres and building improvements.
3. Description and Scope of the Project: This request involves the permanent addition of approximately 1.975 acres and a 19,907 GSF building to the UW-Fox Valley lease between the Board of Regents and Outagamie and Winnebago Counties. The property is adjacent to the UW-Fox Valley campus and was purchased in 2008. It was renovated in 2011-12 and will be occupied in summer of 2012.
4. Justification of the Request: The current campus is almost landlocked by streets or highways on three sides, and public school grounds on the fourth side. This addition is one of five small non-campus parcels that are contained within these borders. It is a natural addition to the campus, and provides both valuable land and an industrial building that, after renovations and improvements, will result in a number of benefits for UW-Fox Valley.

UW-Fox Valley and its county sponsors have identified the need for additional facilities to serve the successful and growing collaborative bachelor's degree in engineering program with UW-Platteville. This new building will house all activities of the engineering program beginning in the fall semester of 2012, and also provide limited instructional and meeting facilities for general campus use. The recently renovated building contains an electrical engineering lab, three mechanical engineering labs, a computer lab, four classrooms and ten offices that will serve the engineering program. The engineering program is currently located in another campus building. That space will be remodeled into distance education classrooms for UW-Fox Valley use.

5. Budget: There is no university or state budget for this project. Outagamie and Winnebago Counties provided \$895,000 for the purchase of the property and \$2,391,000 for the renovation totaling \$3,286,000.
6. Previous Action: GPR funding for utilities was requested in the 2009-11 biennium.

1655 University Drive parcel

Municipal parcel



Private parcels

Approval of the Design Report and Authority to
Construct the General Library System Storage
Facility Project, UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Interim Chancellor and the President of the University of Wisconsin System, the Design Report of the General Library System Storage Facility project be approved and authority be granted to construct the project at a total cost of \$1,500,000 Gift Funds.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. Institution: The University of Wisconsin-Madison
2. Request: Approval of the Design Report of the General Library System Storage Facility project and authority to construct the project at a total cost of \$1,500,000 Gift Funds.
3. Project Description and Scope: The project will construct a 10,260 ASF/10,580 GSF addition to the existing Materials Distribution Services (MDS) warehouse on Thousand Oaks Trail in Verona to provide storage space for campus libraries. The concrete pre-cast addition will be a temperature-controlled space for storage of up to 850,000 volumes of library materials in high density storage racks. There will be no offices, restrooms, processing space, or entry/exits other than those required for emergencies. The existing MDS loading dock will be utilized to move materials for this storage space and no new parking spaces will be created. The addition will be tied into the existing utility system including the fire suppression system.

The shelving purchase and installation will be phased in over time via the General Library System (GLS) operating budget, beginning with capacity for approximately 500,000 volumes. A Request for Proposals (RFP) process is being used to competitively bid and purchase the shelving.

4. Justification: UW-Madison has more than eight million volumes housed on campus. This collection comprises one of the largest research libraries in North America – currently ranking 11th in size among 123 members of the Association of Research Libraries. UW-Madison campus libraries collections have grown approximately two percent per year for several years. Memorial Library, where the largest collections are housed, continues to add approximately 65,000 volumes per year and, as of 2005, is effectively at capacity. Providing this addition with its high density storage shelving to the existing Materials Distribution Services building in Verona allows for the immediate renovation of 29,000 square feet of library space on campus for updated library services, study spaces, and computer-enhanced learning facilities. Longer term, the General Library System has identified nearly 100,000 square feet of space that could be repurposed as this storage facility is filled.

The Building Commission will be asked to waive state statute to allow for the use of a single prime bid for this project. The waiver will allow for the construction of a pre-engineered addition to the existing “tilt-up” warehouse building, which was constructed so that it could be expanded as efficiently as possible as future needs warranted. The single prime bid being requested is consistent with industry practice for this type of building which will not require the level of construction typically involved for state facilities.

Approval of the waiver will also allow for a faster construction of the gift funded addition and in turn allow the General Library System to vacate 29,000 square feet of library space for updated library services, study, and computer-enhanced learning space.

5. Budget and Schedule:

Construction	\$1,174,975
Contingency	85,000
A/E Fees	111,525
Other Fees	20,000
DSF Fees	50,500
Movable Equipment	58,000
Total Project Cost	\$1,500,000

Schedule	
BOR and SBC Approval	June 2012
Bid Opening	September 2012
Start of Construction	October 2012
Substantial Completion/Occupancy	February 2013

6. Previous Action:

August 19, 2010
Resolution 9801

Recommended that the General Library System Storage Facility project be submitted to the Department of Administration and the State Building Commission as part of the UW System 2011-13 Capital Budget at an estimated total project cost of \$1,500,000 Gift Funds. The project was subsequently enumerated at that level and funding amount.

Approval of the Design Report and Authority to
Construct the Elizabeth Waters Renovation Project,
UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Interim Chancellor and the President of the University of Wisconsin System, the Design Report of the Elizabeth Waters Residence Hall Renovation project be approved and authority be granted to construct the project at a total estimated project cost of \$7,100,000 Program Revenue Supported Borrowing.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
June 2012

1. Institution: The University of Wisconsin-Madison
2. Request: Approval of the Design Report and authority to construct the Elizabeth Waters Residence Hall Renovation project at a total estimated project cost of \$7,100,000 Program Revenue Supported Borrowing.
3. Project Description and Scope: This project involves selective renovations in Elizabeth Waters Hall, which is located at 1200 Observatory Drive on the UW-Madison campus. The 143,600 GSF building consists of five connected vertical unit blocks which step down from the center (unit #3) on each side. The living area is comprised of 242 double resident rooms, 21 single rooms, and a staff apartment for a total of 506 residents and staff. The dining area is approximately 12,000 gross square feet and serves Elizabeth Waters residents, residents from other halls, and walk-in cash customers (primarily from campus). There are three main components to the project: renovation to the hall's food service functions; renovations of mechanical systems and upgrades to building finishes; and reconstruction and landscaping of the north terrace and patio, which is behind the residence hall.

Renovation of the food service functions include replacing the traditional serving line with a marketplace retail food service operation. The design will be flexible for future change. The "back of house" areas will be renovated to support the marketplace workstations and equipment. Exhaust hoods, make-up air units, and heating/air conditioning units will be replaced as required to support the dining and marketplace areas. The existing freight elevator will be replaced, and the existing seating areas will receive new finishes including lighting, ceiling work, carpet replacement, and painting.

The systems and finishes portion of the renovation project includes the removal of building system heating systems in their entirety and the installation of a two-pipe hot water heating system to allow the resident rooms to utilize baseboard radiation controlled by wall mounted thermostats for space heating. The existing building steam system will be utilized for tempering make-up air, the heat source for hot water heat exchanges, and select kitchen appliances.

Asbestos floor tile in the resident rooms will be removed and replaced with vinyl composition tile or carpet. Carpet will also be replaced in the hallways on all floor levels. The lobby and common area spaces in the third unit will be air-conditioned. The existing passenger elevator will be replaced with a new 4,000 pound stretcher compliant hydraulic elevator. All resident room doors and hardware will be replaced and the rooms painted. Each building unit will include a steam/water heat exchanger with a hot water circulation pump, a stand-by pump, and an air handling unit to provide tempered make-up air for the resident toilet/bath rooms.

The third component of the project will reconstruct and landscape the north terrace and patio behind the residence hall. After a thorough review of the project budget, it was determined that including this work would exceed the authorized construction budget. To keep the project within budget, a prioritization list was developed and the project components ranked. As a result, a decision was made to reduce the amount of new kitchen equipment and to bid the north terrace/patio work as an alternate to be constructed if favorable bids are received.

4. Justification: This project was enumerated in the 2011-13 Capital Budget and a complete justification was submitted at that time. Completed in 1940, Elizabeth Waters Hall is centrally located in the middle of campus, along the shores of Lake Mendota. Originally a residence hall for women only, the now co-ed hall offers a full array of services under one roof including a dining room, a technology learning center, on-site tutoring, and study spaces.

All renovation plans are intended to improve the overall efficiency and usability of the space which is currently hampered by mechanical failures and little flexibility in the current space layout. Renewal of the building's components and systems will ensure that it is maintained and capable of meeting the changing needs of students well into the future. Improvements will also result in a more efficient facility and reduce maintenance costs. Renovations will be accomplished during the summer with food service renovations extending into November to allow for academic year occupancy.

5. Budget and Schedule:

Construction	\$5,650,000
Contingency	579,000
A/E Fees	428,000
Other Fees	87,000
DSF Fees	249,000
Movable Equipment	57,000
Special Equipment	50,000
Total Project Cost	\$7,100,000

Schedule	
Regent and Building Commission Approval	June 2012
Bid Opening	November 2012
Start of Construction	May 2013
Substantial Completion	September 2014

6. Previous Action:

August 19, 2010 Resolution 9801 Recommended that the Elizabeth Waters Renovation project be submitted to the Department of Administration and the State Building Commission as part of the UW System 2011-13 Capital Budget at an estimated total project cost of \$7,100,000 Program Revenue Supported Borrowing. The project was subsequently enumerated at that level and funding amount.

Authority to Trade Land with the City of Madison,
UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Interim Chancellor and the President of the University of Wisconsin System, authority be granted to trade approximately 7,247 square feet of land with the city of Madison for a parcel of the same size, which is located in the city of Madison, Dane County.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. Institution: The University of Wisconsin-Madison
2. Request: Authority to trade approximately 7,247 square feet of land with the city of Madison for a parcel of the same size, which is located in the city of Madison, Dane County. No funds will be exchanged between the two parties.
3. Description and Scope of Project: The property to be received is located immediately adjacent to land owned by the Board of Regents and managed by the College of Agricultural Sciences for the West Madison Agricultural Research Station. The land trade includes providing the city with 7,247 square feet of university land to accommodate realignment of the city's right-of-way and providing the university with an equal amount of land area from the former right-of-way.

The attached maps delineate both properties that are involved in the trade as well as adjacent Board of Regents-owned land.

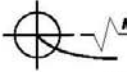
4. Justification of the Request: The city of Madison is currently developing plans to extend Elderberry Road near the West Madison Agricultural Research Station on the west side of Madison. In order for the road work to bypass potential impacts to an historic burial site, the city has requested a land trade with the Board of Regents. The land trade does not benefit the university other than assuring that the university does not lose tillable land area during the process of the road extension. By trading the land to accommodate the right-of-way realignment, the city avoids potential impacts to a reported historic burial site, which is west of Pleasant View Road. The city is also working with the Attic Angels Community, which owns land to the east of Pleasant View road, to realign the Elderberry Road right-of-way to avoid the burial site.
5. Budget: N/A.
6. Previous Action:

June 5, 2009
Resolution 9648

Authorized the granting of a permanent easement together with a temporary limited construction easement, to the city of Madison for access across the West Madison Agricultural Research Station's (WMARS) farm land to construct public sanitary sewer facilities and associated improvements.

EXHIBIT "A"

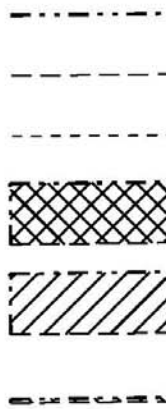
W 1/4 CORNER
SEC 22, T7N, R8E



**EXCHANGE OF LANDS
BETWEEN CITY OF MADISON
AND UW REGENTS FOR
ELDERBERRY RD RELOCATION**

DEPARTMENT OF PUBLIC WORKS
CITY ENGINEERING DIVISION
MADISON, WISCONSIN

PROPERTY OWNER:
UNIVERSITY OF WISCONSIN REGENTS
251-0708-222-0098-0
8901 OLD SAUK RD



PROPOSED ROW

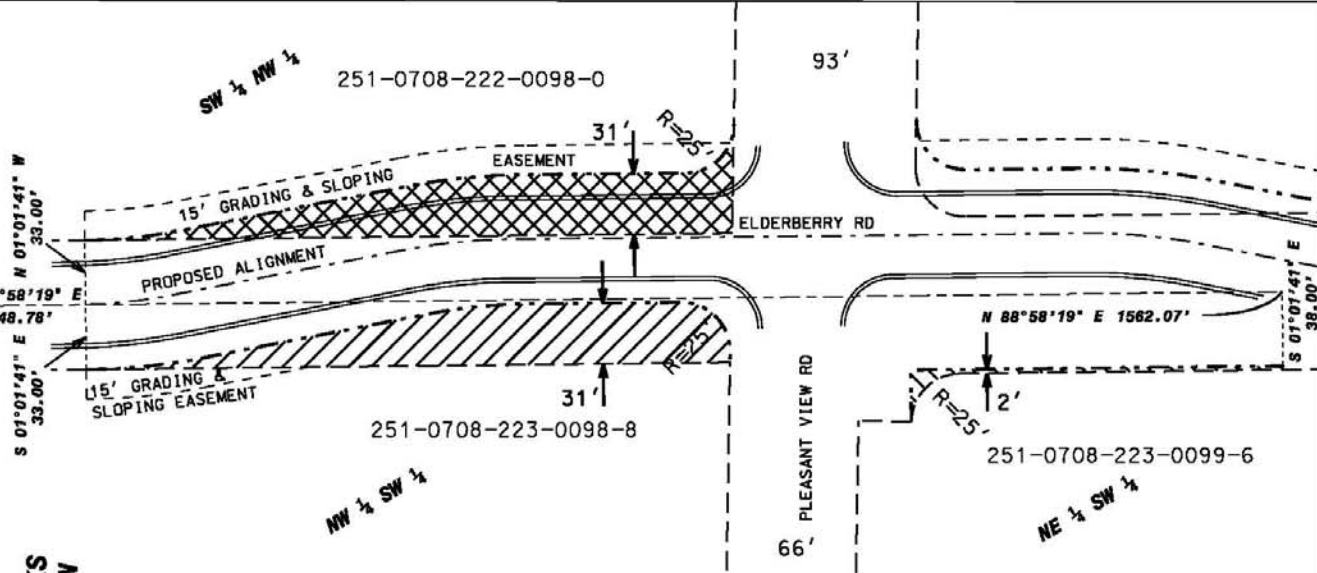
EXISTING ROW

GRADING & SLOPING ESMT

ACQUIRED FOR STREET - 7247.0 SQ FT
FROM 251-0708-222-0098-0

CONVEYED TO UW REGENTS - 6741.2 SQ FT
ATTACHED TO 251-0708-223-0098-8

CONVEYED TO UW REGENTS - 505.8 SQ FT
ATTACHED TO 251-0708-223-0099-6

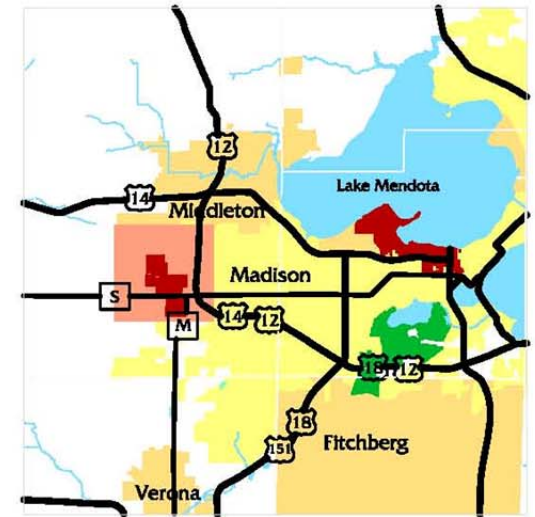
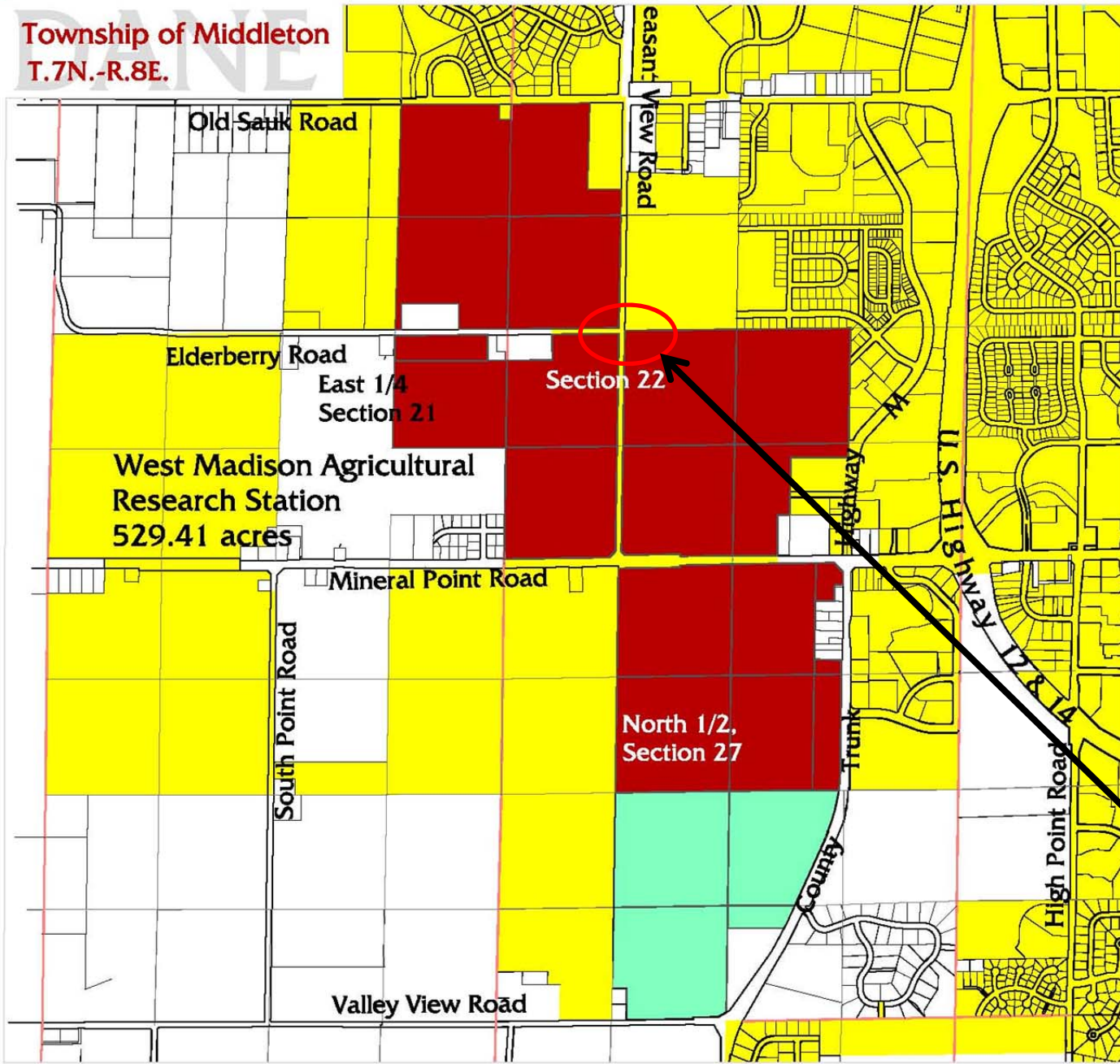


M:\DESIGN\STREETS\DGN\ 53W0977\from Snyder\Elderberry ROW DO NOT USE\DO_NOT_USE_OPTION.2.dgn
DATE: 04/26/2012 ENGR. PROJ. NO. 53W0977
NOTE: REFER TO BASE FILE FOR TRUE LINWORK LOCATED:
M:\DESIGN\STREETS\DGN\ 53W0977\Row Acquisition_Exchange\UW_CITY_EXCHANGE_20.dgn

SCALE: 1"=80 FEET



Township of Middleton
T.7N.-R.8E.



- Location of Map on the Left
- Section Line
- 1/4 / 1/4 Section Line
- Property
- Research Park West
- City of Madison
- Other Cities

AREA OF PROPOSED LAND TRADE



RRF November 5, 2003

Approval of the American Family
Children's Hospital Addition Project,
UW-Hospital and Clinics Authority
Board

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW Hospital and Clinics Authority Board, authority be granted to construct a two-story addition to the American Family Children's Hospital, which is part of the Clinical Sciences Center on the UW-Madison campus, at a total cost of \$28,000,000 (\$20,000,000 Operating Revenue (non-state) and \$8,000,000 Gift Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. Institution: The University of Wisconsin Hospitals and Clinics Authority (UWHCA)
2. Request: Authority to construct a two-story addition to the American Family Children's Hospital, which is part of the Clinical Sciences Center on the UW-Madison campus, at a total cost of \$28,000,000 (\$20,000,000 Operating Revenue (non-state) and \$8,000,000 Gift Funds).
3. Description and Scope of Project: This project will construct a two-story 64,300 GSF addition to the existing American Family Children's Hospital, which is the western part of the existing Clinical Science Center. The design and building materials will be identical to those used in the original construction and will reflect the west campus building standards.

The model of care and culture will be centered on the needs of hospitalized children and their families. The two new floors will include:

- Eighth floor - a 12-bed Pediatric Intensive Care Unit and a 14-bed Surgical Neonatal Intensive Care Unit
- Seventh floor - Shell space for a 28-bed Universal Care Unit to be constructed at a later date

Parking for patients, visitors, and staff will be accommodated in existing campus parking lots.

The exterior of the new floors will match the existing exterior, and the interior layout of the new floors will closely resemble the existing patient floor plans. The surgical neonatal intensive care unit will create a quiet and calming environment for the children who require surgical interventions during the first days of their lives.

4. Justification of the Request: UWHCA has created a world-class children's hospital in Madison that is dedicated to the care and treatment of children and their families. Demand has exceeded the capacity of this 61-bed/crib hospital during the high admissions months of January to March. During these times of high census, children must be boarded in the adult hospital, which does not provide the pediatric patient and patient's family support that is provided in the American Family Children's Hospital. Projected occupancy will exceed the bed supply in all months by 2015. In addition, the severity-adjusted case mix has increased by 14% during the last five years. This growth in bed demand and acuity has been driven by an increase in the number of pediatric emergency transports that bring patients from the surrounding region, and by the closure of one of the local pediatric intensive care units.

The facility will continue to support the skills of physicians, nurses, and staff, and maximize the impact of the university's advanced medical research through the full integration of

clinical care, academic programs, and research initiatives. This will enhance the institution's recruiting power to attract the finest physicians, nurses, and pediatric professionals.

UWHCA used a competitive qualification-based selection process, similar to that used by the State of Wisconsin, for hiring the architect to design the project. UWHCA has determined that construction-manager-at-risk is the most advantageous delivery method to use for the construction of the addition, and the same type of selection process will be used to hire the construction manager for this project. This process involves the solicitation of proposals, the submittal and screening of proposals, and the interview of finalists by the selection committee, which consists of UWHCA administration, facilities, purchasing, and American Family Children's Hospital staff.

The Village of Shorewood Hills has municipal jurisdiction over this project. The Village Plan Commission unanimously approved this project on April 10, 2012, and its Board of Trustees will review this project on May 21, 2012. The Joint West Campus Area Committee unanimously approved this project on March 28, 2012.

5. Budget: The cost of the project is expected to be \$28 million. Of this, \$20 million will come from non-state supported program revenue, with \$8 million coming from private philanthropy. To date, approximately \$6 million has been raised from private donors.

Schedule	Date
A/E Selection	May 2011
Construction Manager Selection	May 2012
Construction Start	July 2012
Substantial Completion	December 2013
Occupancy	January 2014

6. Previous Action:

September 10, 2004
Resolution 8911

Granted authority to construct the American Family Children's Hospital, adjacent to the Clinical Sciences Center on the UW-Madison campus, at a total cost of \$67,000,000 non-state funding, University of Wisconsin Hospital and Clinics Authority revenue bonding and gift funds.

September 10, 2004
Resolution 8912

Granted authority to: (1) construct a parking ramp as part of the University of Wisconsin Hospital and Clinic's American Family Children's Hospital project at an estimated cost of \$7,000,000 Program Revenue Supported Borrowing - Parking Funds and (2) seek a waiver of Sec. 16.855 under Wis. Stats. 13.48(19) to allow use of the Construction-Manager-at-Risk contract currently in place for construction of the American Family Children's Hospital.

Approval of the Design Report and Authority to
Construct the Northwest Quadrant Children's Center
Relocation Project, UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, the Design Report for the Northwest Quadrant Children's Center Relocation project be approved and authority be granted to construct the project for a total estimated project cost of \$11,981,000 Program Revenue Supported Borrowing.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. Institution: The University of Wisconsin-Milwaukee
2. Request: Approval of the Design Report for the Northwest Quadrant (NWQ) Children's Center Relocation project and authority to construct the project for a total estimated project cost of \$11,981,000 Program Revenue Supported Borrowing.
3. Description and Scope of Project: The NWQ Children's Center Relocation project will renovate 38,220 ASF/54,980 GSF of existing space on the ground floor of Buildings C and D, and portions of the first floor of Building C of the Northwest Quadrant (previously known as the Columbia-St. Mary's Hospital property), with frontage on East Hartford Avenue and access from East Newport Avenue. The newly renovated space will provide a facility which can be licensed and accredited for a minimum of 294 children, ages six weeks to 13 years, and can accommodate 356 enrolled children. The new location will contain classrooms, staff teaching and observation areas, and support spaces including indoor play areas, kitchen/laundry facilities, administrative offices, and staff areas. Work will also include redevelopment of 25,280 GSF of existing parking areas as outdoor play space (some of which is covered by an existing building overhang), site work, and landscaping.

The project has been designed with the goal of securing a US Green Building Council Leadership in Energy and Environmental Design for Commercial Interiors (LEED-CI) rating of Gold, with the intention of receiving a minimum of Silver. This project will also meet all the Department of State Facilities (DSF) Sustainability Requirements. Sustainable design features in this project will provide a healthier environment for the children and include increased daylighting opportunities within the building, improved indoor air quality, energy monitoring of systems, reduction of impervious paving surfaces, storm water harvesting for site irrigation, and water-efficient landscaping within and around the exterior play yards. Sustainable construction methods will also be employed including implementation of a waste management program and third-party commissioning of mechanical systems.

4. Justification of the Request: The Children's Center Relocation project was designated as part of the Milwaukee Master Plan Initiative - Phase I enumeration, which is funded in the 2009-11 State of Wisconsin Capital Budget.

The impetus for relocating the Children's Center from its current location in the Kunkle Center on East Kenwood Avenue stems from the initiation of the first phase of the Kenwood Interdisciplinary Research Complex (IRC) as envisioned by the UW-Milwaukee Campus Master Plan (May 2010). Future phases of the IRC will include additional new

buildings to accommodate current unmet space needs, core facilities, and anticipated growth. Ultimately, it is anticipated that the overall IRC complex, which was developed in this southwestern precinct of the campus, will contain nearly 500,000 GSF. Once the UWM Children's Center vacates the Kunkle Center, it is the intent of the campus to pursue an All Agency project to demolish this building with campus funds.

The new location at the NWQ will provide adequate space for the current program as well as allow for future growth of the center as demand for its services increases.

5. Budget and Schedule:

Budget	%	Cost (per Design)
Construction		\$9,525,200
A/E Fees		582,700
Other Fees		269,400
DSF Mgmt. Fee	4.0%	411,600
Contingency	8.0%	762,100
Movable Equipment		430,000
Total Project Cost		\$11,981,000

ASF/GSF Ratio	38,220 ASF/ 54,980 GSF
Efficiency	70%
Outdoor Play Areas	25, 280 GSF
Construction Cost per GSF	\$128*
Project Cost per GSF	\$149*

* includes outdoor play areas

Potential add alternates have been identified. These include (a) an underground storm water collection and stone storage layer beneath the outdoor play areas to address future storm water needs of the Northwest Quadrant, (b) upgrading of the play area perimeter fence with a brick knee wall to more fully meet the design guidelines of the Master Plan, and (c) build-out of an additional activity classroom-G747 (2,141 ASF/3,629 GSF) to be used for large group staff training, parent and community programs, as well as current and future campus collaborations, such as those with the School of Education.

Schedule	Date
Program Approval	August 2011
A/E Selection	September 2011
Authority to Construct	June 2012
Bid Date	August 2012
Start of Construction	September 2012
Substantial Completion	July 2013
Final Completion	August 2013

6. Previous Action:

January 8, 2010
Resolution 9718

Granted authority to seek enumeration of the following major capital projects with funding provided in 2009 Wisconsin Act 28: (2) Columbia St. Mary's Hospital Purchase and Redevelopment at an estimated total cost of \$31,000,000 (\$30,000,000 existing General fund Supported Borrowing 2013-15, and \$1,000,000 Building Trust Funds).

August 20, 2010
Resolution 9819

Granted authority to purchase the Columbia-St. Mary's Hospital Campus at an estimated total cost of \$20,155,000 (\$5,000,000 Existing General Fund Supported Borrowing and \$15,155,000 Program Revenue Supported Borrowing).

Authority to Enter into a Lease of Space to Support
the College of Engineering and Applied Science and
the College of Health Sciences, UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to enter into a new lease of 23,713 gross square feet of space at the Innovation Accelerator Building on behalf of UW-Milwaukee.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
June 2012

1. Institution: The University of Wisconsin–Milwaukee
2. Request: Approval for the Department of Administration to enter into a new lease of 23,713 gross square feet at the Innovation Accelerator Building on behalf of UW-Milwaukee. *(See below for lease specifics.)*

State Functions at Leased Location	This shall be a research development office facility
Lease Location	UWM Innovation Park, Wauwatosa, WI
Type of Negotiation or Selection Process	Sole Source
Lessor	UWM Real Estate Foundation, Inc.
Anticipated Occupancy Date	August 2013
Lease Term	20 years
Escalation Rate	None
Renewal Option(s)	
	No
Space Type	Research, development, office
Square Feet	23,713 GSF
Total Gross Cost Per Square Feet (includes breakdown of Operating Costs per SF)	\$138,331 – Base Rent \$5.83 per sq. ft. (Tenant Improvements of \$1,541,000 amortized for 20 years at 5% and \$205,717 construction interest carry). \$325,580 – Operating Expenses \$13.73 per sq. ft.
Annual Gross Cost Year One	\$463,911 - \$19.56 per sq. ft.
Funding Source	UW-Milwaukee Fund 150 Research Funds

3. Description and Scope of Project: This lease will accomplish the creation of 23,713 GSF research development space together with the land, buildings, improvements, and parking to support the College of Engineering and Applied Science (CEAS), and the College of Health Sciences. UWM Real Estate Foundation, Inc. secured a grant from the Economic Development Administration to provide the initial research development space at Innovation Park. It provides space for UW-Milwaukee’s Research Growth Initiative, building on collaborations such as the UW-Milwaukee – Medical College of Wisconsin relationship.
4. Justification: The Innovation Accelerator Building at Innovation Park is a first step for UW-Milwaukee to expand and strengthen research and development with regional partners.

UW-Milwaukee's Research Growth Initiative began in 2006. As one of two public doctoral research universities in the state and with nearly 30,000 students enrolled annually, it enrolls more Wisconsin residents than any other institution of higher education in the state.

During the past ten years, UW-Milwaukee's enrollment has grown by 25% and research expenditures have grown more than 170%. Research is focused on the economic growth of Wisconsin, including job creation and commercial spinoff. This has resulted in a high demand for existing research space, and the current space is becoming overpopulated. UW-Milwaukee continues to expand research as an economic seed for Wisconsin.

To fulfill UW-Milwaukee's ongoing development of its research mission, steps were taken to establish Innovation Park. Recently, the park was collaboratively formed by the UW-Milwaukee Real Estate Foundation for the benefit of UW-Milwaukee and its purchase from Milwaukee County was completed in February 2011. The Innovation Accelerator Building is the first new building in the UW-Milwaukee Innovation Park and is funded by a grant from the Economic Development Administration. It will complement functions in the future Innovation Park – Integrated Research Complex. Developing Innovation Park will have a strong positive impact on the economy of the greater Milwaukee area and the State of Wisconsin.

Innovation Park provides an ideal location for research facilities, being located near Wisconsin's largest academic health cluster that includes the Blood Center of Wisconsin, the Blood Research Institute, the Medical College of Wisconsin, Children's Hospital and Health System, Curative Care Network, Froedtert Memorial Lutheran Hospital, Milwaukee County Behavioral Health Division, GE Healthcare, and the Milwaukee County Research Park.

Some research of CEAS has been constrained by a lack of space for existing projects, and the number of innovations identified is exceeding the space that is available. Additional allocation is not an option because it would compromise core research. In effect, all development work will cease unless additional usable space is available. This leased space will accelerate the development of current research by its early availability in 2013.

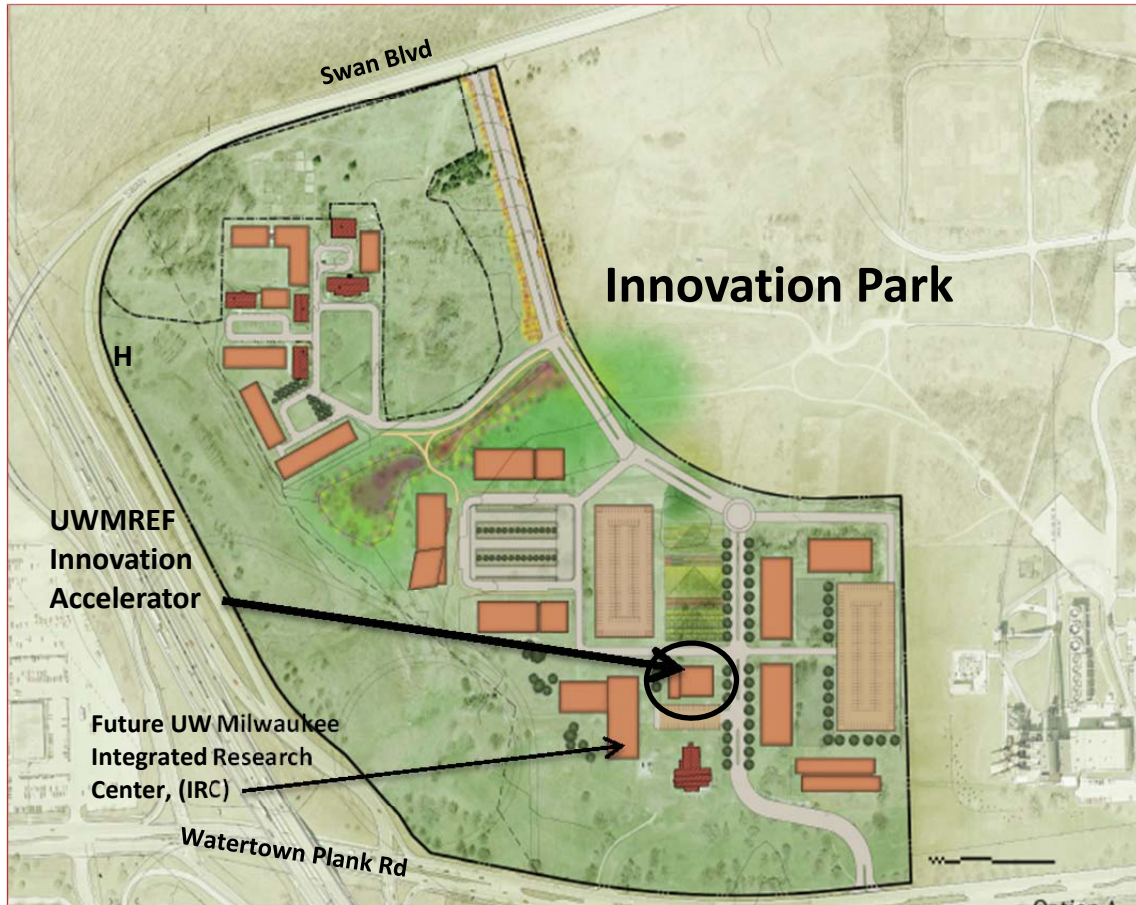
The space at the Innovation Accelerator Building will be designated for development and consolidation of the proof of concept prototypes. It allows investors to review and undertake due diligence and to undertake work related to the patenting process – such as broadening and demonstrating the experimental applications. Development will be accelerated. Investors will identify with the separation of development and research, and the new investment will be incentive for new jobs.

This Innovation Accelerator will allow the College of Engineering and Applied Science and the College of Health Sciences to expand collaboration with the Medical College of Wisconsin and support robust development opportunities in conjunction with ongoing and expanding research.

5. Budget and Schedule: N/A
6. Previous Action: None.



UWM INNOVATION ACCELERATOR
FLOOR PLANS



Authority to Enter into a Lease of Space to Support
the Division of Academic Affairs and Research,
UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to enter into a new lease of the Cozzens-Cudahy Research Center premises including the building of approximately 18,000 gross square feet, together with the land, and all other buildings, improvements, and appurtenances on behalf of the UW-Milwaukee Division of Academic Affairs and Research.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for
Board of Regents Action
June 2012

1. Institution: The University of Wisconsin–Milwaukee
2. Request: Approval for the Department of Administration to enter into a new lease of the Cozzens-Cudahy Research Center premises including the building of approximately 18,000 gross square feet, together with the land, and all other buildings, improvements, and appurtenances on behalf of the UW-Milwaukee Division of Academic Affairs and Research. *(See below for lease specifics.)*

State Functions at Leased Location	UW-Milwaukee Division of Academic Affairs and Research
Lease Location	8801 and 8803 West Fairy Chasm Road, Milwaukee, Wisconsin
Type of Negotiation or Selection	Negotiated
Lessor	UWM Real Estate Foundation, Inc.
Anticipated Occupancy Date	July 1, 2012
Lease Term	5 years
Escalation Rate	None
Renewal Option(s)	Three (3) five (5) year options
Purchase Option	None
Space Type	Office, laboratory, and research space
Square Feet	18,000 GSF
Absolute Net Lease	\$1.00 Maximum Base Rent \$9,000.00 Management Fee
Annual Cost	\$1.00 base rent \$9,000 management fee <u>\$157,500 operating expenses</u> \$166,501 Total annual \$13,875/month
Funding Source	UW-Milwaukee 150 Research Funds

Rent payments will be provided from the UW-Milwaukee 150 Research Funds.

3. Description: This is continuation of an existing lease transferring to a new owner. It also expands the research space from 3,300 to 18,000 GSF, the entire building. The lease space

has ranged from 3,300 to 9,900 GSF over the past ten years.

4. Justification: The Cozzens-Cudahy Research Center was donated to the UWM Real Estate Foundation (REF) in 2011. UW-Milwaukee is continuing research operations in the building under a License Agreement until a new lease is completed. The Endeavors Group, LLC and UW-Milwaukee entered into a lease dated August 27, 2001, as amended by a First Amendment dated May 20, 2010 (# 285-494), for certain premises within the building, which is located at 8803 West Fairy Chasm Road, Milwaukee, Wisconsin, and commonly known as the Cozzens – Cudahy Research Center. The Building was conveyed to UWM REF by the Endeavors Group and the Lease was assigned to UWM REF pursuant to an Assignment of Lease, which was dated November 15, 2011.

The 2011 annual lease cost for 3,200 GSF was \$55,301 and the maintenance cost was \$3,667, a total of \$58,968 annually, \$17.87/sf. Increasing the space to 18,000 GSF would likely reduce the rate to a typical market rate of \$13/sf or \$234,000 annually. This lease will have an annual cost of \$9,001 plus an operating cost for an anticipated total of \$166,501 (a savings of \$67,499).

The continuation of this lease will allow the College of Engineering and Applied Science to continue research work without disruption in optical imaging, biophotonics, and biomedical instrumentations. This lease will expand the space by providing additional space to support robust and diverse research opportunities.

5. Budget and Schedule: NA
6. Previous Action: None.

Approval of the Design Report for the Kenwood
Interdisciplinary Research Complex-Phase I Project
and Authority to Adjust the Scope and Budget and
Construct the Project, UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, the Design Report for the Kenwood Interdisciplinary Research Complex (IRC)-Phase I project be approved and authority be granted to: (a) increase the scope and budget by \$5,000,000 Agency Cash and (b) construct the project at an estimated total project cost of \$80,010,000 (\$43,330,000 2011-13 General Fund Supported Borrowing, \$1,600,000 Gift/Grant Funds, and \$5,000,000 Agency Cash for a total of \$49,930,000 in 2011-13, and \$30,080,000 2013-15 General Fund Supported Borrowing, available July 1, 2013).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. Institution: The University of Wisconsin-Milwaukee
2. Request: Approval of the Design Report for the Kenwood Interdisciplinary Research Complex (IRC)-Phase I project and authority to: (a) increase the scope and budget by \$5,000,000 Agency Cash and (b) construct the project at an estimated total project cost of \$80,010,000 (\$43,330,000 2011-13 General Fund Supported Borrowing, \$1,600,000 Gift/Grant Funds, and \$5,000,000 Agency Cash for a total of \$49,930,000 in 2011-13, and \$30,080,000 2013-15 General Fund Supported Borrowing, available July 1, 2013).
3. Description and Scope of Project: The Kenwood IRC-Phase I project will construct a five story building plus basement and penthouse, of approximately 82,800 ASF/152,700 GSF in two locations. The first location will construct a new building, approximately 76,000 ASF/143,500 GSF, of research labs and core facilities, instructional and collaboration space, and office and support space, with the Physics Department as the primary occupant. This will be the initial phase of a multi-phase major redevelopment on the southwest precinct of campus that will address the acute need for Science, Technology, Engineering, and Mathematics (STEM) facilities at UW-Milwaukee. The first phase will target the most urgently needed academic and core research needs. The project will physically connect to adjacent Lapham Hall, home to the Biology Department and the campus central vivarium facility. The inclusion of various branches of sciences as occupants and collaborators is a prime goal of this facility. The fifth floor will house offices and laboratories for the Zilber School of Public Health.

Future phases of the complex will include additional new buildings to accommodate current unmet space needs, core facilities, and anticipated growth; ultimately, it is anticipated that the overall complex will be developed in this precinct of the campus, per the campus master plan, and contain nearly 500,000 gross square feet. Future construction will require the demolition of the Kunkle Center and Physics building, which are obsolete.

The second location will be at the Northwest Quadrant (NWQ), the former Columbia – St. Mary’s property, and will construct a new approximately 6,800 ASF/92,00GSF greenhouse facility on the roof of the “C” building.

4. Justification of the Request: A full Analysis of Need was provided as part of the capital budget request for this project. In general this project will begin to address the existing deficit of lab space of approximately 240,000 ASF that was identified in the 2010 campus master plan. This deficit of lab space limits the ability to hire new faculty and is an impediment to the campus strategic goal of increasing research activity in the STEM disciplines. In particular, the Department of Physics has

been especially successful at securing extramural funding, but is limited by the deficiencies in quality and quantity of space in the existing Physics Building. The Kenwood campus also lacks suitable shared core space that could serve multiple disciplines. Thus this first phase building will accommodate the critical needs of physics, and provide the first increment of core space.

Although the pre-design and initial project concept envisioned the greenhouse space on the roof of the new Kenwood IRC, further planning revealed insufficient space on the roof to accommodate program needs. Various options were investigated and the roof of NWQ Building C was chosen as the optimal location for the new greenhouse. The greenhouse will need to be an early construction activity, since the existing greenhouse, connected to Lapham Hall, will need to be demolished to accommodate the new Kenwood IRC-Phase I building. Vital research activities require the movement of existing plant material to the new NWQ Greenhouse during the first few months of the construction of the IRC, assuring continuity of important, grant-funded research. Site utilities will also be done as an early construction activity.

The pre-design for this project included shell space; the current design was developed with approximately 47,000 of unfinished shell space for future research needs that can be fitted out as funding becomes available. The campus identified a portion of this shell space as ideal to meet the wet laboratory research needs for the new Zilber School of Public Health, since this need cannot be met at any other campus space. UWM will use \$5,000,000 of cash to fit out 17,800 GSF, a complete floor, for this high-priority use. The inclusion of shell space in this project also allows a larger overall building to be built within the available budget than would be possible if all spaces were finished, optimizing use of limited campus land.

5. Budget and Schedule:

Budget	%	Cost
Construction		
KIRC		\$59,957,000
Greenhouse		5,760,000
CMAR Pre-construction fee	0.4%	280,000
HazMat Abatement		45,000
Total Construction		66,042,000
Contingency	4.8%	3,142,000
A/E Fees	7.6%	5,008,000
Other Fees	3.4%	2,260,000
DSF Management Fee	4.0%	2,765,000
Work by Agency		\$44,000
Moveable Equipment		739,000
Total Project Cost		\$80,000,000

Main Building	76,000 ASF	143,500 GSF	Efficiency	53%
NWQ Greenhouse	6,800 ASF	9,200 GSF	Efficiency	74%
Total	82,000 ASF	152,700 GSF	Efficiency	54%

Construction Cost/GSF	\$432
Project Cost/GSF	\$524

Schedule	Date
Design Report Completed	June 2012
Construction Bid Opening	
Utilities	August 2012
NWQ Greenhouse	October 2012
KIRC	January 2013
Start of Construction	
Utilities	September 2012
NWQ Greenhouse	December 2012
KIRC	February 2013
Substantial Completion	
Utilities	November 2012
NWQ Greenhouse	July 2013
KIRC	January 2015
Occupancy	
NWQ Greenhouse	September 2013
KIRC	May 2015

6. Previous Action:

December 5, 2008 Resolution 9578	Recommended that the UW-Milwaukee Master Plan Initiative - Phase I be forwarded to the Department of Administration and the State Building Commission as part of the UW 2009-11 Capital Budget Request, at an estimated total budget of \$240,000,000 (\$66,800,000 General Fund Supported Borrowing, \$56,600,000 Existing General Fund Supported Borrowing, \$55,600,000 Existing Program Revenue Supported Borrowing, \$1,000,000 Building Trust Funds, and \$60,000,000 Gift/Grant Funds). This initiative was subsequently funded at that level and those fund sources.
January 8, 2010 Resolution 9718	Granted authority to seek enumeration of the Kenwood Integrated Research Complex (IRC) Phase I project at a total estimated cost of \$75,000,000 (\$43,400,000 existing General Fund Supported Borrowing 2011-13; \$30,000,000 existing General Fund Supported Borrowing 2013-15; and \$1,600,000 million Gift/Grant Funds). Funding for the project was provided in 2009 Wisconsin Act 28:
June 11, 2010 Resolution 9783	Granted authority to seek the release of \$4,280,000 Building Trust Funds—Planning to plan the Kenwood Integrated Research Complex – Phase I project and the Freshwater Sciences Addition – Phase I project.

- August 20, 2010
Resolution 9819
- Granted authority to purchase the Columbia St. Mary's Hospital Campus at a cost of \$20,155,000 (\$5,000,000 Existing General Fund Supported Borrowing, \$15,155,000 Program Revenue Supported Borrowing).
- November 4, 2010
Resolution 9840
- Granted authority to seek a waiver of s.16.855 Wis. Stats., under the provisions of s.13.48(19), Wis. Stats., to allow selection, through a Request for Proposal (RFP) process, of a Construction Manager-at-Risk for the Kenwood Integrated Research Complex (IRC) Phase I project, at an estimated budget of \$75,000,000 (\$73,400,000 General Fund Supported Borrowing and \$1,600,000 Gift/Grant Funds).
- October 7, 2011
Resolution 9987
- Granted authority to seek the release of an additional \$975,000 (\$91,000 Building Trust Funds-Planning, \$20,000 Program Revenue-Cash, and \$864,000 Gifts/Grant Funds) to continue planning for the Kenwood Interdisciplinary Research Complex (IRC)-Phase I project with a current total project cost of \$75,000,000 (\$73,400,000 General Fund Supported Borrowing and \$1,600,000 Gift/Grant Funds).

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

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$14,287,800 (\$4,880,750 General Fund Supported Borrowing, \$6,950,600 Program Revenue Supported Borrowing, \$1,932,550 Program Revenue Cash, and \$523,900 Gift/Grant Funds).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action June 2012

1. **Institution:** The University of Wisconsin System
2. **Request:** Authority to construct various maintenance and repair projects at an estimated total cost of \$14,287,800 (\$4,880,750 General Fund Supported Borrowing, \$6,950,600 Program Revenue Supported Borrowing, \$1,932,550 Program Revenue Cash, and \$523,900 Gift/Grant Funds).

ENERGY CONSERVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	BTF	TOTAL
COL	12E1J	UWBRB Multi-Bldg Energy Conservation	\$ -	\$ 908,100	\$ -	\$ 523,900	\$ -	\$ 1,432,000
PLT	12C2I	Multi-Bldg Energy Conservation, Ph. 2	\$ -	\$ 3,646,500	\$ -	\$ -	\$ -	\$ 3,646,500
EC SUBTOTALS			\$ -	\$ 4,554,600	\$ -	\$ 523,900	\$ -	\$ 5,078,500

HEALTH, SAFETY, & ENVIRONMENTAL PROTECTION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	BTF	TOTAL
RVF	12E2N	Johnson Hall Sprinkler Retrofit	\$ -	\$ 929,000	\$ -	\$ -	\$ -	\$ 929,000
HS&E SUBTOTALS			\$ -	\$ 929,000	\$ -	\$ -	\$ -	\$ 929,000

UTILITIES REPAIR & RENOVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	BTF	TOTAL
GBY	12C3C	N. Leon Bond Dr. Reconst	\$ 198,500	\$ -	\$ 46,500	\$ -	\$ -	\$ 245,000
MIL	12D2Q	Spaights Plaza Water Main Repl	\$ 305,700	\$ -	\$ 91,300	\$ -	\$ -	\$ 397,000
OSH	12B2Q	Central Cooling Plant Towers Repl	\$ 1,164,800	\$ -	\$ 273,200	\$ -	\$ -	\$ 1,438,000
OSH	12A3R	Koif-Reeve Mall/Lots Develop	\$ -	\$ -	\$ 1,310,800	\$ -	\$ -	\$ 1,310,800
OSH	12E1M	Pits A9c-H7 Steam Cond Reloc	\$ 843,200	\$ 747,800	\$ -	\$ -	\$ -	\$ 1,591,000
PKS	12E1I	Utility Tunnel Renv/Repr	\$ 2,157,800	\$ 719,200	\$ -	\$ -	\$ -	\$ 2,877,000
STP	11L1X	Treehaven Domestic Water Sys Repl	\$ 210,750	\$ -	\$ 210,750	\$ -	\$ -	\$ 421,500
UR&R SUBTOTALS			\$ 4,880,750	\$ 1,467,000	\$ 1,932,550	\$ -	\$ -	\$ 8,280,300

	GFSB	PRSB	CASH	GIFT/GRANT	BTF	TOTAL
JUNE 2012 TOTALS	\$ 4,880,750	\$ 6,950,600	\$ 1,932,550	\$ 523,900	\$ -	\$ 14,287,800

3. **Description and Scope of Project:** This request provides maintenance, repair, renovation, and upgrades through the All Agency Projects Program.

Energy Conservation

COL - UW-Baraboo/Sauk County Multi-Building Energy Conservation (\$1,432,000): This project implements energy conservation measures (ECMs) based on a recently completed comprehensive investment grade energy audit for four buildings. Six ECMs will be implemented throughout four buildings and 154,710 GSF (Aural M. Umhoefer Administration/Classroom Building, Fine and Performing Arts Center, Lange Student Center & Athletic Facility, and the TN Savides Library Building).

Project work includes interior lighting upgrades (lamp and ballast replacements), building envelope improvements (door and window seals), new computer power management and

vending machine controls, installation of a new hybrid geothermal system, and HVAC system controls retrofits (occupancy sensors, digital controls, variable frequency drives).

Governor Doyle issued Executive Order 145 on April 11, 2006, relating to Conserve Wisconsin and the creation of high-performance green building standards and energy conservation for state facilities and operations. The order included direction that the Department of Administration, in consultation with state agencies and the UW System, set energy efficiency goals for state facilities. The order requires a 10% reduction in energy conservation from FY05 levels by FY08 and a 20% reduction by FY10.

This project will assist UW-Baraboo in complying with the energy reduction goals stipulated in Executive Order 145. The implementation of the energy conservation measures identified in this request will result in an anticipated annual energy cost savings of approximately \$56,808 with a simple payback of 15.98 years. This is below the state energy fund simple payback requirement of 16 years or 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

PLT - Multi-Building Energy Conservation, Phase 2 (\$3,646,500): This project implements energy conservation measures (ECMs) based on a recently completed comprehensive investment grade energy audit in eleven buildings and ~650,000 GSF of academic, support and residence life facilities. This project includes the implementation of specific ECMs throughout the Ag Tech Center, Art Building, Central Heating Plant, Children's Center, Doudna Hall, Glenview Commons, Pioneer Tower, Southwest Hall, Ullrich Hall, and Ullsvik Hall and some overall general measures.

Project work includes upgrading interior and exterior lighting; installing new vending machine controls, new occupancy sensors for the operation of HVAC systems, new automated pool cover, and new meters connected to the main campus dashboard; rebalancing and tuning up the HVAC systems, and eliminating rationalized printers and installing new printer management software.

Governor Doyle issued Executive Order 145 on April 11, 2006, relating to Conserve Wisconsin and the creation of high-performance green building standards and energy conservation for state facilities and operations. The order included direction that the Department of Administration, in consultation with state agencies and the UW System, set energy efficiency goals for state facilities. The order requires a 10% reduction in energy conservation from FY05 levels by FY08 and a 20% reduction by FY10.

This project will assist UW-Platteville in complying with the energy reduction goals stipulated in Executive Order 145. The implementation of the energy conservation measures identified in this request will result in an anticipated annual energy cost savings of approximately \$219,501 with a simple payback of 15.7 years. This is below the state energy fund simple payback requirement of 16 years or 20-year payback with repayment at a 5.25% bond rate and a 3% inflation rate.

Health, Safety, and Environmental Protection Requests

RVF - Johnson Hall Fire Sprinkler System Retrofit and Basement Remodeling (\$929,000):

This project installs a new fire sprinkler system to enhance building life safety and partially renovates basement space to meet program need. Fire sprinkler system retrofit work includes installing a wet pipe, automatic fire sprinkler system throughout the residence hall. Fire sprinkler heads will be located to provide total facility coverage per NFPA 13 Fire Sprinkler Code requirements. Floors will be core drilled to accommodate piping, a new fire pump will be installed if required, and the 4-inch water service will be replaced with a new 8-inch water service. Basement remodeling work includes remodeling ~5,800 SF in the basement level to provide a mechanical equipment room (984 SF), storage room (446 SF), multi-purpose activity room (3,224 SF), conference room (363 SF), vending area and kitchenette (163 SF), men's and women's restrooms (540 SF), and a custodial closet (71 SF). Partition walls, ceiling and wall finishes, and flooring will be replaced. Modifications to the mechanical, electrical and telecommunications, and plumbing systems will be made to accommodate the new space configuration.

Johnson Hall (58,145 GSF) is a 4-story, 290-bed student residence hall that was constructed in 1965. The building is scheduled to be off-line during the 2012-13 academic year for renovation of the restrooms and the HVAC system. In order to complete the work, the construction time frame has been extended from the intended 3 month summer time window to a 9 month time period. With this extended construction time frame, it is prudent to accomplish as much remodeling and building infrastructure work as possible. The building condition was assessed from a qualitative standpoint and it was determined that basement space should be remodeled to accommodate contemporary student life activities. The addition of building fire sprinkler system will provide another level of fire safety beyond the fire alarm system.

Utilities Repair and Renovation Requests

GBY - North Leon Bond Drive Reconstruction (\$245,000): This project reconstructs North Leon Bond Drive to repair damaged pavement, improve storm water management, and resolve safety concerns for pedestrians and bicyclists. This project completes road renovations for the eastern and southern portions of campus.

Approximately 1,000 LF of 20-foot wide, 5-inch asphalt roadway will be replaced between the intersection at Campus Court and the intersection at Walter Way. A new 5-foot wide asphalt pedestrian walkway and bike path will be constructed along this same section of roadway with a connection to an existing pedestrian walkway. Project work includes site preparation, clearing and grubbing, removal of existing asphalt pavement, site grading for the new pedestrian walkway and improved storm water drainage, and restoration of landscaping and turf. The underground electrical distribution system will be extended and redistributed to accommodate the relocation of three pole-mounted light fixtures.

The roadway has severely deteriorated, with areas of dense alligator cracks, road distortion, and rutting. The base has been undermined in several areas, leading to roadway depressions

that retain water and debris. The curb and gutter and road edges have also deteriorated and have been undermined from storm water runoff. Several maintenance projects have already been completed, including annual cracksealing and bituminous patching, but these routine maintenance procedures are no longer effective.

This project will also resolve a long-standing pedestrian safety issue and improve circulation on campus by constructing a new pedestrian walkway and bike path along this road section. Since there are no pedestrian pavements between the Kress Sports Center, student resident halls, and the University Union along North Leon Bond Drive, the roadway carries both pedestrian and vehicular traffic. The roadway is only 20-feet wide, which is not adequate for simultaneous vehicular and pedestrian traffic, and due to the deteriorated road edges, the usable roadway width is reduced to approximately 18-feet or less in some sections.

MIL - Spaight's Plaza Water Main Replacement (\$397,000): This project replaces a section of the domestic water underground distribution system piping. Project work includes replacing ~250 LF of 10-inch direct buried domestic water main in the northern end of Spaight's Plaza. This section connects the water main from Maryland Avenue to the water main from Downer Avenue, which feeds the south-east quadrant of the campus.

It is anticipated that the new water main will be installed starting near the recent water main breaks, at the valve located on the east side of the below-grade Spaight's Plaza parking ramp. It appears feasible to route the water main through the parking ramp on carriers attached to the north wall of the second level. The water main installed within the parking ramp will be provided with insulation and a protective jacket. On the west side of the parking ramp, additional new pipe will be installed, with a connection to the existing water main valves that are located near the northwest corner of Bolton Hall. Work will also include installation of new fittings, valves, hydrants, and other appurtenances as necessary.

The exact age of this water main is unknown. A portion of the water main was installed in the 1940s and another section was installed in the 1960s and is located beneath the utility tunnel. The 1960s portion of the water main has experienced two breaks in the past 12 months. The most recent break occurred in March 2012. A saddle repair clamp was utilized until additional pipe replacement could occur. The additional main replacement includes replacing approximately 16 LF of 12-inch cast iron water main, using slurry or compacted back fill, repairing/replacing a trench drain that is in the proposed work area, and replacing ~100 SF of concrete.

A similar rupture occurred within the last seven months and is located approximately three feet from the most recent rupture. Upon inspection, the pipe between the two breaks was determined to be in poor condition. This water main is located in a paved area where heavy winter salting likely contributed to its condition. The potential for future water main breaks presents a risk to the distribution system continuity, as well as a risk of flooding the utility tunnel, which includes high-pressures steam lines and electrical lines.

OSH - Central Plant Cooling Towers Replacement (\$1,438,000): This project replaces the cooling towers serving two 1,400-ton electrical centrifugal chillers located at the campus Central Chiller Plant to ensure that both chillers can be operated at their full rated capacity and provide adequate campus chilled water system capacity to serve the campus load.

Project work includes replacement of four cooling tower cells with two double-cell induced draft counter-flow cooling towers to serve the two 1,400-ton chillers. The towers will be provided with extremely low sound fans and water silencers. The structural steel tower support structure will be modified and the tower screen wall will be extended. The condenser water piping system will be modified to connect to the new cooling towers. The piping system will be designed to allow replacement of the cooling tower serving the 450-ton chiller with a new cooling tower capacity for a future 1,400-ton chiller when the 4,200-ton chilled water plant capacity is realized. The condenser water chemical treatment system will undergo minor revisions. Electrical power to the new cooling towers will be upgraded. The direct digital control system will be reprogrammed to serve the new cooling towers and associated equipment. Project work also includes renovation of the cooling tower that serves the 450-ton chiller through the replacement of fill material and the extension of the fan cowl.

The cooling towers require replacement due to insufficient heat rejection capacity, which is caused by the short circuiting of cooling tower discharge air into the tower fan air inlets. This causes the condenser water temperature to fluctuate as the air flow around the towers is influenced by local wind conditions. Changes in the condenser water temperature cause chiller operational issues and a reduced chilled water system capacity. The chilled water plant cannot satisfy the campus chilled water load, as evidenced by the inadequate air conditioning of buildings, inadequate de-humidification of building spaces, damage to building contents, and inadequate provision of environmental conditions that are critical to research activities.

OSH - Kolf Physical Education Center/Reeve Memorial Union Pedestrian Mall and Parking Lot Redevelopment (\$1,310,800): This project constructs a new pedestrian mall between the Kolf Physical Education Center and Reeve Memorial Union, redevelops the adjacent parking lots to accommodate the new pedestrian pathway, redesigns and reconstruct an 84-stall expansion to Parking Lot 7A, and constructs a new vehicular link between Parking Lot 7A and Parking Lot 13.

The north-south pedestrian mall which was constructed in 2008 between the Student Recreation and Wellness Center (Pearl Avenue) and Taylor Hall (High Avenue), will be extended 320 LF north to the Reeve Memorial Union (Algoma Boulevard). Project work includes site preparation, clearing and grubbing, milling of existing asphalt pavement, augmenting and repairing the underground storm sewer system, extending and redistributing the underground electrical distribution and connection points for new bollard or pole mounted light fixtures, constructing a pair of new 8-foot wide concrete pedestrian walkways, installing new pedestrian benches and site furnishing, constructing new rain gardens, landscaping, and site restoration. The new section of the pedestrian mall will conform to the design standards that were established in the previous phase of work.

Parking Lots 15 and 32 will be redeveloped to accommodate this new pedestrian mall extension. The new pedestrian mall will bisect Parking Lot 15 and the northernmost section of the parking lot will be eliminated and converted into green space. This will reduce the capacity of Parking Lot 15 from 127-stalls to 60-stalls. The design of Parking Lot 32 will require minor modifications, and it is anticipated that the 22-stall capacity will be reduced slightly. The new Parking Lot 32 design will include an access drive to the Taylor Hall refuse dumpster enclosure and the Blackhawk Commons loading docks. Project work includes the installation of bio-filtration areas/rain gardens with engineered soils and vegetation. The parking lot design will decrease storm water runoff through the placement of rain gardens adjacent to impervious surfaces.

Parking Lot 7A will be expanded from a 101-stall parking lot into a 185-stall parking lot and be renamed Parking Lot 12. Project work includes site preparation, clearing and grubbing, milling of existing asphalt pavement, installing new asphalt pavement, constructing new concrete curb and gutters, augmenting and repairing the underground storm sewer system as necessary, extending and redistributing the underground electrical distribution and connection points for pole mounted lighting fixtures, installing new pavement markings and striping, landscaping, and site restoration. The parking lot surfaces will be designed to direct storm water runoff away from the Kolf Physical Education Center. New bioswales will be constructed around the lot perimeter and storm water will be collected and directed to the furthest points from the Kolf Physical Education Center. All parking meters, signage, and lighting fixtures will be redistributed to match the new lot configuration and augmented with new units to match campus standards as necessary.

One of the campus master plan goals is to widen pedestrian pathways for improved circulation between significant student destinations. Completing this project will complete a pedestrian mall development between the Student Recreation and Wellness Center and Reeve Memorial Union. Another goal is to reduce storm water runoff and improve storm water management control across campus. This project provides the opportunity to incrementally achieve both aspects.

Parking Lot 7A was constructed with the Kolf Physical Education Center more than 41 years ago. Routine parking lot maintenance (base patching, crack sealing, re-striping, etc.) has been performed annually, but due to the significant deterioration of the lot surface, routine maintenance procedures are no longer effective. The condition of the parking lot surface requires resurfacing and reconstruction. The current parking lot design directs half of the storm water runoff toward the Kolf Physical Education Center. During significant rain events, the storm water drainage system is inadequate and water collects and pools along the length of the facility and has caused multiple flooding instances in the lower level. This project will attempt to mitigate this problem by redirecting the storm water away from the building.

OSH - Pits A9c to H7 Steam Conduit Relocation (\$1,591,000): This project relocates a concrete box conduit containing steam and condensate return lines which serve as a backup steam loop to all buildings on the southern portion of the UW-Oshkosh campus. This will

eliminate a steam conduit ground water flooding issue and allow this line to be returned to service.

Project work includes rerouting ~850 LF of concrete box conduit containing 8-inch high-pressure steam and 4-inch condensate piping from steam Pit H7, located at the northwest corner of the Campus Parking Structure, south to Pit A9c, located along Osceola northeast of the intersection of Pearl Street and Osceola Street. The box conduit will be routed from Pit H7 south and east around the perimeter of the parking structure and then south along the west side of Osceola Street to Pit 2. The steam conduit between Pits A9a and H7 containing 4-inch steam and 2-inch condensate lines will be replaced by a new conduit containing 8-inch steam and 4-inch conduit lines. Piping, valves, and expansion joints in the pits will be replaced as needed. Approximately 350 LF of steam conduit between Pits A9a and H7 will be filled with flowable fill and abandoned in place. Project work also includes site excavation, storm water best management practices, construction of concrete box conduit, installation of new steam and condensate return lines, installation of pipe insulation, backfill of excavation, and site restoration. The consultant will study the option to route the steam and condensate lines through the parking structure in lieu of placement in buried box conduit around the structure.

The steam box conduit system located along High Avenue between Kolf Physical Education and Gruenhagen Residence Hall has experienced problems since its original installation in 2004. In particular, the portion of conduit located underneath Osceola Street has experienced significant ground water infiltration. The sump pump in Pit A9a located at the corner of Osceola Street and High Avenue runs almost continuously. The concrete walls are severely cracked and deteriorated from the continuous flow of ground water into the pit and their integrity is now in question.

The campus has experienced a series of flood events, causing extensive damage in this section of the steam conduit system. The pipe insulation is water damaged and has fallen off. Isolation valves were installed on this section of piping to prevent the potential of thermal shock during flooding events. This section of the steam loop is now isolated from the remainder of the steam distribution system. Relocation of this steam conduit can occur at a higher elevation to avoid ground water infiltration issues. Re-establishing the steam loop will allow steam to be back-fed to critical buildings should a failure occur in either the steam or condensate piping systems.

PKS - Utility Tunnel Renovation and Repair (\$2,877,000): This project repairs the underground poured concrete utility tunnel structure; primary and signal vault roofs; utility tunnel vent assemblies; and utility piping, anchors, supports, and insulation to resolve groundwater infiltration issues and correct the damage already incurred. Project work includes repairing leaks at the tunnel entrances and the enclosure, spalled concrete enclosure surfaces, high-pressure steam and condensate and chilled water piping supports, and piping insulation and protective coatings.

The tunnel enclosure will be excavated in specified locations to waterproof ~1,420 LF and reconstruct ~15 LF. In addition, ~358 locations with small scale leaks will be filled with

waterproofing compound and ~22 locations with spalled concrete surfaces will be repaired with mortar patches. Nine concrete and masonry tunnel and vent structures will be replaced, the poured concrete walls will be extended above grade level, the masonry vent structure will be reconstructed, a new aluminum hatch with a lock will be installed, and new safety posts/side rails for the access ladders will be installed. Eight unused tunnel vent structures will be demolished, capped, and the opening waterproofed at the tunnel roof intersection. Nine concrete roofs will be replaced on the primary electric and signal vaults.

The high-pressure steam piping support bases will be replaced in ~79 locations with new stainless steel bases, two steel anchors will be repaired, and eight anchors and supports will remove corrosion and be repainted. Chilled water supports will be replaced in ~229 locations with supports that allow a complete vapor barrier to be installed around the piping. Steam and condensate piping insulation (~1,260 LF) will be replaced, including ~360 LF with protective metal jacketing. High-pressure steam piping insulation (~1,000 LF) will be abated and replaced. Chilled water piping insulation (~4,780 LF) will be replaced, including ~360 LF with protective metal jacketing. The steam piping exterior guide steel will also be insulated. Compressed air piping (~300 LF) will be prepared and painted with a protective epoxy coating.

The main campus utility tunnel and associated piping was constructed between 1971 and 1972. Groundwater infiltration and piping vapor barrier failure has caused accelerated deterioration of the utility piping, anchors and supports, and insulation. Some of these sections were previously repaired during projects 01J4E, 05G2Y and 07A3M. While groundwater infiltration remediation was addressed in those projects, additional waterproofing and repair efforts are required.

Ground water infiltration has damaged the tunnel enclosure, piping, supports, and insulation and protective jackets or coatings. The electrical duct banks were constructed directly on top of the utility tunnel enclosure, making repairs extremely difficult to manage and implement. Concrete surfaces are spalling, exposing the reinforcing materials. One section has deteriorated significantly and requires reconstruction because repair is no longer viable. The tunnel construction joints show evidence of severe water penetration. The high-pressure steam support bases, wall connections, and anchors have corroded and begun to fail. The exterior guide steel is exposed to the traffic aisle without insulation, creating a safety hazard for maintenance staff. The chilled water piping was installed directly on the steel support saddles, which does not provide a true vapor barrier.

The masonry ledge at tunnel entrances is below grade, allowing surface water to infiltrate the tunnel enclosure. The entrance hatches are not secure and safety posts/side rails are not installed on the access ladders, creating a safety hazard. The unused tunnel vent structure creates unnecessary operational maintenance costs. The primary electric and signal vault roofs are exposed above grade and have significantly deteriorated.

STP - Treehaven Domestic Water System Replacement (\$421,500): This project replaces the site domestic water system at the Treehaven Field Station to resolve chemical and mineral contamination in the current system. The water supply wells, distribution system,

and enclosure facility will all be replaced. Project work includes installing a new 8-inch diameter domestic water well at a depth of 125 to 150 feet within a 12-inch casing along with new distribution mains to connect to the current system. A new enclosure facility will be constructed to house the new water supply system, chemical feed equipment, and future pressure filter equipment. Chemical feed equipment injecting blended phosphate at the well discharge will include a liquid chemical pump and storage container. The 440 GSF enclosure facility will be constructed with a removable roof section for installation of well equipment and future pressure filtration equipment. The project will also replace a failed 3,000-gallon pressure storage tank. The existing system will be flushed before activating the new wells.

The Treehaven Field Station is made up of eight primary buildings (41,736 GSF) 11 miles east of Tomahawk, Wisconsin, and has a resident capacity of 120 people. There are two water sources on the site and both wells exceed the maximum levels allowed for arsenic, iron, and manganese. The water also contains low levels of inorganic chemicals. The facility has been forced to use bottled water for drinking and food prep after its filtering system failed in August 2010. The east primary well extends 181 feet into granite. The 6-inch connection pipe is not buried below the frost line and does not have adequate frost protection coverage. A second well of 202 feet deep is the backup source. Both existing wells draw from the same aquifer and were constructed in 1981.

The water contamination and supply issues were the focus of a comprehensive study, which serves as the basis for this project proposal. Two test wells were driven at a depth of 125-foot to 150-foot deep in summer 2011 and levels of arsenic, iron, and manganese were significantly lower than the existing wells. The arsenic and iron levels were well below standards. Manganese levels were still above the safe drinking standard and will need to be chemically treated. A 12-inch diameter casing is recommended. As the life span for a well casing is approximately 35-40 years, a larger size diameter casing will allow for relining the casing without additional drilling in the future. Electrical service will be extended to the new well building from the existing electrical source and the new pumps will be similar to the existing 5 HP, 230-volt, single-phase units.

4. Justification of the Request: UW System Administration and the Division of State Facilities continue to work with each institution to develop a comprehensive campus physical development plan, including infrastructure maintenance planning. After a thorough review and consideration of approximately 450 All Agency Project proposals and over 4,500 infrastructure planning issues submitted, and the UW All Agency Projects Program funding targets set by the Division of State Facilities (DSF), this request represents high priority University of Wisconsin System infrastructure maintenance, repair, renovation, and upgrade needs. This request focuses on existing facilities and utilities, targets the known maintenance needs, and addresses outstanding health and safety issues. Where possible, similar work throughout a single facility or across multiple facilities has been combined into a single request to provide more efficient project management and project execution.

5. Budget:

General Fund Supported Borrowing	\$ 4,880,750
Program Revenue Supported Borrowing	6,950,600
Program Revenue Cash	1,932,550
Gifts and Grants Funding	<u>523,900</u>
Total Requested Budget	\$ 14,287,800

6. Previous Action: None.

6/7/2012 *REVISED*

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM
UW-Milwaukee Union, 2200 East Kenwood Boulevard,
Milwaukee, Wisconsin 53211
June 7 & 8, 2012

II.

Friday, June 8, 2012

8:00 a.m. All Regents – Closed Session – Fireside Lounge

1. Calling of the roll
2. Move into closed session to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*; and to consider annual personnel evaluations, as permitted by *Wis. Stats.* §19.85(1)(c).

9:00 a.m. All Regents – Wisconsin Room

3. Approval of the minutes of the March meeting
4. Report of the Vice President of the Board
 - a. Educational Communications Board, Higher Educational Aids Board, Hospital Authority Board, and Wisconsin Technical College System Board reports
 - b. Additional items that the Vice President may report to the Board
5. Report of the President of the System
 - a. Update on recent events
 - b. News from around the UW System
- 5.A. *Presentation and Board Discussion: UW System 2013-15 Biennial Budget Update*
6. Recess for a meeting of the Research, Economic Development, and Innovation (REDI) Committee – All Regents -- Wisconsin Room
 - a. Presentation: “UWM Research Partnerships and UWM Innovation Campus, Driving Regional Economic Development Through Partnerships”
 - b. Adjourn REDI Committee meeting
7. Report and approval of actions taken by the Capital Planning and Budget Committee
8. Report and approval of actions taken by the Education Committee

9. Report and approval of actions taken by the Business, Finance, and Audit Committee
10. Update on Legislative Task Force on UW Restructuring and Operational Flexibilities
11. Approval of 2013 Board of Regents Meeting Schedule
[Resolution II.11.]
12. Election of Officers of the Board of Regents
13. Resolution of appreciation to UW-Milwaukee for hosting the June meeting
14. Communications, petitions, and memorials
15. All Regents – Closed Session – Fireside Lounge

Move into closed session to consider personal histories related to the naming of facilities at UW-Madison and UW-Whitewater, as permitted by s.19.85(1)(f), *Wis. Stats.*; to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*; and to consider annual personnel evaluations, as permitted by *Wis. Stats.* §19.85(1)(c).

The closed session may be moved up for consideration during any recess in the regular meeting agenda. The regular meeting will reconvene in open session following completion of the closed session.

5/29/2012

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

II.6. Research, Economic Development,
and Innovation Committee

Friday, June 8, 2012
UW-Milwaukee Union – Wisconsin Room
UW-Milwaukee
Milwaukee, Wisconsin

- a. Presentation: “UWM Research Partnerships and UWM Innovation Campus, Driving Regional Economic Development Through Partnerships”
- b. Adjourn

**UWM REAL ESTATE FOUNDATION AND UWM RESEARCH FOUNDATION
UWM Research Partnerships and UWM Innovation Campus
Driving Regional Economic Development Through Partnerships**

BACKGROUND

The University of Wisconsin-Milwaukee (UWM) plays a key role in the economic prosperity of the Milwaukee region. UWM is a source of talent, innovative ideas, and collaborations that will help ensure that the Milwaukee region continues to prosper in the decades to come. Research at UWM has grown more than 200% in the last decade, to over \$70 million. UWM is working to grow its research in ways that align with the strengths of the institution and the needs of regional partners. This includes industry partners in water, energy, and healthcare, as well as institutional partners who collaborate in biomedical and clinical research.

These efforts are supported by a family of UWM Foundations that have evolved to meet UWM's growing needs. This includes the UWM Real Estate Foundation that develops residence halls, research and academic space, and facilities to promote economic development and the UWM Research Foundation that manages intellectual property for UWM and has programs to promote discovery and innovation at the university.

REQUESTED ACTION

For information and discussion only; no action is required at this time.

DISCUSSION

Brian Thompson, President of the UWM Research Foundation (UMWRF) will provide an overview of UWM's growing research strengths and how UWM is connecting these strengths with regional partners. This includes industry cooperative centers in water and energy research as well as UWM startup companies that are helping promote a culture of innovation at UWM.

David Gilbert, President of the UWM Foundation and UWM Real Estate Foundation will provide an overview of UWM's Innovation Campus which is being created adjacent to the Milwaukee County Regional Medical Center. This campus will create a nexus of discovery, innovation, and economic development by providing a place for university researchers and innovative companies to collaborate across disciplines to create knowledge and transfer technology from the laboratory to the bedside to the commercial marketplace.

Presenters will include:

- David Gilbert, President, UWM Foundation and UWM Real Estate Foundation
- Brian Thompson, President, UWM Research Foundation

RELATED REGENT POLICIES

No applicable Regent Policy Documents



Presenter Bios



David H. Gilbert
President, UWM Foundation, Inc.
President, UWM Real Estate Foundation, Inc.
Senior Advisor to the Chancellor, University of Wisconsin-Milwaukee

David H. Gilbert was appointed to the position of President of the UWM Foundation by the Foundation Board of Directors in the spring of 2005. As President of the UWM Foundation, Mr. Gilbert provides leadership and direction for Foundation programs that support the educational, scientific and literary purposes of the University. Since being appointed to the position of President, he lead the effort to create two subsidiary corporations – the UWM Real Estate Foundation and the UWM Research Foundation. Mr. Gilbert serves as an ex-officio member of the Board, all of its committees, and subsidiary corporations.

Mr. Gilbert came to UWM from the State University of New York at Albany in 2004 as Senior Advisor to the Chancellor of UWM, a title he still retains. From June 2007 through August 2008, Mr. Gilbert served as Interim Vice Chancellor for Development at UWM during which time he guided the University through the close of a successful \$125 million comprehensive campaign. At Albany, he served as Vice President for Outreach. His portfolio there included government, industry and community relations. His initiatives at Albany supported both the academic programs of the University and economic development in the region.

Since moving to Wisconsin, Mr. Gilbert has served on a variety of Boards including the Children's Hospital and Health System, the Wisconsin Biotechnology and Medical Device Association, the Milwaukee County Research Park, the Wisconsin Innovation Network and the Techstar Foundation.

Mr. Gilbert holds a Master's Degree in Public Administration from the University at Albany and a Bachelor of Science Degree in Resource Management from the SUNY College of Environmental Science and Forestry. He currently resides with his wife and two daughters in Mequon, Wisconsin.



Brian Thompson
President, UWM Research Foundation

Brian Thompson is President of the UWM Research Foundation, Inc. He leads efforts by the UWM Research Foundation to bridge between the university and the private sector through programs that include catalyst grants and intellectual property management as well as fostering corporate partnerships and spinout companies.

Thompson was previously Managing Director at TechStar where he helped to launch several companies including MatriLab which won the 2006 Wisconsin Governor's Business Plan Competition. He previously served on the boards of startup companies MatriLab and NovaScan.

Mr. Thompson was part of the corporate new ventures group at Hughes Electronics where he worked with early stage companies in consumer electronics, broadband services and entertainment. His technology background includes managing software development projects and designing and launching communications satellites as a system engineer at Hughes Space and Communications.

Mr. Thompson serves on the Board of the Wisconsin Technology Council and has been active in supporting entrepreneurship in the Milwaukee region. He holds a Bachelor's and Master's Degree in mechanical engineering from Purdue University and an MBA from UCLA.

Approval of 2013 UW System
Board of Regents Regular
Meeting Schedule

Resolution II.11.

That, upon the recommendation of the Secretary of the Board of Regents, the Board of Regents adopts the attached regular-meeting schedule for 2013.

DRAFT 4/23/2012

**UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE – 2013**

February 7-8, 2013 – In Madison

March 7, 2013 – In Madison

April 4-5, 2013 – Hosted by UW-La Crosse

June 6-7, 2013 – Hosted by UW-Milwaukee

July 11-12, 2013 – In Madison

September 5, 2013 – In Madison

October 10-11, 2013 – Hosted by UW-Parkside

December 5-6, 2013 – In Madison

(Tentative: hosted by UW-Madison)

7/15/2011

**UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE – 2012**

February 9-10, 2012 – In Madison

March 8, 2012 – In Madison

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

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

August 23-24, 2012 – In Madison

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

November 8, 2012 – In Madison

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

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Vice President – Brent Smith

STANDING COMMITTEES**Executive Committee**

Brent Smith (Vice Chair)
 Jeffrey Bartell
 Mark Bradley
 Michael Falbo
 Tim Higgins
 Charles Pruitt
 José Vásquez

Business, Finance, and Audit Committee

Michael Falbo (Chair)
 Mark Bradley (Vice Chair)
 Charles Pruitt
 Gerald Whitburn

Education Committee

José Vásquez (Chair)
 Mark Tyler (Vice Chair)
 Tony Evers
 Tim Higgins

Capital Planning and Budget Committee

Jeffrey Bartell (Chair)
 Edmund Manydeeds (Vice Chair)
 John Drew
 Katherine Pointer
 Gary Roberts
 David Walsh

Personnel Matters Review Committee

Edmund Manydeeds (Chair)
 Mark Bradley
 John Drew
 Mark Tyler
 José Vásquez

Committee on Student Discipline and**Other Student Appeals**

Brent Smith (Chair)
 Jeffrey Bartell
 Tony Evers

Committee on Faculty and Academic Staff**Collective Bargaining**

Michael Falbo (Chair)

OTHER COMMITTEES & APPOINTMENTS**Diversity Awards Committee**

Edmund Manydeeds
 Charles Pruitt

Teaching Excellence Awards Committee

Charles Pruitt (Chair)
 Tony Evers
 Katherine Pointer
 José Vásquez

Academic Staff Excellence Awards Committee

John Drew (Chair)
 Brent Smith
 Mark Tyler

Hospital Authority Board - Regent Members

Jeffrey Bartell
 Michael Falbo
 David Walsh

Liaison to Association of Governing Boards**Higher Educational Aids Board**

Jeffrey Bartell, Regent Member

Research Park Board

David Walsh, Regent Member

Wisconsin Technical College System Board**Wisconsin Educational Communications Board****Wisconsin Partnership Program**