

University of Wisconsin-Madison  
Secretary of the Faculty  
133 Bascom Hall

**FACULTY SENATE AGENDA MATERIALS**  
**for**  
**8 April 2013**

*The University Committee encourages senators to discuss  
the agenda with their departmental faculty prior to meeting.*

**\*\*\* ATTENTION SENATORS \*\*\***

**This meeting will take place in room  
165 Bascom Hall**

**FACULTY SENATE AGENDAS, MINUTES, AND FACULTY DOCUMENTS,  
INCLUDING FACULTY POLICIES AND PROCEDURES, ARE AVAILABLE  
ON-LINE AT: <http://www.secfac.wisc.edu/senate/>**

**FACULTY SENATE MEETING**  
**Monday, 8 April 2013 - 3:30 p.m.**  
**165 Bascom Hall**

**A G E N D A**

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- |   | Doc. No. |
|---|----------|
| 1. Memorial Resolutions for:  |          |
| Professor Emerita Patricia A. Hummel  | 2407     |
| Professor Emeritus Maurice J. Meisner   | 2408     |
| Professor Emeritus Charles R. Stearns   | 2409     |
| 2. Presentation of the 2012-2013 Hilldale Awards.                               |          |
| Arts and Humanities Division: Jack F. Damer (Art)                               |          |
| Biological Sciences Division: Barry S. Ganetzky (Genetics)                      |          |
| Physical Sciences Division: Francis L. Halzen (Physics)                         |          |
| Social Studies Division: Sharon L. Dunwoody (Journalism and Mass Communication) |          |
| 3. Announcements/Informational Items.   |          |
| 4. Question Period.   |          |

**AUTOMATIC CONSENT BUSINESS**

5. Minutes of 4 March 2013.

**REPORTS**

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|--|------|
| 6. Athletic Board Annual Report for 2011-2012.   | 2410 |
| 7. Advisory Committee for the Office for Equity and Diversity Annual Report for 2010-2011. | 2411 |
| 8. Information Technology Committee Annual Report for 2011-2012.                           | 2412 |

**UNFINISHED BUSINESS**

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|--|------|
| 9. University Committee Recommendation to Amend <i>Faculty Policies and Procedures</i> 4.10.<br>Divisional Executive Committees: Membership. | 2406 |
|--|------|

**MEMORIAL RESOLUTION OF THE FACULTY  
OF THE UNIVERSITY OF WISCONSIN-MADISON**

**ON THE DEATH OF PROFESSOR EMERITA PATRICIA A. HUMMEL**

Patricia A. Hummel, professor emerita of the School of Nursing, died in Madison, Wisconsin on January 3, 2013 at the age of 88.

Professor Hummel was born on June 29, 1924 in Springfield, Massachusetts. Entering nursing at a time when the typical training was a diploma in nursing, she graduated from Columbia University-Presbyterian School of Nursing in New York in 1946. She soon recognized the possibilities within the profession and the importance for nurses to have additional education. She pursued three additional degrees: a BS in health education from Springfield College, an MS in nursing from the University of Colorado, and a PhD in psychology from the University of California, Los Angeles.

Professor Hummel had a distinguished career as a nurse administrator, researcher and educator. After completing her MS degree, she served as the director of nursing for Scripps Clinic and Research Foundation in La Jolla, California. As a doctoral student at UCLA, she taught at the School of Nursing. After earning her PhD in 1969, she was recruited by Dean Valencia Prock to join the faculty for the purpose of redesigning and expanding the graduate programs in nursing. During her 20-year tenure, she served as the associate dean for graduate programs for 11 years and was recognized with an endowed professorship, the Helen Denne Schulte Professor of Nursing, from 1984 until her retirement in 1989.

Professor Hummel played a significant leadership role in the School of Nursing's graduate programs by overseeing the expansion of the MS program to include multiple clinical specialties. She chaired the faculty task force to develop the PhD program in nursing in an era when nursing research was new to academia. Professor Hummel served as principal investigator on many federally funded research and education training grants including the development of a PhD program in nursing (Department of Health, Education and Welfare), professional nurse traineeship program (Department of Health and Human Services Division of Nursing) and the nursing research emphasis grant/doctoral programs (Department of Health and Human Services Division of Nursing).

Professor Hummel served on major governance committees in the School of Nursing and on the campus including the school's executive committee and academic planning council, the campus Faculty Senate, CHS Task Force on Geriatrics and Gerontology, and the Faye McBeath Institute on Aging and Human Development.

As an educator, Professor Hummel taught at all levels of the nursing programs from introductory discussions in health policy to graduate seminars in nursing theory and clinical nursing research. She inspired many students to discover and further the intellectual and theoretical foundations of nursing as well as its practice.

Professor Hummel made significant contributions to the nursing profession and to graduate education in nursing at UW-Madison. She was highly regarded, much admired and will be missed by many.

MEMORIAL COMMITTEE  
Gale Barber, chair  
Carolyn Dawson  
Patricia A. Lasky

**MEMORIAL RESOLUTION OF THE FACULTY  
OF THE UNIVERSITY OF WISCONSIN-MADISON**

**ON THE DEATH OF PROFESSOR EMERITUS MAURICE J. MEISNER**

Maurice Meisner, the Harvey Goldberg professor emeritus of history at the University of Wisconsin-Madison, died on January 23, 2012 at the age of 80. Acclaimed by another prominent scholar of China as “one of the foremost historians of our time,” Meisner’s path-breaking books and articles on contemporary Chinese history not only became standard works in the field, but infused a score of PhDs with his own enthusiasm and high standards.

Born in 1931, he grew up in depression-era Detroit, spent two years at Wayne State University and then transferred to the University of Chicago. Bypassing the BA, he was admitted by examination directly into the graduate program, where he earned his MA in 1955 and his PhD in 1962. After teaching five years at the University of Virginia, he joined the UW-Madison history department in 1968, retiring in 1996. In the course of his career, he benefited from and was honored by research fellowships by Harvard’s East Asian Research Center, the Center for Advanced Studies in Behavior Sciences at Palo Alto, the American Council of Learned Societies, the University of California, Berkeley’s Center for Chinese Studies, the University of Michigan’s Center for Chinese Studies, the Social Science Research Council, the Woodrow Wilson International Center for Scholars, the Rockefeller Foundation, and Cornell University’s Society for the Humanities. He capped his distinguished career in 1999 with his selection as visiting centennial professor at the London School of Economics.

Meisner’s nine books on the intellectual and political history of the Chinese revolution focused on the theory and practice of socialism, marxism, utopianism and Maoism. Both a committed democratic socialist and a critically rigorous historian, he chronicled and minutely dissected the triumphs, contradictions and evolution of the revolution from his first book on its 1910s anti-imperialist origins in his *Li Ta-chao and the Origins of Chinese Marxism* to his penultimate book on its ironic late-20th century mutation into bureaucratic capitalism in his *The Deng Xiaoping Era: An Inquiry into the Fate of Chinese Socialism*. His classic overview, however, was his *Mao’s China: A History of the People’s Republic*. About it, the journal *Foreign Affairs* presciently wrote: “Of the thousands of books written about contemporary China, only a few will stand the test of time. This is one of them.” Twice revised in new editions and translated into seven languages, including Chinese, Japanese and Korean, it was long a standard text in the field. Even its 3rd edition, *Mao’s China and After*, published in 1996, remains important because it not only updated the time frame, but made significant revisions in Meisner’s own thinking, reflecting both new information and his own intellectual rigor and honesty. Fascinated by both the ideals and theory of China’s revolution, he could nonetheless be bitingly critical of its practice, be it the cult of Mao and utopian excesses on the left or the cronyism, corrupted ideals and one-party capitalism of the Deng era on the right.

A respected and responsible citizen of the history department, Meisner served for most of two decades on its pivotal planning committee and chaired or served on nearly a dozen search committees. His major contribution, however, was as founder and chair of the Goldberg Center for the Study of Contemporary History. A longtime friend of Harvey Goldberg, the department’s legendary and charismatic lecturer, Mauri and his wife, Lynn Lubkeman, took Harvey into their home and gave him care, comfort and friendship during the late stages of his battle against colon cancer. On his death, Goldberg put a small portion of his estate under Meisner’s direction to be used to sustain Harvey’s legacy and its political and intellectual goals. To that end, Meisner wrote the initial proposal for the Goldberg Center, secured its approval as part of the department’s organizational structure and, helped by Stan Kutler, organized a worldwide fund-raising drive among Goldberg’s former students and admirers to augment the original bequest. The resulting fund yielded multiple and varied benefits as it: helped to create the annual Harvey

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Goldberg Lecture in Contemporary History, bringing progressive historians like William Appleman Williams and Howard Zinn to campus; revived Goldberg's famous course on contemporary societies, first as a lecture class headed by Tom McCormick and later as an honors seminar taught by Meisner himself; brought a host of eminent scholars from around the country to participate in that course; joined with the Eugene Havens Center to organize a prestigious, international conference reexamining the Cold War epoch and its demise; provided financial assistance to other campus groups pursuing compatible projects; and archived transcripts and tapes of Goldberg's lectures. A decade and a half after Meisner's retirement, the Goldberg Center remains a vital and viable part of the history department.

While soft-spoken and often self-deprecating, Meisner's sharp, ironic wit, incisive analysis and encyclopedic knowledge made him a popular teacher, especially in the heyday of undergraduate interest in the Chinese revolution. It was in his graduate seminars, however, where he made his greatest mark, successfully directing a near score of doctoral students in a field made especially difficult by the demands of language acquisition, long-distance travel, extended stays in different cultures and the shifting currents of available financial aid. Revered for his liberal approach in letting students follow their own interests, not his, Meisner's students have now carved out distinguished careers of their own in America, Asia and Europe. Fiercely loyal and devoted to him intellectually and personally, they organized a four-day conference in his honor in 2009 entitled "Reflections on History and Contemporary Change in China Before and After Tiannamen." Those conference presentations, in turn, became the basis of an edited book in 2011 entitled *Radicalism, Revolution and Reform in Modern China: Essays in Honor of Maurice Meisner*.

Professor Meisner is survived by his wife, Lynn Lubkeman, his son Matthew and three children by his first marriage, daughter Anne and sons William and Jeffrey.

MEMORIAL COMMITTEE  
Thomas J. McCormick

**MEMORIAL RESOLUTION OF THE FACULTY  
OF THE UNIVERSITY OF WISCONSIN-MADISON**

**ON THE DEATH OF PROFESSOR EMERITUS CHARLES R. STEARNS**

Dr. Charles R. Stearns, professor emeritus in the Department of Atmospheric and Oceanic Sciences and a pioneer in polar meteorology, died on Tuesday, June 22, 2010. He was 85.

His association with the University of Wisconsin began 67 years ago, first as an undergraduate in 1943. He was called to serve as an infantryman in the Pacific Theater in World War II from 1943 to 1946 and was awarded a Bronze Star for rescuing fellow soldiers in the Leyte Gulf campaign. He returned to the University of Wisconsin after the war to complete his bachelor of science degree.

Dr. Stearns' career focused on the study of the atmospheric boundary layer and its relationship with the surface beneath it, particularly the measurement of its physical parameters and the instrumentation used to obtain them. His first research involved measuring the wind stress on Lake Mendota. This work was used to complete a master's degree in 1952 as one of the first graduate students in the newly created Department of Meteorology (1948).

After a few years away, he returned to the UW to work with Dr. Vern Suomi and Dr. Heinz Lettau. In 1959, Suomi was working on net radiation measurements, first in a cornfield and then from aircraft. Dr. Stearns did much of the instrumental development work in Science Hall. Based on this work, Suomi conceived the idea for the measurement of net radiation from a satellite, and Dr. Stearns did much of the hardware development that ultimately ended up on Explorer 7, the first meteorological experiment in space.

While working with Dr. Lettau, he designed and built the Second Point meteorological station near what is today known as Frautschi Point on Lake Mendota. This provided data for many graduate theses from numerous experiments on boundary layer flow on Lake Mendota including the well known Christmas tree and bushel basket experiments on the frozen surface of the lake.

His work in boundary layer measurements over the next ten years included a study of coastal deserts in Peru and field programs at Davis, California and at the Aberdeen Proving Ground in Maryland. He completed a PhD in 1967 while developing some of the first computer programs to derive atmospheric wind and temperature profiles from meteorological measurements taken in the field.

He joined the Department of Meteorology faculty in 1965. In 1972, he became academic chairman of the newly created Institute for Environmental Studies. At the same time, he participated in the large interdisciplinary study of the environmental impact of a coal-fired power plant near Portage, Wisconsin. For almost a decade, an array of meteorological towers, microbarographs, and one of the first uses of an acoustic radar provided data for the study. The array of microbarographs would later be moved to the Madison area where the data provided key information in the study of the F5 tornado that destroyed Barneveld, Wisconsin in 1984.

In 1980, at the suggestion of his friend and colleague, Dr. Werner Schwerdtfeger, he assumed the direction of the United States Antarctic Program's automatic weather stations program from Stanford University. Over the next 30 years, the network of some ten stations expanded to over 60. In 1992, Dr. Stearns founded the Antarctic Meteorological Research Center (AMRC), which expanded observations of the Antarctic through the generation of the first routine real-time Antarctic and adjacent Southern Ocean satellite composites using raw data provided by the Space Science and Engineering Center. Stearns

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envisioned using tools then available to enhance meteorological studies of the Antarctic by combining various satellite imagery with overlays of the Antarctic AWS data. He was emphatic that the data be made available to all potential users as soon as possible.

Stearns taught many varied classes during his career and was involved in more than nine major field projects. He deployed to Antarctica 17 times. He was advisor to 30 students over his career and provided assistance to many other students in the United States and abroad via the data archive of the AMRC. For his work in polar meteorology, he was awarded the Antarctic Service Medal by the National Science Foundation and was honored with the naming of an Antarctic Mountain after him (Mount Stearns). He was elected a fellow of the American Meteorological Society in 2004. On July 12, 2010 he was posthumously awarded the Goldthwait Polar Medal for his outstanding contributions to polar research.

MEMORIAL COMMITTEE

Linda Keller

Matthew Lazzara

George Weidner

**FACULTY SENATE MEETING**  
**Monday, 4 March 2013 - 3:30 p.m.**  
**272 Bascom Hall**

**MINUTES**

The meeting was called to order by Provost Paul DeLuca at 3:32 p.m. with 151 voting members present.

1. Memorial resolutions were presented for:	Doc. No.
Professor Paul J. Bertics	2396
Professor Emeritus Josiah S. Dilley	2397
Professor Emeritus William Fey	2398
Professor Emeritus Donald T. Fullerton Jr.	2399
Professor Emeritus Norman S. Greenfield	2400
Professor Emeritus Jurgen F.H. Herbst	2401
Professor Emeritus James C. Knox	2402
Professor Emeritus Milton O. Pella	2403
Professor Emeritus Richard J. Thurrell	2404

2. Announcements/Informational Items.

Provost DeLuca noted the schedule of upcoming public receptions for the four chancellor finalist candidates and also reported on the university's single domain system. There was one question regarding the single domain system.

Vice Chancellor Darrell Bazzell updated the senate on the state budget.

Dean Jeffrey Russell reported on the university's Educational Innovation initiatives, including MOOCs (massive open on-line courses). There were two questions.

Dr. Sarah Van Orman reported on the campus alcohol policy. There were several questions and comments regarding the policy.

Professor Emeritus Christopher Kleinhenz reported on the university's ombuds program.

Professor Mark Cook updated the senate on the proposed College of the Arts.

3. Question Period.

There were no questions.

**AUTOMATIC CONSENT BUSINESS**

4. The minutes of 4 February 2013 were approved as distributed.

**REPORTS**

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| 5. Professor Peter Vranas <u>submitted</u> for informational purposes the Archives Committee Annual Report for 2011-2012. | 2405 |
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There were no questions or comments.

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**REPORTS, cont'd**

6. Provost DeLuca called attention to the report of the nominations of faculty for election to the Committee on Committees. The nominees are:

Physical Sciences Division

Judith Burstyn, Chemistry, District 48

Robert Witt, Engineering Physics, District 41

There were no additional nominations from the floor.

Provost DeLuca declared the nominations closed. Electronic balloting information will be distributed to the senators in early April.

**NEW BUSINESS**

7. Professor Cook presented for discussion the first reading of the University Committee Recommendation to Amend *Faculty Policies and Procedures* 4.10. Divisional Executive Committees: Membership. 2406

Associate Professor Naomi Chesler, chair of the Physical Sciences Divisional Committee, provided background information on the recommendation.

There was one comment.

The meeting adjourned at 4:42 p.m.

Andrea Poehling  
Secretary of the Faculty

**ATHLETIC BOARD  
ANNUAL REPORT FOR 2011-2012**

**Introduction**

The Athletic Board has broad responsibility under *Faculty Policies and Procedures* and fulfills this important duty by relying primarily on individual committees to do the detailed work required. These committees — Academics and Compliance, Personnel, Finance, Facilities and Operations, and Equity, Diversity and Student Welfare — meet regularly with athletic department staff. The chairs of these committees and the board chair also consult informally with staff, the University Committee, and others. As part of the Finance, Facilities and Operations Committee, the University Ridge Oversight Subcommittee also shares important responsibilities. The chairs of the committees meet periodically with the chair of the board to discuss pertinent issues. The board's work is carried out in the context of intense and consistent public and media interest in Wisconsin athletics and the work of the board.

The academic performance of student athletes is, of course, a major concern of the board and the department. On the whole, the academic performance of student athletes has been consistently strong. The overall GPA of student athletes was 3.02. The Academic Progress Rate (APR) is an NCAA metric which carries with it contemporaneous penalties by individual sport for failure to meet standards. Beginning with 2012-2013 championships, teams must earn a minimum 900 four-year APR or a 930 average over the most recent two years to be eligible to participate. For 2014-2015 championships, teams must earn a 930 four-year average APR or a 940 average over the most recent two years to participate in championships. In 2015-2016 and beyond, teams must earn a four-year APR of 930 to compete in championships. Every sport at Wisconsin exceeded projected standards in 2011-2012.

The board provides this report reflecting the ongoing interaction between the board and the department in the common pursuit of fulfilling our respective obligations for maintaining excellence in intercollegiate athletics, academically and athletically, at the University of Wisconsin.

**2011-2012 Athletic Board Membership**

The Athletic Board consists of 21 voting members and 1 non-voting member.

*Faculty*

(12 members: four-year renewable term, 12 votes)

Dale Bjorling, chair      Sheila McGuirk

Philip Brown            Regina Murphy

Mark Covalesski        Michael Plesha

Norman Fost            Laurel Rice

Adam Gamoran          Karl Shoemaker

Jerlando Jackson       David Zimmerman

*Academic Staff*

(2 members: four-year renewable term, 2 votes)

Jeffrey Anders

Barbara Smith

*Division of Recreational Sports*

(1 member, non-voting)

Dale Carruthers

*Alumni*

(4 members: four-year non-renewable term, 4 votes)

Rob Andringa

Peter Christianson

Ron Leafblad

Regina Millner

*Student Athlete Advisory Committee (SAAC)*

(2 members: one-year renewable term, 1 vote)

Lauren Cochlin, Soccer

Kyle Jefferson, Track and Football

*Associated Students of Madison (ASM)*

(2 members: one-year renewable term, 2 votes)

Valyncia Rapheal

Nicholas Schmuhl

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## Committees

Over the period under review, the chair appointed members to four standing committees of the board: Academics and Compliance Committee; Equity, Diversity and Student Welfare Committee; Finance, Facilities and Operations Committee (the University Ridge Oversight Committee comprised of board and non-board members is a subcommittee of this committee); and Personnel Committee. The full board met seven times, and committees met five to seven times, reporting or referring items for action to plenary board meetings. The board chair and the chairs of the board committees (functioning as an informal executive committee) met twice each semester.

Board structure related to structure of the Division of Intercollegiate Athletics (usually referred to as the athletics department): the athletics department has a director, seven associate directors and several assistant directors. In 2011-2012, three committees of the Athletic Board served as “boards” to four of the associate directors (Academics and Compliance; Finance and Facilities; Equity, Diversity and Student Welfare). Personnel involves reports from seven sports administrators (six associate and one assistant athletic director) and one department head (human resources). The Medical Advisory Group (part of the Equity, Diversity and Student Welfare Committee) includes the head trainer and an assistant director, while the University Ridge Oversight Subcommittee involves one associate director.

### I. Academic and Compliance Committee

The committee met six times during 2011-2012.

The committee is charged with reviewing academic and compliance issues. Competition schedules are a major focus of this review. According to board policy, any schedule in which student athletes would miss more than six days of class during a semester must seek committee approval. In conducting these reviews, the committee examined the GPA performance of students on the team involved. When informing coaches that their schedules were approved, a committee co-chair reminded each coach that students whose cumulative GPAs are below 2.5 cannot miss more than six class days even when the team schedule is approved. Schedules with fewer than six days of missed classes are also reviewed and are generally automatically approved. Board policy also allows the committee chairs to approve competition schedules that do not involve more than six days of missed classes.

With several high-profile compliance issues at other institutions across the country, Compliance Director Katie Smith shared Athletic Director Barry Alvarez’s message to the department to take a proactive approach with compliance issues. The committee expressed a willingness to help the compliance office with any issues it may face. The committee continued to monitor the progress of student athletes toward graduation. The academic performance of our student athletes continues to be impressive and meets all compliance requirements.

Compliance Director Katie Smith educated the committee on NCAA compliance policies. She informed the committee about proposed and adopted NCAA legislation as well as Big Ten issues. She also explained UW’s process of issuing cease-and-desist letters to individuals and businesses that use student athlete names in an impermissible manner. The committee also approved three athletic booster groups for the 2012-2013 academic year. The committee received information regarding the responsibilities of each staff member within the compliance office. Finally, the committee received information regarding the institution’s self-reports of compliance matters.

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Assistant Athletic Director for Academic Services Jason Holtman kept the committee informed about key dates in the academic services area, such as those of student athlete progress reports, programming and events for student athletes. He described to the committee the academic progress of student athletes, directed studies numbers, APR and graduation rate data and the profiles of student athletes. He also presented the annual report of the Office of Academic Services and was commended by the committee for his efforts and those of his staff. The committee received information about the preparations being made for the move of the Fetzer Center to the new, temporary location in Kellner Hall.

2011-2012 Academics and Compliance Committee Roster

Jeffrey Anders (academic staff)	Regina Millner (alumna)
Rob Andringa (alumnus)	Michael Plesha, co-chair (faculty)
Lauren Cochlin (SAAC)	Nicholas Schmuhl (ASM)
Norman Fost (faculty)	Karl Shoemaker (faculty)
Adam Gamoran, co-chair (faculty)	Katie Smith (staff liaison)
Jason Holtman (staff liaison)	David Zimmerman (faculty)

II. Personnel Committee

The committee met five times in 2011-2012.

Through the work of the Personnel Committee and department staff, the board:

- Reviewed and approved annual evaluations and any contract recommendations for head coaches
- Reviewed and approved performance bonuses for coaches in sports achieving high performance. The bonus policy lays out criteria for rewarding outstanding performance in a variety of national competitions. It requires a separate recommendation from the sports administrator based on careful consideration of the academic success of the team, compliance with all policies, and student athlete experience, in addition to the athletic success reflected in eligibility for the award.

The committee also:

- Worked with the members of the board ad hoc committee and staff in the athletic department to implement procedures consistent with the recommendations of the Faculty Senate ad hoc (Clayton) committee concerning board involvement in the hiring of coaches and oversight of department personnel matters. These were also incorporated into the revised mission statement adopted by the committee.
- Continued the liaison policy in which one committee member develops knowledge about one or two sports, meets with the coach, attends practices and other events.

2011-2012 Personnel Committee Roster

Jeffrey Anders (academic staff)	M/W Track, Women’s Cross Country
Dale Bjorling (faculty)	Football
Phillip Brown (faculty)	M/W Swimming and Diving
Peter Christianson (alumnus)	
Mark Covalesski (faculty)	Men’s Soccer
Norman Fost (faculty)	Men’s Cross Country
Adam Gamoran (faculty)	Women’s Soccer
Ron Leafblad (alumni)	Football
Randy Marnocha (staff liaison)	
Sheila McGuirk (faculty)	Women’s Basketball, Softball

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2011-2012 Personnel Committee Roster, cont'd

Regina Murphy (faculty)	M/W Rowing
Michael Plesha (faculty)	Men's Hockey
Laurel Rice (faculty)	Volleyball
Nicholas Schmuhl (ASM)	
Karl Shoemaker (faculty)	Wrestling
Barbara Smith (academic staff)	M/W Golf, Women's Hockey
Holly Weber (staff liaison)	
David Zimmerman, chair (faculty)	M/W Tennis, Men's Basketball

III. Finance, Facilities and Operations Committee

The full committee met four times in 2011-2012, along with a smaller group meeting in June.

The committee (a) works to ensure that the Division of Intercollegiate Athletics ends each fiscal year with a positive net margin, (b) monitors the capital reserve policy for the division, (c) ensures that the following year's budget is submitted to the Athletic Board with a projected positive net margin, including specific motions for total spending authority and ticket prices, (d) discusses strategies to ensure ongoing annual positive net margins, and (e) sets policies for approval and uses of division facilities. The committee endeavors to explore, with the division, concepts such as cost containment, maintaining and enhancing current revenues, and generating new revenue streams.

The committee's goals are reached through four scheduled meetings during the academic year. In October, two of the four major financial reports seen during the year are reviewed. The 2010-2011 year-end financial statement reported a negative budget balance of \$2,123,506, which was primarily due to the timing of construction project expenses coming due in 2010-2011. The second report is the annual U.S. Department of Education's mandated Equity in Athletics Disclosure Act (EADA). This unaudited report provides an opportunity to compare the division's aggregate revenues and expenditures to those of other D-1 institutions.

During the December meeting, the finances of the Camps and Clinics Program were reviewed for the previous year (about \$1.7 million in revenues and expenses). A review of the accounts held at the UW Foundation included endowment accounts that on June 30, 2011 contained about \$46.0 million, an all-time high for athletics. The capital reserve fund ended the year at approximately \$13 million. From a facilities and operations perspective, the committee reviewed event attendance data (just over 1.8 million people at 676 events) and the status of the capital projects. The Rose Bowl expense allocation from the Big Ten of approximately \$2.3 million plus a number of sponsor-supported stipends appears to be in line with the prior year. It was also confirmed that the Rose Bowl payout is pooled with all other bowl payouts earned by conference participants. Those payouts are given in equal shares to all Big Ten Conference member institutions.

In January, the committee reviews the mid-year budget projections and has the first look at the still evolving budget for the upcoming fiscal year. In January 2012, the roughly \$88 million 2011-2012 budget was on track to close with a small positive margin. Also at that meeting, the process and parameters guiding the creation of the 2012-2013 operating budget were discussed. All the support units and sports in athletics were being asked to hold their operating budgets as flat as possible with the goal of maintaining the same levels budgeted in 2011-2012.

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The February meeting focused on the proposed 2012-2013 budget and was highlighted by increases to support several new construction projects and the related debt service increases. Also reviewed was a plan to increase men's basketball ticket prices by \$4 for lower level seating only and to create a tiered pricing system for football based on the perceived quality of the game/opponent. The committee approved the ticket price motions and the total spending authority request that is comprised of the athletics request (\$114 million) plus line items for the golf course (\$2.5 million) and the camps and clinics (\$2.5 million). The entire Athletic Board acts on the committee recommendations later in the month of February. The auditors from Baker Tilley reported on the NCAA's "Agreed-Upon Procedures" (the audit) and gave the division a clean audit report with no "findings."

During 2011-2012, the Division of Intercollegiate Athletics broke ground on the new Student Athlete Performance Center (SAPC), the Goodman Softball Facility, and the golf training center. The SAPC project encompasses upgrades to the McClain Athletic Facility, the Fetzer academic center, weight rooms, and a new Camp Randall scoreboard. The new golf training center and the Goodman facility will allow indoor training throughout the year for our athletic teams in specialized facilities rather than general open spaces. The LaBahn Arena project was close to completion and will be a great facility for the hockey and swimming teams for training, competition and recruiting purposes.

Typically a final meeting in June is held to receive an update on the current year's budget and the state of capital projects. This year's meeting was cancelled due to lack of a quorum, but co-chair Covaleski and the senior staff liaisons met to review these issues. The 2011-2012 budget appeared to be on track to meet year-end expectations with yet another positive-ending cash balance. The capital construction projects were also proceeding on schedule.

Senior staff within the division are acutely aware of the need to plan for the near and distant economic future, and these multiyear projections are shared and discussed with the subcommittee at various meetings throughout the year. In addition the co-chairs meet regularly with members of the senior staff both in preparation for the monthly meetings and as other significant issues arise. The mechanisms and procedures for real and substantive interaction between the Division of Intercollegiate Athletics and the Athletic Board through the Finance, Facilities and Operations Committee are in place and working. A summary of the 2011-2012 budget is attached as an appendix and includes comparative data from 2009-2010 and 2010-2011.

#### 2011-2012 Finance, Facilities and Operations Committee Roster

Rob Andringa (alumnus)	Kyle Jefferson (SAAC)
Philip Brown, co-chair (faculty)	Ron Leafblad (alumnus)
Dale Carruthers (ex officio)	Randy Marnocha (staff liaison)
Peter Christianson (alumnus)	Regina Millner (alumna)
Mark Covaleski, co-chair (faculty)	Regina Murphy (faculty)
Sean Frazier (staff liaison)	Valyncia Raphael (ASM)
Jerlando Jackson (faculty)	Laurel Rice (faculty)

#### IV. University Ridge Oversight Subcommittee

The subcommittee met five times in 2011-2012.

The mission of the Athletic Board's University Ridge Oversight Subcommittee is to establish appropriate policies and provide oversight of operations of the University Ridge property, especially regarding golf operations. The subcommittee works with the Division of Intercollegiate Athletics in

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the development of a fiscally responsible annual budget and in establishing policies and prices for golf course play (i.e., greens fees). The subcommittee also works with the Division of Intercollegiate Athletics to plan for the property's future as an athletic, educational, research, and recreational facility. The subcommittee's annual action items include approval of the annual budget and approval of greens fees.

The subcommittee consists of Athletic Board members, members from the university community at large, and members from the local golf community. This committee meets quarterly, with additional meetings as needed to address special issues. This year's meetings were held on September 22, 2011, November 10, 2011, January 26, 2012, April 11, 2012, and June 18, 2012.

### Summary

Each meeting includes updates on the men's and women's golf teams provided by the head coaches, including discussions of successes, challenges, and needs. A finance and operations report is given by the general manager, and a maintenance report is given by the grounds superintendent. University Ridge hosted several golf meets and cross country meets, and operations of these events was extremely smooth. Consistent with past years, University Ridge has been rated as one of the top golf courses in Wisconsin and the country. Of special note, the course was ranked the fifth best campus golf course in the country by *GolfWeek Magazine* (up one spot from last year), and it was the highest-ranked Big Ten course. After its third year of use, the Thomas Zimmer Cross Country course continues to garner accolades as one of the best, if not the best, course in the country.

Capital projects that were completed this year included concrete replacement on the south side of the clubhouse, a complete staining of the clubhouse, and security cameras for the golf shop areas. In 2011, the oversight subcommittee and athletic department senior staff approved a plan to resurface all 18 greens on the golf course. The need for resurfacing was discussed extensively by the committee in previous years, and the timing and funding make this project now possible. The project will close the golf course in August 2012 and re-open the golf course in May 2013. The project will be fully funded by the University Ridge Foundation Fund, which was established specifically for such projects. Construction began on the all-season golf facility for use by the men's and women's golf teams, with completion expected by November 2012.

The golf course's annual budget for the 2011 calendar year was slightly under 2.5 million dollars. Overall, the golf season experienced good weather, additional group events, and an increase to the Ridge Club membership. These factors led to a net profit of \$188,546, which was approximately \$130,000 over budget.

### 2011-12 University Ridge Oversight Subcommittee Roster

Rob Andringa (alumnus)	Bob Bartlett* (public member)
Philip Brown (faculty)	Fran Breit* (public member)
John Chadima, staff liaison (until Jan 2012)	Susan Lubar* (public member)
Mark Covaleski (faculty)	Larry Meiller* (public member)
Michael Plesha, chair (faculty)	Terry Murawski* (public member)
Barbara Smith (academic staff)	Tom Olson* (public member)
Tim Wise, staff liaison (after Jan 2012)	Chris Williamson* (public member)

*\* not members of the Athletic Board*

(continued)

V. Equity, Diversity and Student Welfare Committee

The committee met seven times in 2011-2012.

The committee heard regular updates from the following athletic department workgroups and units:

- The *Diversity Integration Group (DIG)* assists with the collaboration of diversity and inclusion efforts within the athletic department while continually striving to meet campus goals and initiatives in regard to diversity
- The *Senior Staff Committee on Gender, Diversity and Student Athlete Welfare* reviews NCAA financial documents, Equity in Athletics Disclosure Act financial reports, participation numbers and reviews issues surrounding gender equity in the department
- The *Committee on Academic Staff Issues*
- The *Student Athlete Development Area* –Student Athlete Advisory Committee (SAAC), Student Athletes Equally Supporting Others (SAESO), and CHAMPS/Life Skills Programs

The committee heard presentations on the progress and direction of the department’s stand-alone plans for diversity and equity and for the Beyond the Game (BTG) initiative.

The committee engaged in a discussion of department, campus, and Big Ten programs and opportunities for minority student athletes. Guests of the committee included Big Ten representative Von Mansfield; Vice Provost for Diversity and Climate, Damon Williams; Special Assistant to the Vice Provost, Carl Hampton; Assistant Vice Provost, Eric Williams; Athletic Department academic staff intern, Prince Moody; and Kyle Jefferson, SAESO student athlete.

The committee heard updates on NCAA legislative reform, NCAA concussion policy and the ad hoc committee to review the department’s drug testing program, which continued to make progress towards a new draft.

2011-12 Equity, Diversity and Student Welfare Committee Roster

Jeffrey Anders (academic staff)	Sheila McGuirk, co-chair (faculty)
Rob Andringa (alumnus)	Regina Millner (alumna)
Lauren Cochlin (SAAC)	Regina Murphy (faculty)
Norman Fost (faculty)	Michael Plesha (faculty)
Sean Frazier (staff liaison)	Karl Shoemaker (faculty)
Terry Gawlik (staff liaison)	Barbara Smith, co-chair (academic staff)
Jerlando Jackson (faculty)	

**Faculty Athletic Representative Activities**

While responsibility was shared, Dale Bjorling served as the primary UW-Madison Athletic Board representative for the Big Ten. Sheila McGuirk served as the primary UW-Madison Athletic Board representative for the WCHA (Western Collegiate Hockey Association). Dale and Sheila shared the responsibility of serving as the primary UW-Madison Athletic Board representative for the NCAA.

Summary of Activities

- Attended meetings
  - Big Ten - 4 per year
  - WCHA - 2 per year
  - NCAA - 1 per year

(continued)

- Reviewed and signed off on waivers, compliance violations, and requests for reinstatement
- Certified all coaches by administering and grading certification exams
- At the Big Ten level, representatives monitored implementation of policies and standards to control missed class days for conference championship events

### **Current Issues and Concerns**

During the 2011-2012 academic year, no major academic or compliance issues arose. The cumulative GPA for all student athletes remained above 3.0. The working relationship between the Athletic Board and athletic department staff is excellent, and departmental staff continue to be responsive to all requests. Information on the athletic department budget from 2009 through June 2012 is appended. The department continues to operate in the black and contributes from \$2.6 to \$2.9 million in unrestricted funds to the university from the contract with the Big Ten Network. (The exact amount depends on the value of the contract, which varies from year to year.) It is vital that the Athletic Board continues to work closely with the athletic department to ensure that student athletes achieve academic and post-collegiate success while the department continues to operate in a fiscally responsible manner.

(continued)

Appendix

2011-2012 Wisconsin Athletics Budget Report—FINAL  
January 28, 2013

	2009-2010	2010-2011	<b>Budget</b>	<b>As of June 2012 (GP)</b>
<b><u>Revenue</u></b>				
Ticket Sales	25,732,357	27,333,230	27,342,000	27,569,088
Gift Funds	16,637,154	13,861,398	18,200,000	19,318,472
Conference Distributions	17,655,902	19,664,187	19,329,900	21,249,700
Concessions and Catering	6,983,457	6,853,405	6,875,000	7,109,836
Multimedia	7,246,256	5,007,040	7,535,000	5,614,531
Events	1,912,306	1,081,868	1,105,000	1,048,490
Other Revenue	4,074,009	4,561,511	4,655,000	5,565,111
Post-Season Reimbursements	1,741,621	2,579,248	3,250,000	2,523,185
	81,983,061	80,941,888	88,291,900	89,998,412
<b><u>Expenses</u></b>				
Salaries and Fringes	32,579,299	32,919,613	35,474,500	34,781,077
Operating Expenses	28,642,338	29,520,174	29,538,100	29,748,067
Debt Service	10,431,812	10,171,200	10,874,700	10,048,276
Financial Aid	6,433,776	5,506,631	7,051,000	5,933,686
Utilities Infrastructure			263,100	
Post-Season Participation	1,851,426	2,737,394	3,250,000	2,982,891
Capital Expenses			1,826,500	6,653,524
	79,938,651	80,855,012	88,277,900	90,147,521
<b>Net Operating Margin</b>	2,044,410	86,876	14,000	(149,109)
<b><u>Capital Projects</u></b>				
Capital Revenue	2,011,699	799,792		
Capital Expenses	2,388,350	3,010,174		
	(376,651)	(2,210,382)		
<b>Total Net Margin</b>	<b>1,667,759</b>	<b>(2,123,506)</b>	<b>14,000</b>	<b>(149,109)</b>
<b>Ending Cash Balance</b>	<b>\$ 2,655,461</b>	<b>\$ 524,361</b>		<b>\$ 375,346</b>

*Note: Reports do not include the operations of University Ridge or coaches' camps and clinics.*

**ADVISORY COMMITTEE FOR THE OFFICE FOR EQUITY AND DIVERSITY  
ANNUAL REPORT FOR 2010-2011**

**I. STATEMENT OF COMMITTEE FUNCTIONS**

Pursuant to *Faculty Policies and Procedures 6.22.*, the functions of the Advisory Committee for the Office for Equity and Diversity are as follows:

1. Work with the director of the Office for Equity and Diversity, providing consultation and oversight, and advises the university administration and governance organizations on policy issues related to affirmative action and compliance.
2. Review periodically the discrimination and harassment complaint procedures for effectiveness and appropriateness.
3. Review the functions of the Office for Equity and Diversity in carrying out the office's mission.
4. Review campus committees pursuing discrimination goals regarding missions and coordination.
5. Report annually in June to the Academic Staff Assembly and chancellor as well as to the Faculty Senate.

**II. CURRENT OR PAST YEAR'S ACTIVITIES**

Seven advisory committee meetings

Highlights for 2010-2011

- Discussion with invited speaker on October 4, 2010: Mr. Ozzie Chen, EDC chair from Division of Information Technology. Mr. Chen talked about the EDC activities such as monthly brown bag meetings on ED subjects; writing an article on diversity issues in DoIT news; implementing climate surveys; addressing issues regarding accessibility to DoIT buildings; and targeting minority hiring by offering "summer internships" to freshmen students. Mr. Chen also identified areas that would help DoIT EDC functions: (1) ways to communicate campus-wide on ED issues; (2) directions for synergistic activity; and (3) need for resources (facilitators).
- Discussion with invited speakers on November 12, 2010: Dorothy Steele (ED chair, Facilities Planning and Management) and Audrey Trainor (ED co-chair, School of Education). Ms. Steele reported that FPM's EDC holds biweekly meetings. She identified barriers in increasing diversity in FPM: (1) pipeline that connects incoming staffs of certain professions that have gender-biased populations; (2) in the classified staff system to examine and assess before interview selection, certain issues such as sensitivity of the interview questions and interview skills of the applicants should be considered; (3) climate issues — some supervisors are not so sensitive toward ED issues; (4) no known benchmarks with peers; and (5) invisibility of the workers (e.g., working during the night).

Ms. Trainor reported that the ED committee conducted a climate survey involving the entire School of Education, examined the status of underrepresented minorities in the school, worked with search committees to review PVLs for new faculty hiring, and offered recommendations on recruiting targeted groups. Ms. Trainor also identified the following challenges for the EDC: (1) only half of the faculty responded to the survey; and (2) construction of survey questionnaire and resources for survey/reporting.

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- Discussion with invited speaker on January 31, 2011: Ms. Seema Kapani, staff member in the Office for Equity and Diversity. Ms. Kapani introduced the work in which she and her staff are involved: (1) conducting the Leadership Institute; (2) fostering culture competency — views the community as the target not the individual, personal leadership building, diversity/excellence educational class; (3) learning communities — teaching faculty and TAs about classroom climate, offering seminars on diversity issues. Ms. Kapani believes resistance to equity and diversity stems from power/privileges. Challenges they face include stopping the silence and providing town hall meetings.
- Discussion with invited speaker on April 25, 2011: Dr. Damon Williams, Vice Provost for Diversity and Climate. Dr. Williams talked about the “Inclusive Excellence Initiative of 2008” and the “Strategic Planning of 2009.”
- Discussion with invited speaker on May 18, 2011: Dr. Sean Frazier.

### **III. CURRENT ISSUES OR CONCERNS**

- Equity and diversity on the university campus remains a concern. The main issue is that best practices might not be shared throughout the campus due to its autonomous and decentralized nature and the complexity of the campus’s organization.
- The committee has been discussing the practices and activities in different units that promote equity and diversity.

### **IV. FUTURE ISSUES**

- The meetings with several ED chairs shed light on various issues that different units on campus are facing. The advisory committee will continue to have dialogs with ED chairs to find out the best practices and the challenges related to equity and diversity.
- Issues that continuously surfaced in climate/achievement surveys are serious concerns.

### **V. SUMMARY/RECOMMENDATIONS**

The Advisory Committee for the Office for Equity and Diversity will continue work closely with the Office for Equity and Diversity to consider services and resources that will promote awareness and training for students, faculty and staff about inclusiveness and rights.

### **VI. COMMITTEE MEMBERSHIP**

#### Faculty

Michele Basso  
Mary Beltran  
Robert Blank  
Que Lan, co-chair  
Nancy Mathews  
Richard Monette, co-chair  
Michael Ramsey-Musolf

#### Academic Staff

Evelyn Fine  
Antonio Noguera  
Catherine Stephens

#### Students

Mikaela Louie  
Fatemah Panahi

#### Classified Staff

Thomas Boll

**INFORMATION TECHNOLOGY COMMITTEE  
ANNUAL REPORT FOR 2011-2012**

**I. Statement of Committee Functions and Charge**

*Faculty Policies and Procedures* 6.42. INFORMATION TECHNOLOGY COMMITTEE

A. MEMBERSHIP. The Information Technology Committee shall consist of the following members:

1. Eight faculty members, two from each faculty division, appointed for terms of four years.
2. Three academic staff members. No member of the Division of Information Technology staff may serve as a voting member of the committee.
3. Three students, at least one of whom shall be an undergraduate student and at least one a graduate student, to serve one-year terms.
4. Chief Information Officer, ex officio nonvoting.
5. One nonvoting member representing the director of the university General Library System, two nonvoting members representing the vice chancellor for administration, and two nonvoting members representing the provost. These members shall be appointed by the provost.

B. FUNCTIONS. The Information Technology Committee is the faculty advisory body for policy and planning for information technology throughout the university. In performing its functions, it shall consult with such groups and individuals as it feels may be able to provide valuable advice. It may request such reports on budgets, personnel policies, and other topics as are necessary for it to make informed judgments and recommendations. It shall establish such subcommittees as are necessary to carry out its functions.

1. Reviews and makes recommendations on strategic planning for the university's information technology resources.
2. Reviews the performance of information technology facilities and services in supporting and assisting scholarly activities.
3. Receives reports from and provides general direction to committees formed to address specific information technology issues.
4. Monitors technical developments.
5. Consults with and advises appropriate administrative officers on budget and resource allocation matters including charges and funding sources for information technology services.
6. Receives recommendations from departments, deans, and the Division of Information Technology regarding the establishment, abolition or merger of information technology services and facilities supported by university funds, and makes recommendations regarding these actions to the appropriate administrative officers.

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## **II. Past Year's Activities**

The Information Technology Committee (ITC) met nine times between September 2011 and May 2012. Meeting agendas were distributed via e-mail to several campus groups and posted online at [itc.wisc.edu](http://itc.wisc.edu). Draft minutes were posted online and distributed via e-mail for comment and were finalized at the subsequent meeting.

During the 2011-2012 year, Administrative Excellence (AE) and Educational Innovation (EI) were at the forefront of the campus consciousness. The ITC remained abreast of developments and advocated for campus, and especially faculty, involvement in administrative process redesign. AE and EI were intertwined with presentations and conversations throughout the year.

### **IIA. IT Strategic Plan**

Bruce Maas, the newly appointed CIO and vice provost for information technology, updated the in-progress IT Strategic Plan with support from project manager George Watson (Office of Quality Improvement). Bruce's work with George and hundreds of others across campus resulted in a new strategic plan based upon the following service layers deployed at a local or a central level as appropriate:

- Teaching and Learning
- Research Cyberinfrastructure
- Outreach and Public Service
- Stewards of our Resources
- IT Service Infrastructure

While these are the areas of focus, the IT Strategic Plan recognizes that it runs in tandem with the following campus initiatives:

- Educational Innovation
- Campus Plan Framework
- Administrative Excellence
- Administrative Process Redesign (APR)
- DoIT Strategic Initiatives
- HR Design

### **IIB. Governance**

The ITC chair believed that the effectiveness of the ITC would be improved by more direct communication with the UW-Madison administration and more clearly defined goals for each item considered. With the aforementioned AE and EI efforts, ITC recognized that governance was an area that should and would be re-examined during 2011-2012. The ITC regularly encouraged AE teams to keep in mind that there already existed a framework for IT decision-making on campus and that the ITC could be consulted for feedback and should form part of the longer-term strategy for IT decision making that would come out of the AE teamwork.

Jon McKenzie led a discussion on strategic IT thinking at the March meeting. He highlighted the perceived gap between the teaching, research and service missions of the institution and the administrative infrastructure especially in the ways knowledge is collected and disseminated. The current UW climate is complex for faculty and staff with split responsibilities. Consensus was that administrative and other campus leaders need to balance the core mission of the university and needs of their faculty and staff with administrative improvements. The ITC, as an advisory body to the CIO, also recognized its responsibility to advocate for units and groups that need to be represented to UW leadership.

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### **ITC Governance/Subcommittee Structure:**

A portion of the October meeting was devoted to examining the ITC's own role, scope, and structure. Since the ITC mission is not driven by specific directives, the committee discussed the importance of its advisory role and how it can bring representation of smaller groups to the CIO and provost. ITC can make strong recommendations with the input of faculty, staff, and students from departments across campus. To facilitate conversation, members were encouraged to relay information back to departments and units as well. The ITC acknowledged that its role may evolve in response to Administrative Excellence.

There was a discussion on whether the subcommittees of ITC should be redefined, for example according to the areas of focus in the IT Strategic Plan. Members agreed no additional standing subcommittees were warranted and felt that subcommittees were most successful and clear in their mission when they were created for limited duration out of expressed need (as the Research Computing Subcommittee was).

Because each ITC meeting had reports from several teaching and learning groups (DoIT Academic Technology, Moodle Council, COMETS, eLearning Roadmap), the big picture tended to be lost at ITC monthly meetings. Eric Alborn and Paul Oliphant led a discussion about creation of a Teaching and Learning Technology Subcommittee. Consensus was instead to ask representatives for each of these smaller groups to meet or confer with each other (and the ITC chair when warranted) to provide each month a consolidated report and possible new action items to the ITC. This informal pre-consideration of issues has brought better clarity to important topics for ITC consideration, larger decision-making items for recommendation, action or advice. Consolidated reports are now incorporated into the meeting minutes.

### **IIC. Administrative Excellence**

ITC monitored the goals of the Administrative Excellence (AE) initiative. According to Brad Barham, the Huron efficiency study had identified 75 areas to be considered in the AE project's first phase. Seven projects were created out of those opportunities.

The ITC was represented by a member on each of the three major IT project teams during phase one (e-mail and calendaring, data center aggregation, and strategic purchasing (computer bundles)) and received periodic updates from these members. Alice Gustafson also provided occasional high-level overviews of the project phases and goals. ITC strongly encouraged her to keep the university's central missions of teaching, learning and outreach as foremost priorities in carrying out administrative initiatives.

As the first wave of AE teams moved toward making their recommendations, the ITC learned that IT decision making was an area of focus for phase two. There would be a current state and a future state team to evaluate the current paths of IT decision making and to develop a transparent process for how IT decisions would be handled into the future. The ITC discussed with Bruno Browning, member of the current state team, their suggestions such as reporting life cycles of one-time as well as routine purchases.

The e-mail and calendaring team submitted their recommendation of a single campus solution by ITC's final meeting for the year. The product was not identified, but ITC learned it is cloud-based and integrated. Implementation would still be a year or more away.

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## **IID. Teaching and Learning**

Teaching and learning was designated at the September meeting as an area of focus for 2011-2012 for the ITC. Aaron Brower described high-level goals for Educational Innovation at the September meeting. Information technology is rapidly changing, and current funding and structure can't keep up without added innovation. Specifically, Aaron listed areas for development such as learning management systems, e-devices as part of classroom technology, and learning environments such as the WISCEL project. Two WISCEL facilities opened during the year, one at Helen C. White Library and the other at Wendt Commons.

Online education was a specific area of interest. Many questions arose about the student demographics and credit structure surrounding this effort. There was a discussion on this topic at the February meeting as it related to EI. ITC members expressed that finding time to devote to EI developments was difficult.

Other specific teaching and learning developments related to online learning and involvement are as follows:

### eText Pilot

Bruce Maas engaged the university via the Committee on Institutional Cooperation and Internet2 in an eText pilot with publisher McGraw-Hill and technology company CourseLoad, along with the universities of Indiana, Minnesota and Virginia and Cornell University. The pilot was limited to ten courses, which were selected based on textbook availability and on a volunteer basis from instructors. It was cost-free for students and began the spring 2012 semester. ITC expressed its support for the pilot program but cautioned that providing new and free resources may influence the student's reactions.

At the April meeting, two instructors involved in the pilot presented their impressions. Felix Elwert, associate professor of sociology, called for a more comprehensive survey to gather analytics. The data he collected showed no clear evidence of eText impact on student outcomes. Michael Titelbaum, assistant professor of philosophy, said he was most concerned with providing cost savings for his students. He noticed that more students now brought their "book" to class.

### Moodle

At the April meeting, ITC learned of an Enterprise Moodle business case that was developed and vetted, so a shared UW Moodle infrastructure could be developed. \$250,000 of SITAC fees would be used for the service. Additional cost would have to be covered perhaps as part of a cooperative purchasing effort. Committee members expressed preference for paying internally for a Moodle service rather than using an external provider. The service was envisioned to be open-source to allow developers to innovate further as well as so that there would be connections into other existing tools. The College of Engineering was tasked with generating and maintaining the system, and the DoIT Help Desk was the designated support contact.

### Online Course Evaluation

Mike Pitterle asked the ITC whether involvement in the UW System online course evaluation project was of interest. He provided background on the issue, that response rates were at 10-20% and that moving evaluations online could be more accurate and greener than scantron forms, in addition to being faster for students. Data are then available for comparisons across course sections and/or time as well as for accreditation purposes. ITC members agreed that this was a worthy area to explore and that the School of Education should be involved as experts.

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### **III.E. Research Computing**

ITC's Research Computing Subcommittee was formed at the beginning of the academic year in response to the 2010-2011 research computing outreach and information gathering efforts of the ITC. Martin Cadwallader, dean of the Graduate School, encouraged the team to draft a proposal for creation of a shared research computing infrastructure. The committee did this, with feedback from research computing faculty, technical staff, and administrators. Critically, this committee strongly encouraged the administration to reconsider the fundamental importance of using some research grant overhead funds in support of campus-wide infrastructure in advanced computing. In May, the Graduate School and the provost approved formation of the Advanced Computing Infrastructure, to be supported both by central funds and distributed college funds.

The ITC heard presentations by researchers on campus on their growing needs for data storage and management, and in some cases, on the structures they have in place currently. In September, Brian Yandell and Mark Craven presented on the burgeoning big data they encounter in working with researchers across the biological sciences and how many of these researchers are ill-equipped both financially and with regards to personnel to handle these growing demands.

Umberto Tachinardi, CIO of UW Health, discussed growing data storage needs within the UW Health collective. There is a data warehouse project to respond to this need, the result of the collaboration and investment of the four UW Health partners. When shared, the data can benefit everyone, but security is a critical consideration. Network infrastructure must be adapted to support massive quantities of data.

Bruce Maas presented updates to the committee on grants secured from the National Science Foundation to develop an experimental research network and a Science DMZ. These developments grew out of the expressed campus need for collaboration without inhibition by network structures in place currently. The projects will be ongoing collaborations between DoIT network engineers, the computer sciences department, the CHTC, and WIDMIR. The projects were still in early stages, so further details would not be available until the next year's meetings began.

### **III.F. Other**

#### Cell Phone Use

The ITC considered whether the current telecommunications contract should be changed to allow use of VoIP applications and for employees to have a cell phone stipend. Consensus was that ignoring the widespread use of smartphones was not realistic. Catie Isenberg of DoIT Voice Services offered a cost analysis of department savings for allowing employees to seek reimbursement for using personal cell phones. The ITC learned of a wireless infrastructure upgrade on campus to solve poor cellular signal issues indoors.

Staff members from Administrative Legal Services attended the following meeting to discuss employer versus employee provided cell phones. The ITC firmly urged the university to consider providing a stipend to those who use their personal phones for business use.

Following this discussion, at the next meeting the ITC unanimously endorsed the following statement:

“In keeping with the current focus on fiscal flexibilities and cost savings for the University of Wisconsin, the ITC encourages removal of prohibition by the Wisconsin Department of Administration of stipend for personally funded wireless services, features, applications, or equipment.”

Bruce passed the endorsed statement to Provost DeLuca and Vice Chancellor Bazzell.

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### New Wireless Network

John Krogman kept the ITC abreast of changes with wireless network access to campus visitors, an effort which started in the unions and libraries. The provost was supportive, and the ITC heard the service may expand to the rest of the campus after the spring semester.

### E-mail and Calendaring

The ITC was alerted of the need to migrate WiscCal, as it was no longer vendor-supported. This decision was made purely out of operational concern and would not affect the implementation of a single campus solution. The migration was to take place in early summer, with a move to the Oracle Communications Suite.

### Process Improvement

In response to concerns brought to the ITC by faculty members, Chris Hopp and John Varda from the Administrative Process Redesign (APR) eReimbursement project were invited to visit the ITC. The team has been working to improve the system and will continue until December 2013. They had sent a proposed implementation plan to Darrell Bazzell. ITC members expressed gratitude to the team for the effort but underscored that feedback be gathered before large projects like this are started in the future.

Chris Hopp alerted the ITC about an effort to purchase and consolidate shared licenses for software throughout campus. The APR inventory team was attempting to survey use and licensing current practices. The ITC advised asking faculty and staff for software needs rather than just current use. Phil Barak attested to savings in CALS from departmental software license consolidation. He also pointed out that undergoing such a process can help remove some liability from the university. In addition to consolidation, CALS has implemented a software “check-out” system rather than purchasing individual licenses, which has saved a lot of money in the short term. Chris said they often work with Legal Administrative Services during negotiations and that he is the point of contact for anyone interested in help in this area.

## **III. Concerns and Challenges**

One of the greatest challenges facing the university is appropriately responding and adapting to rapid technological changes that affect students and researchers. Academic technology bodies on campus must respond to demand for new ways of learning, which increasingly include an online presence, in a climate where decisions are often re-active rather than pro-active. Researchers generate unprecedented quantities of data and seek capabilities that require better storage and computing capabilities. Enabling access to needed resources for collaboration and innovation would align with EI principles and keep the university at the cutting edge of research.

Administrative Excellence poses challenges as well as providing opportunities. It has placed administrative processes under scrutiny and exposed areas in need of improvement, and campus must respond to these organizational and budgetary shortfalls. Efforts in this area are time-consuming for team members and the units providing information to them, but ITC stayed involved during the first wave of projects. Future AE teams with an IT focus will be asked to provide updates to the ITC as well to ensure feedback is being gathered and incorporated from various groups on campus.

Katrina Forest expressed throughout the year that ITC’s role should be expanded to providing feedback and perspective on issues while they are still in their formative stages rather than receiving reports after the fact.

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## **IV. Membership**

### Faculty

Craig Benson, Civil and Environmental Engineering; physical sciences  
Ivy Corfis, Spanish and Portuguese; arts and humanities  
Greg Downey, Library and Information Studies; social studies  
Randall Dunham, Business; social studies  
Katrina Forest (chair), Bacteriology; biological sciences  
Mathew Jones, Neuroscience; biological sciences  
Jeffrey Linderoth, Industrial and Systems Engineering; physical sciences  
Jon McKenzie, English; art and humanities

### Academic Staff

Eric Alborn, Business  
Paul Oliphant, Wendt Commons  
Michael Pflieger, Letters and Science

### Students

Ronald Crandall  
Elliott Rezny

### Non-Voting Members

#### *Ex officio*

Bruce Maas, CIO and Vice Provost for Information Technology  
John Krogman, Deputy CIO and COO of DoIT

#### *Provost Appointments*

Steve Hahn, Graduate School  
Clare Huhn, Academic Planning and Analysis  
Don Miner, Business Services  
Tim Norris, Budget Planning and Analysis  
Ed Van Gemert, General Library System

#### *Campus Liaison, Group*

Lisa Jansen (Learning Support Services), ComETS  
Richard Kunert (Biotechnology Center), NAG  
Mike Pitterle (Pharmacy), ComETS  
Brenda Spychalla (School of Education), CTIG  
Beth Wiebusch (School of Business), MTAG

**UNIVERSITY COMMITTEE RECOMMENDATION TO AMEND  
*FACULTY POLICIES AND PROCEDURES 4.10.*  
DIVISIONAL EXECUTIVE COMMITTEES: MEMBERSHIP**

Background

UW-Madison *Faculty Policies and Procedures* 4.10. defines rules of election to divisional executive committees ([www.secfac.wisc.edu/governance/fpp/Chapter\\_4.htm#410](http://www.secfac.wisc.edu/governance/fpp/Chapter_4.htm#410)).

With these current rules, faculty members with tenure homes in more than one department are often ineligible for election to divisional executive committees because often a colleague in one of their two departments is already serving. Such faculty are thus infrequently able to serve the university in this important capacity.

While there are fewer than 100 faculty members on our campus who have tenure homes in more than one department, that number has increased with cluster hires and the increased interdisciplinarity of the research enterprise. It is important that those faculty have an opportunity to serve on the divisional executive committees.

Recommendation

All four divisional executive committees have voted to approve the proposed revision to *FPP* 4.10., which was prepared by the Physical Sciences Divisional Executive Committee. The proposal modifies the rules of election to make it easier for faculty with tenure homes in more than one department to serve on divisional executive committees. The amendment attempts to continue to ensure that one department will not have disproportionate representation on the committee.

The University Committee recommends approval of the proposed revision.

Proposed revision

4.10. DIVISIONAL EXECUTIVE COMMITTEES: MEMBERSHIP.

- A. **STRUCTURE.** Each divisional executive committee shall consist of at least twelve members elected by the divisional faculty. The specific size of the membership and organizational structure of the committee shall be determined by the faculty of the division. Where there is a separation of functions among subcommittees within a particular divisional executive committee, no fewer than twelve members shall provide the tenure review function. ~~No more than one member of each committee/subcommittee shall be from any one department.~~ **No more than two members of each committee/subcommittee shall have tenure in the same department. The total tenure appointments of members from a single department shall not exceed 150%.** Members of each committee/subcommittee shall be elected for staggered three-year terms and may not succeed themselves on that particular committee/subcommittee. Faculty shall not serve concurrently on more than one divisional committee/subcommittee (this provision does not apply to overlapping bodies created to coordinate committees/subcommittees). Individuals are eligible for re-election to a particular committee/subcommittee after two years.
- B. **ELECTIONS.** Executive committees make and administer rules for the nomination and election of their own members.

(continued)

- C. **ELIGIBILITY.** Professors and associate professors eligible to vote in a division may serve on its executive committee.
- D. **VACANCIES.** A member of an executive committee who is unable to serve for two consecutive semesters during his/her term of office shall be replaced in a way to be provided for by a standing rule of that executive committee.
- E. **CHAIR.** Each executive committee shall annually elect one of its members chair. He/she shall report annually to the divisional faculty.