

## **INTERINSTITUTIONAL LINKAGES**

### **University of Wisconsin-Madison**

#### **Introduction**

The University of Wisconsin-Madison, under the leadership of Chancellor Donna Shalala, developed the Madison Plan in response to a series of racial incidents and the recommendations of a campus-wide, student-led task force (The Holley Report). The primary goals of the Madison Plan include the incorporation and expansion of existing programs, and the enhancement of cultural diversity and pluralism into the central mission of the university.

Substantial progress is being made in the recruitment of minority students and the hiring of minority faculty and staff. However, the University recognizes that a greater presence of cultural and racial diversity is necessary for a truly excellent education for all students. To achieve this end, Interinstitutional Linkage seek to broaden institutional benefits by establishing relationships with two- and four-year institutions with large minority populations.

Interinstitutional Linkages build upon and expand minority connections and programs which have a long history at this university. In the years immediately following World War II, minority elementary and secondary teachers from states practicing segregation were frequent attendees at UW Summer Sessions. In 1964, this university undertook what was than a pioneering effort of establishing interinstitutional linkages with North Carolina Agricultural and Technical State University, North Carolina Central University and Texas Southern University. This successful program, funded by the Carnegie Foundation, became the model for Title III of the Higher Education Act of 1965. Grambling State University was added in 1974. Unfortunately, this official program lapsed for lack of funding at the end of the 1970's, through a number of individual contacts have been maintained.

More recently, relationships were initiated through the Minority Access to Research Careers (MARC) program, funded by the National Institutes for Health (NIH) with Tennessee State University, Johnson C. Smith University, universities in the Atlanta complex and many others. Short-term faculty exchanges, visits of MARC directors and other activities continue with this group of institutions.

These previous and ongoing exchanges provide this foundation for the current program. The University served as the primary assisting agency for Historically Black Institutions in the earlier relationships. Interinstitutional Linkages include a broader range of activities and seek to achieve specific and mutual benefits for the University of Wisconsin-Madison and the institutions with predominantly minority populations.

#### **Objectives and Activities**

Three broad objectives guide the development of Interinstitutional Linkages. The first is enhancement of cultural and racial diversity at the University of Wisconsin-Madison through visits and interactions with faculty, staff and students at institutions with predominantly minority populations. The second encompasses enrichment of the research and teaching experiences of faculty at both UW-Madison and two- and four-year institutions. And, the third is the provision of expanded opportunities for students the at UW-Madison and institutions with large minority populations to become better prepared for research activities and graduate or professional studies.

Some of the more specific activities which might flow from the broad objectives are:

1. Establish one-to-one faculty exchanges for lectures, seminars, classroom instruction and workshops. These exchanges will vary in duration from several days to an academic year, and may or may not overlap in time.
2. Develop cooperative research activities, instructional projects and special programs with faculty or staff from participating institutions.
3. Identify faculty to serve as consultants for academic program development or assessment, and pedagogical strategies more suitable to the learning experiences of both majority and minority students and curricular innovation.
4. Provide opportunities for retooling and re-invigorating faculty, administrators and staff.
5. Assist minority institutions in upgrading the credentials of faculty who have not earned the Ph.D.
6. Provide opportunities for UW-Madison faculty and instructional staff to benefit from pedagogical experiences with predominantly minority populations, develop greater appreciation for diverse learning styles and backgrounds, and enhanced understandings of the relationships between a nurturing environment and students' academic performance.
7. Provide opportunities for minority faculty to teach large, highly competitive lecture classes with access to excellent instructional resources on a major campus.
8. Improve the pipeline for preparing and funneling larger numbers of minority students into higher education at every level.
9. Assume greater responsibility for preparing minorities for the university professorate while maintaining our established position in graduating professionals for leadership in all spheres of society.

#### Criteria for Selecting Participating Institutions

Several factors will be considered for the selection of participating institutions. The criteria which guides development of linkages are:

1. Re-establishment of linkages and exchanges with Historically Black Institutions initially developed in 1964 and 1974 which continued through 1979.
2. Utilization of recruitment and other professional contacts at two- and four-year institutions as a conduit for development of linkages for graduate students and summer research.
3. Identification of institutions with strong academic reputations for mutually beneficial faculty exchanges.

Initially, linkages will be developed by utilizing relationships which University of Wisconsin-Madison faculty and staff have developed with their counterparts over the years. Other linkages will be initiated through direct contact with top administrators at predominantly minority institutions and subsequently include specific

interaction with faculty and staff. Ultimately, a convergence of general university-wide and school/college specific linkages will provide an excellent education for all students at participating institutions.

### Administration

The Office of the Provost and Vice Chancellor for Academic Affairs provides general oversight for Interinstitutional Linkages. This includes decisions on the type, duration, funding and number of university-wide linkages or exchanges. Specifically, the Provost's staff will assume the following responsibilities: (1) identify prospective universities and initiate contacts in some instances; (2) negotiate general university-wide linkages and exchanges; (3) assist faculty and staff in developing relationships which are mutually beneficial to participating institutions; (4) refer specific requests from predominantly minority institutions to appropriate schools/colleges, departments or program units; (5) consult with faculty, administrators and staff to ensure effective follow-up; and (6) evaluate the program.

### Funding

The University has committed resources for the support of this program. It is also expected that the school/college in which exchanges or linkages occur share funding and the expedition of arrangements wherever possible.

Other sources of funding for support of faculty exchanges beyond the institutional allocation exist at both the campus and system levels. Specifically, Faculty Development Grants and Undergraduate Teaching Improvement Council Grants might be used for these purposes. Given the need to increase minority populations at all levels, UW System Administration might be persuaded to provide additional monies for this important activity.

In addition, corporate and foundation funding to complement and expand institutional resources will be identified and explored. Particular attention should be focused on collaborative and cooperative research relationships with funding through the National Science Foundation and National Institute of Health because of their recent interests in enhancing diversity and pluralism in higher education. Proposals may be submitted by the university as sole grantee or prepared in cooperation with predominantly minority institutions.

While the majority of these linkages will be funded by the University and external resources when available, participating institutions will be encouraged to share support whenever possible. Efforts to assist with the retooling, re-invigoration and advanced degree preparation of minority faculty will be guided by the participating institution's assessment of its strongest needs and UW-Madison's interests in providing opportunities for a broader range of faculty and staff. This approach ensures the full cooperation and responsible management of Interinstitutional Linkages.

What is very significant in this approach is the high level of commitment by both the Chancellor and the Provost to assure success for this program. We have much to learn from each other.

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**INTERINSTITUTIONAL LINKAGES**

**Memorandum of Understanding**

for the

UNIVERSITY OF WISCONSIN-MADISON

and


UNIVERSITY OF PUERTO RICO-MAYAGUEZ


The University of Wisconsin-Madison and University of Puerto Rico-Mayaguez hereby establish interinstitutional linkages which have mutually beneficial outcomes. The linkages may include a variety of activities which vary in type, scope, duration and level of support by both institutions.

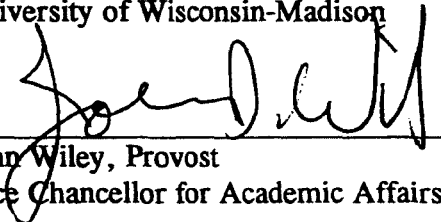
Some of the activities in which each institution may participate are as follows:


- Exchange visits for faculty, staff and students
- One-to-one faculty or administrative exchanges
- Lecture series
- Seminars and workshops in academic disciplines
- Consultations for curriculum development
- Dual degree programs
- Participation in summer research opportunities
- Collaborative research and publications
- Sabbaticals for enhancement of pedagogy or research
- Auditing courses
- Dry-run accreditation teams

Funding for cooperatively planned activities will be negotiated in accordance with resources available at both institutions and from external funding agencies.

  
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David Ward, Chancellor  
University of Wisconsin-Madison

  
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Stuart J. Ramos, Chancellor  
University of Puerto Rico-Mayaguez

  
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John Wiley, Provost  
Vice Chancellor for Academic Affairs

  
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Jose R. Latorre, Dean  
Academic Affairs

November 15, 1996  
Date

11/3/97  
Date