## Agenda

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Restructuring Objectives

• Maintain and expand access to higher education at the two-year campuses

• Identify and reduce barriers to transferring credits within the UW System

• Maintain affordability and continue current tuition levels at the two-year campuses post-integration

• Further standardize, consolidate and regionalize administrative operations and services

• Leverage resources and shared talent at our institutions
Charging the Committee

Steering Committee is to:

• Identify and sort questions and issues for consideration across UW System or at institutional level
• Make recommendations to the project sponsor
• Communicate regional and institutional issues up to the steering committee and communicate decisions, directions and actions out from the steering committee
<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td><strong>Agenda Overview</strong></td>
<td><strong>9:15 – 9:20</strong></td>
<td><strong>Adam Fennel</strong></td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
# Agenda

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td><strong>Meeting Purpose</strong></td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td><strong>BREAK</strong></td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td><strong>BREAK</strong></td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Meeting Purpose

We are here today to:

• Formally charge the steering committee
• Provide clarity regarding the project structure, activities, and norms
• Engage committee around preliminary topics
• Discuss next steps
Planning Assumptions

• Continuing to ensure student success remains key focus
• Affordability and Accountability will continue to be emphasized
• GPR and Tuition pressures will persist
• Compensation is a priority
• Effective standardization and use of technology requires scale
• Demographic trends will impact enrollments and hiring
Restructuring Project Guiding Principles

• Significant attention will be given to engaging students and decisions that enhance the student experience.
• Significant attention will be given to engaging faculty and staff on issues that affect their experiences.
• There will be frequent and consistent communication and significant stakeholder engagement throughout the project.
• We will seek to solve problems once and employ common solutions; single, systemwide solutions are preferred over multiple, region-specific solutions.
• Where possible we will use data to inform decision making and to measure outcomes.
• The project will be informed by and aligned with the 2020 Forward and CORE project.
• Scale created by new “regions” creates opportunities for:
  o improving access, growing enrollment, and improving; and
  o standardizing administrative processes to reduce risk and shift costs from administration to teaching, research, and outreach.
• Success should be measurable and measured.

Does the committee have any additions or edits to these principles?
<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td><strong>Project Overview</strong></td>
<td><strong>9:40 – 10:25</strong></td>
<td><strong>Rob Cramer</strong></td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Project Overview

The restructuring project will be a multi-year effort engaging the entire University system to realize the vision approved by the Board of Regents.

Anticipated Stages
- Board Approval
- Project Scoping and Infrastructure
- Implementation Planning
  - Detail for the critical path for July 1, 2018
  - Framework for later milestones
- Implementation
- Stabilization

Anticipated Milestones
- Board Approval
- Draft Plan to HLC
- Approval from HLC
- Operational Reporting Structure Transition
- 12 Months
- 18 Months

11/10/2017 7/1/2019
Proposed Project Structure

Project Sponsor: President Cross

Steering Committee
Chair: VP Cramer

Chancellors
Advisory

Shared Governance
Faculty Reps
Academic Staff Reps
University Staff Reps
Student Reps

Restructuring Teams*

UWO / UW-Fox Valley / UW-Fond du Lac
UWM / UW-Washington County / UW-Waukesha
UWSA / UW-Extension Div. of Business, Broadcast, CEOEL, Colleges Online
 UWGB / UW-Marinette / UW-Manitowoc / UW-Sheboygan
 UWSP / UW-Marathon County / UW-Marshfield / UW- Wood County
 UW-Madison / UW-Extension Cooperative and Conference Centers
 UECEC / UW-Barron County
 UW / UW-Rock County
 UWPlatt / UW-Richland / UW-Baraboo/Sauk County

Functional Teams (including: academic affairs, student services, finance, human resources, information technology)

* Regional restructuring teams should include Shared Governance representation from affected institutions
* This does not depict project management and communications functions
The project is sponsored by President Cross, overseen by a Steering Committee with input from Shared Governance representatives and the Chancellors Advisory Group.

- Identify and sort issues for resolution among project teams
- Discuss cross-region and systemwide issues and opportunities
- Communicate between Regions and Project
- Review the work and outcomes of Regional and Functional teams
- Make or support recommendations to the Project Sponsor
  - Represent dissenting perspectives, where they exist
- Resolve issues and escalate where appropriate
Steering Committee Roles
As individuals that comprise the committee, we each have roles on the committee and within home institutions.

<table>
<thead>
<tr>
<th>At the Steering Committee</th>
<th>Back on Campus / Region</th>
<th>Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Steering Committee members are asked to have a “local” hat and “system” hat and to be able to represent both perspectives</td>
<td>• Lead regional teams, coordinating activity in accordance with local cultures and project timelines</td>
<td>• Where possible, content will be provided 48 hours prior to a meeting with an expectation that it will be reviewed prior to the meeting</td>
</tr>
<tr>
<td>• If you have a perspective, share it</td>
<td>• Represent perspectives of the Steering Committee and project on campuses and within regions</td>
<td>• Be responsive to ad-hoc requests</td>
</tr>
<tr>
<td>• Meetings will be facilitated to keep to an agenda</td>
<td>• Regularly engage with project management to communicate progress against assigned responsibilities</td>
<td>• Engage with regional and functional team leads to ensure timelines are realistic, we employ common planning assumptions, and issues are quickly escalated (as appropriate) for resolution</td>
</tr>
<tr>
<td>• Significant work will be done between meetings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**As individuals that comprise the committee, we each have roles on the committee and within home institutions.**
# Project Structure – Regional Teams

The Chancellors of each four-year or research institution that is restructuring with a UW College(s) or a component of UW Extension will appoint a Chair and Team.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>UWO / UW-Fox Valley / UW-Fond du Lac</td>
<td>UW-Extension Div. of Business, Broadcast, CEOEL, Colleges Online</td>
</tr>
<tr>
<td>UWM / UW-Washington County / UW-Waukesha</td>
<td>UW-Marinette / UW-Manitowoc/UW-Sheboygan</td>
</tr>
<tr>
<td>UWSA / UW-Extension</td>
<td>UW-Marathon County / UW-Madison / UW-Extension Cooperative and Conference Centers</td>
</tr>
<tr>
<td>UWGB / UW-Marinette / UW-Sheboygan</td>
<td>UW-Sheboygan</td>
</tr>
<tr>
<td>UWSP / UW-Marathon County / UW-Marshfield/ Wood County</td>
<td>UW-Wood County</td>
</tr>
<tr>
<td>UW-Madison / UW-Extension Cooperative and Conference Centers</td>
<td>UW-Extension Cooperative and Conference Centers</td>
</tr>
<tr>
<td>UWEC / UW-Barron County</td>
<td>UW-Barron County</td>
</tr>
<tr>
<td>UWW / UW-Rock County</td>
<td>UW-Rock County</td>
</tr>
<tr>
<td>UWPlatt / UW-Richland / UW-Baraboo/Sauk County</td>
<td>UW-Richland County</td>
</tr>
</tbody>
</table>

Regional Teams are vital to the success of the restructuring and will:

- translate current four-year and research institution and UW Colleges processes, norms, cultures, into a new context
- coordinate with and report to steering committee at key milestones / deliverables
- represent the project on campus
- have a chair who will serve as the primary point of contact for the region and who will:
  - Manage region’s implementation project plan in conjunction with the project team
  - Oversee the effort of all regional resources
  - Track local issues and surface them to Project Management as appropriate
  - Provide local context and process expertise to functional teams as appropriate
Project Structure – Functional Teams

The Steering Committee will charter functional teams to consider elements of the restructuring that have a systemwide impact.

Functional Teams (examples)

- Accreditation / HLC
- Finance
- Student services
- Information Technology
- Auxiliaries
- Facilities
- Administrative services
- Enrollment management
- Human resources

Functional Teams will:
- conduct implementation planning for functions that have a systemwide impact
- identify common and consistent solutions that cross regions
- review Regional team recommendations
We will be working over the next few weeks to carefully delineate the scopes of each type of group and to incorporate into the timeline a plan for appropriate cross-pollination.
Project Charter
The topics we have introduced today and feedback will be incorporated into a draft project charter.

Elements of the Charter

• Scope and Objectives
• Principles
• Timeline
• Milestones
• Structures
• Roles & Responsibilities
  • Steering Committee
  • Regional Teams
  • Functional Teams
Proposed Meeting Norms

At the outset of the Steering Committee, it is important that we establish a set of expectations that reflect the way in which we will work together.

Effective Steering committee meetings and productive dialogue will require each of us to:

- prepare for meetings by understanding the agenda and reading distributed material;
- be empowered to represent our respective campus and regions and to speak on their behalf;
- try to leave the day-to-day demands of our campus roles and focus on the meeting;
- respond to requests and follow-up items and communicate clearly and often;
- engage with the work of the committee;
- collegially engage with the challenging topics ahead; and
- Attend in person, if not feasible, then by phone.
- Engage shared governance representatives

Does the committee have any additions or edits to these norms?
<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
BREAK (10:30-10:45)
## Agenda

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Project Communication Goals

• Timely and responsive to needs

• Communication channels will go both ways
  o Questions and concerns from stakeholder groups, functional teams and institutions
  o Provide materials responsive to needs
  o Materials anticipate requests

• Involvement and direct input from counterparts at institutions
Project Communication Goals

• Proactive and reactive
  o Provide consistent communication materials to assist functional teams, institutions and stakeholders

• Utilize multiple tools and channels
  o Emails
  o Website
  o Handouts and other materials
  o Onsite at campuses
Project Communication Reminder

• Drafts
  o A “draft” stamp does not make a document a draft
  o Distribution is a key factor

• Open records
Project Management

The project will be executed at multiple locations and levels across the UW but overall management will be coordinated through a centralized project management function.

Project Management Roles

- Build and maintain project plan and timeline
- Draft Regional and Functional team charters
- Partner with leads of Regional and Functional teams to integrate plans of distributed teams with the project plan
- Communicate critical-path activities and constraints
- Build and conduct executive reporting
- Staff the Steering Committee in preparing content, facilitating meetings, and tracking action items
Project Planning Activities

We will be actively engaged over the next 6 weeks to build a capability to manage this project.

Primary activities
- Build a project plan framework
- Build project management reports
- Build project management and communication tools
- Develop project charter
- Meet one on one with each Regional Team lead
- Build charter documents for each Regional and Functional team
- Launch critical-path teams
BREAK (11:10-11:30)
<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td><strong>Group Discussion / Working Lunch</strong></td>
<td><strong>11:30 – 1:30</strong></td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Group Discussion

We would like to engage the Committee in dialogue about several topics that are important to our work between now and the December Steering Committee meeting.

Discussion Topics:

• HLC
• Critical Path and Priority Activities
• Strategic Opportunities
• Data Needs
HLC Update

• Ongoing discussions with HLC regarding structure
• Accreditation considerations including UW Colleges Online and UW Flexible Options
Discussion Questions – Critical Path

While it is clear that work related to the HLC process will be a priority, there are additional activities that will comprise the critical path for the project.

Note: the phrase “Critical Path” denotes the sequence of activities and actions that define the minimum time needed to complete a milestone.

We have begun to develop, synthesize, and categorize the questions we have received thus far.

Discussion Questions:
• Are there additional categories not represented here?
• Are there particular questions you believe we should be integrating into our planning efforts?

### Preliminary Categories

- Overall
- Academic Affairs
- Student Affairs
- HLC
- Finance
- NCAA
- Facilities / Capital
- Legal
- Procurement
- Information Tech.
- Communications
- Enrollment Mgt.
- Human Resources
Discussion Questions – Opportunities

The restructuring creates an opportunity for new conversations regarding institutional strategy, scope, and opportunities and challenges created by the new structures.

- What conversations have occurred on campuses regarding the strategic opportunities created by the restructuring?
- How might the changes create opportunities for enrollment growth (beyond addition)?
Discussion – Data Requests

To the extent possible, we are seeking to develop a consistent data package for each of the regions and will be working with UW Colleges and Extension to determine availability.

Illustrative Data Request

Student Data (5 years)
- Detailed application data
- Enrollment by program trends

Financial Data (3 years)
- Expenses by type
- Revenues by type
- Asset list and Balance Sheet

HR (9/30/2017 snapshot)
- Employee detail
- List of services provided regional, divisional, or institutional functions

What additional data do you believe important to your regional planning efforts?

Data Request Process
- Take this list back to your Regional Teams
- Provide any additional feedback by 11/22
- We will synthesize changes and work with UWCEX to assess availability with the goal of having data available before the next steering committee meeting
## Agenda

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Time</th>
<th>Discussion Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:15</td>
<td>President Cross</td>
</tr>
<tr>
<td>Agenda Overview</td>
<td>9:15 – 9:20</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Meeting Purpose</td>
<td>9:20 – 9:40</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Overview</td>
<td>9:40 – 10:25</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Chancellor Sandeen Remarks</td>
<td>10:25 – 10:30</td>
<td>Chancellor Sandeen</td>
</tr>
<tr>
<td>BREAK</td>
<td>10:30 – 10:45</td>
<td></td>
</tr>
<tr>
<td>Project Communications &amp; Management</td>
<td>10:45 – 11:10</td>
<td>Jessica Tormey / Stephanie Marquis / Adam Fennel</td>
</tr>
<tr>
<td>BREAK</td>
<td>11:10 – 11:30</td>
<td></td>
</tr>
<tr>
<td>Group Discussion / Working Lunch</td>
<td>11:30 – 1:30</td>
<td>Adam Fennel</td>
</tr>
<tr>
<td>Next Steps</td>
<td>1:30 – 1:45</td>
<td>Rob Cramer</td>
</tr>
</tbody>
</table>
Summary
December Steering Committee Meeting Agenda

Although the agenda will be developed over the course of the next 5 weeks, we anticipate several key topics will be covered at our next meeting.

Agenda Elements
- Discuss more detailed project timeline including critical path items
- Update on HLC Process
- Update from Finance Committee
- Discuss data availability
- Review revised data request
- Review Functional Team Charters
- Review Regional Team Charters and updates
Next Steps

In order to do the work required to move the project forward and to be prepared to support the Steering Committee meeting in December.

<table>
<thead>
<tr>
<th>Project Management</th>
<th>Communication</th>
<th>Functional Teams</th>
<th>Steering Committee</th>
<th>Regional Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Build a project plan framework</td>
<td>• Form communication team</td>
<td>• Identify leads</td>
<td>• Submit any changes to Guiding Principles</td>
<td>• Build Regional Team</td>
</tr>
<tr>
<td>• Develop critical path</td>
<td>• Build communication plan</td>
<td>• Review and contribute to charters</td>
<td>• Submit any changes to meeting norms</td>
<td>• Review and contribute to draft charter</td>
</tr>
<tr>
<td>• Build management reports</td>
<td>• Begin to execute against communication plan</td>
<td>• Formulate teams</td>
<td>• Review data requests</td>
<td>• Meet with Project Management team</td>
</tr>
<tr>
<td>• Build project management tools</td>
<td></td>
<td>• Initiate HLC and Finance Teams</td>
<td>• Be responsive to needs as they arise</td>
<td>• Review elements of standard data request and provide updates</td>
</tr>
<tr>
<td>• Finalize project charter</td>
<td></td>
<td></td>
<td></td>
<td>• Begin to discuss unique regional opportunities</td>
</tr>
<tr>
<td>• Meet one on one with each Regional Team lead</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Build charter documents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In order to do the work required to move the project forward and to be prepared to support the Steering Committee meeting in December.
Overview
The Steering Committee is chaired by UW System Vice President for Administration Rob Cramer, and the Project Sponsor is President Ray Cross.

President Cross identified key objectives of the restructuring initiative and charged the Steering Committee to sort and identify issues, provide recommendations, and assist in communicating project updates with their institutions and in their regions. He emphasized that restructuring would be a multi-year planning and implementation process and the Committee should identify new opportunities as the project progresses.

The Committee reviewed the proposed planning assumptions, guiding principles, and project structure, as well as identified roles, activities, and communication goals and norms. The Steering Committee initiated discussion on critical path issues and came to a few preliminary decisions as noted below.

Major Areas of Discussion

1. **Steering Committee members asked if UW Colleges curriculum planning efforts should continue. Further discussion was had regarding course scheduling and faculty assignments.**
   A: President Cross confirmed that UW Colleges’ curricular planning should continue for next fall. The restructuring efforts should not interfere with planning at this point in time. Additionally, President Cross stated that class scheduling and faculty assignments for the 2018-19 academic year should continue to be handled by UW Colleges with collaboration with the receiving four-year or research institution.

2. **Shared governance representatives raised the question of how their input would be incorporated and whether President Cross would rethink the Steering Committee group structure.**
   A: President Cross committed to rethinking the group structure if the format does not work and encouraged representatives to continue to raise important issues.

3. **Steering Committee representatives asked about how to proceed with current employee recruitment efforts at both the four-year and research institutions and the UW Colleges.**
   A: The Steering Committee concluded that all recruitment efforts should be handled on an individual basis through a collaborative process within the regional clusters.

4. **County Cooperative Extension contracts are in the process of being signed.**
   A: Institutions should continue with current contractual obligations. However any new contracts post-December 31 should be negotiated through a collaborative process with UW-Madison.

5. **The Steering Committee members asked how athletics at the two-year institutions would proceed.**
   A: President Cross assured the Steering Committee that athletics programs at the two-year campuses would be protected in the restructure. A functional team would be setup to examine what needs to be done to fulfil this objective within NCAA guidelines.
Other Highlights

- The Committee provided feedback to the Planning Assumptions to explicitly state that the primary focus will be on student access and support. Other key focus areas include regional opportunities, and flexibility. Additionally, the point was raised that the System needs new metrics to account for success with the restructure to capture the results of increased regional collaboration, such as the success of transfer students.
- The Committee identified a need to be able to differentiate which issues could be managed locally or regionally and which issues needed to be managed by System. This identification process would be evolving.
- Questions were also raised about how to manage increases in license fees for various systems due to increased students or FTEs. This will be an issue that will need to be addressed by the Committee in the future.

Next Steps

- Vice President Cramer asked Steering Committee members to email Stefan Fletcher at UWRestructuring@uwsa.edu as local issues are being resolved.
- Certain functional teams need to be established and begin immediately. Vice President Cramer will send more information the week of November 13, 2017.
- Dates for future Steering Committee meetings will be sent to committee members the week of November 13, 2017.
- A “flyover” overview of UW Colleges and UW-Extension will be scheduled via teleconference/videoconference for Steering Committee members before the next meeting.
- An update on conversations with the Higher Learning Commission (HLC) will be provided to the Steering Committee.
- The Project Management team will meet face-to-face with regional teams over the next few weeks.

Project Sponsor Decisions

The Project Sponsor confirmed and clarified the following six decisions from the Steering Committee meeting held on November 10, 2017:

1. **Curriculum**: Curricular planning at the two-year institutions should continue to proceed for the 2018-19 academic year. Curricular planning should be done in coordination with the Provost or designee at the receiving four-year or research institution.

2. **Class Scheduling/Faculty Assignments**: Class scheduling and faculty assignments for the 2018-19 academic year should continue to be handled by UW Colleges. Spring 2019 class schedules and assignments should be planned collaboratively with the receiving institution’s Provost or designee.

3. **Steering Committee composition**: The current Steering Committee structure will remain in place, and shared governance representatives are encouraged to continue to participate and raise important issues.

4. **UW Colleges employee recruitment**: Before UW Colleges seeks to fill open faculty positions, coordination and consultation should occur with the Provost (or designee) of the receiving four-year or research institution.

5. **County Cooperative Extension contracts**: UW-Extension should continue to fulfill contractual obligations with counties. Any new contract beyond December 31st should be negotiated through a collaborative process involving UW-Madison.
5. **Athletics:** Athletics programs at two-year institutions will be maintained during the restructure of UW Colleges within NCAA guidelines.

**Additional Decisions**
The Steering Committee Chair has also made the following decision:

1. The Steering Committee Chair will setup three functional teams immediately:
   a. Athletics: to focus on athletics programs at the branch campuses post July 1, 2017.
   b. Student Recruitment: to focus on recruitment planning and coordination in and between the new regional clusters. This team will be led by Chris Navia, Interim Associate Vice President, Student Success.
   c. Accreditation: focusing on HLC and Department of Education processes. This team will be led by Carleen Vande Zande, Interim Associate Vice President, Academic Programs and Educational Innovation.

A functional team lead for athletics will be assigned shortly. A further functional team examining Student Information Systems (SIS) will be established in December. Additional functional teams will be setup on a rolling basis, as needed, by the Steering Committee Chair.