

University of Wisconsin–Madison

**New Directions: The Reaccreditation Project  
A Self-Study**

Prepared for  
the North Central Association of Colleges and Schools

January 1999

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it is an institution of higher education.	
2. It is a degree-granting institution. ....	2
AUTHORIZATION .....	3
3. It has legal authorization to grant its degrees, and it meets	3
all the legal requirements to operate as an institution of higher	
education wherever it conducts its activities.	
4. It has legal documents to confirm its status: not-for-profit,	3
for-profit, or public.	
GOVERNANCE .....	3
5. It has a governing board that possesses and exercises necessary	3
legal power to establish and review basic policies that govern	
the institution.	
6. Its governing board includes public members and is	4
sufficiently autonomous from the administration	
and ownership to assure the integrity of the institution.	
7. It has an executive officer designated by the governing	4
board to provide administrative leadership for the	
institution. ....	
8. Its governing board authorizes the institution's	4
affiliation with the Commission on Higher	
Education.	
FACULTY .....	4
9. It employs a faculty that has earned from accredited	4
institutions the degrees appropriate to the level of	
instruction offered by the institution.	
10. A sufficient number of the faculty are full-time	5
employees of the institution.	
11. Its faculty has a significant role in developing	5
and evaluating all of the institution's educational	
programs.	
EDUCATIONAL PROGRAM .....	6
12. It confers degrees. ....	6
13. It has degree programs in operation, with students enrolled in them.	6
14. Its degree programs are compatible with the institution's	6
mission and are based on recognized fields of study at the	
higher education level.	
15. Its degrees are appropriately named, following	6
practices common to institutions of higher	
education in terms of both length and content	
of the programs.	
16. Its undergraduate degree programs include a coherent	7
general education requirement consistent with the	
institution's mission and designed to ensure breadth	
of knowledge and to promote intellectual inquiry.	

17. It has admission policies and practices that are consistent . . . . .	8
with the institution's mission and appropriate to its educational programs.	
18. It provides its students access to those learning resources . . . . .	9
and support services for its degree programs.	
FINANCES . . . . .	10
19. It has an external financial audit by a certified public . . . . .	10
accountant or a public audit agency at least every two years.	
20. Its financial documents demonstrate the appropriate . . . . .	11
allocation and use of resources to support its educational programs.	
21. Its financial practices, records, and reports demonstrate . . . . .	12
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## Introduction

This self-study, prepared for the University of Wisconsin–Madison’s reaccreditation with the North Central Association, has two parts and an appendix. Part I looks back ten years to show how the university has complied with the NCA’s twenty-four General Institutional Requirements and five Criteria for accreditation. Part II looks ahead ten years as a component of the university’s strategic planning for the 21<sup>st</sup> century. The Appendix contains six subcommittee reports, which are summarized and synthesized in Part II. The purpose of the whole document, therefore, is to achieve reaccreditation and to plan for the future.

This, then, is not a typical report of a university to the North Central Association of Colleges and Schools. Typical reports concentrate completely on compliance with General Institutional Requirements and Criteria. With the permission of the NCA, we have sought to do with our 1998 report what we did with our 1988 self-study. We have sought to plan ahead.<sup>1</sup> We hope this process will lead to a strategic plan in the 1999–2000 academic year. One consequence of this desire and the decisions based on it is that our survey of the past ten years is shorter than such reports to the NCA usually are. Another consequence is that we present detailed subcommittee reports which examine the present state and future hopes of the Arts & Humanities, the Biological Sciences, the Physical Sciences, and the Social Sciences as well as those of the subcommittees on Human Resources and Diversity and of Student Issues.

We wish to thank the NCA for allowing us to use the reaccreditation process not only to evaluate the past but also to complete a “Special Emphasis” study for the future.<sup>2</sup> Our special emphasis in planning for the future has been to examine critically, from the six perspectives represented by the subcommittees, *A Vision for the Future: Priorities for the UW–Madison in the Next Decade*. This document was issued by the Chancellor’s office in 1995 and distributed campus-wide and well beyond the campus too.

*A Vision* announced nine priorities for the university: four were goals and the other five implemented them. Those four goals became the focus of New Directions: The Reaccreditation Project in the deliberations of its staff, steering committee, and subcommittees. With these goals the UW–Madison seeks to maintain its research pre-eminence, to reconceptualize undergraduate education, to join the global community, and to update the Wisconsin Idea. The job of those engaged in the self-study was to determine the feasibility of these priorities and to indicate whether additional initiatives were needed.

Altogether, the New Directions project involved 60 members of the faculty, academic staff, classified staff, student body, and administration in work on various committees. Many others participated too. Some by way of their official positions; others as members of focus groups; many more by way of comment. To all we are deeply grateful.

This report distills our findings into a single volume that shows where we have been and where we are going. It is meant to be helpful, not definitive: a set of sign posts, not a map of the whole territory.

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<sup>1</sup>The 1988 self-study led directly to *Future Directions: The University in the 21<sup>st</sup> Century* (1989), which functioned as the UW–Madison’s strategic plan until *A Vision for the Future* succeeded it in 1995.

<sup>2</sup>We especially appreciate the assistance of Mary B. Breslin, B.V.M., Associate Director of the NCA, for helping us to move our self-study in the direction of strategic planning.

For  
Fannie J. LeMoine (1940–1998)  
In Memoriam

*C'est toi qui dors dans l'ombre, ô sacré souvenir!*

Fannie John LeMoine served the University of Wisconsin–Madison as teacher and administrator for 32 years. We especially remember her here as chair of the NCA reaccreditation committee ten years ago and as principal author of *Future Directions*, its strategic plan for the university in the last decade of the millennium. That document, quietly but continuously, informs our present self-study. The verse from Victor Hugo’s *Tristesse d’Olympio*, quoted in the dedication, is meant to suggest our debt to her and her work: “It is you who sleep in the shadows, oh precious memory!”

## **Acknowledgements**

Although many people to whom we are very grateful have helped at various stages of this project, we cannot mention them all here. We do nevertheless wish publicly to thank the following colleagues who by their continuous assistance have made our work possible.

Bruce Beck, *Policy/Planning Analyst, Office of Budget, Planning and Analysis*

Martha Casey, *Assistant Vice Chancellor (Academic Planning and Analysis),*

*Office of Budget, Planning and Analysis*

Erik Christianson, *Writer, Office of News and Public Affairs*

Maury Cotter, *Director, Office of Quality Improvement*

Sara Fuller, *Student Assistant*

Eden Inoway-Ronnie, *Research Assistant, Office of the Provost*

Scott Korb, *Associate Administrative Specialist, New Directions (June–July 1998)*

Cherie Krenke, *Assistant to the Provost, Office of the Provost*

Jocelyn Milner, *Associate Academic Planner, Office of the Provost*

John Torphy, *Vice Chancellor for Administration*

Kathleen Paris, *Consultant, Office of Quality Improvement*

Eva Raison, *Student Assistant*

Betty Rhyner, *Administrative Assistant (Budget), Office of the Chancellor*

John Wiley, *Provost and Vice Chancellor for Academic Affairs*

Laura Wright, *(former) Associate Academic Planner, Office of the Provost*