

UW Colleges and UW-Extension Restructuring

Steering Committee Meeting 8

Wednesday, June 13, 2018

9:00 a.m. – 12:00 p.m.

Agenda

Topic	Time	Discussion Lead(s)
Welcome	9:00 – 9:05	Rob Cramer
Updates <ul style="list-style-type: none">• Human Resources• Information Technology	9:05 – 9:30	Jason Beier and Shenita Brokenburr UW System and Huron
Collaborative AAS Project Structure	9:30 – 9:55	Karen Schmitt
HLC Update	9:55 – 10:25	Carleen Vande Zande and Karen Schmitt
Regional Discussion – Access and Transfer	10:25 – 10:55	Greg Summers and Karen Schmitt
Regional Highlights <ul style="list-style-type: none">• Curricular Mapping• Focus Groups	10:55 – 11:25	Greg Summers, UW-Stevens Point Paula Rhyner, UW-Milwaukee
UW-Madison/UW-Extension Update	11:25 – 11:40	Casey Nagy
Restructuring Roadmap/Management Plan	11:40 – 11:55	Huron
Next Steps	11:55 – 12:00	Rob Cramer

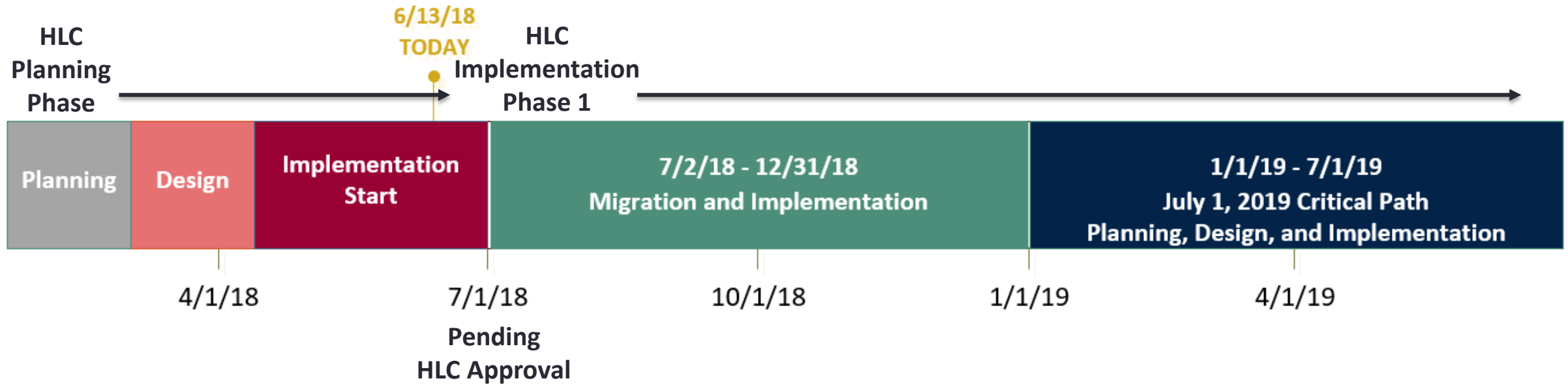
Introduction and Meeting Purpose

We are here today to:

1. Deliver updates in key areas;
2. Provide an overview of the HLC process and deliverables;
3. Share highlights from regions and discuss access and transfer implications; and
4. Offer updates on the UW Restructuring Roadmap and MOU Management Plan.

Timeline

The Restructuring is finishing the HLC Planning Phase as we look forward to the implementation phase.



Human Resources Update

Completed Worksteps	
<input checked="" type="checkbox"/>	Continued biweekly distribution of employee transition lists to Regional Leadership
<input checked="" type="checkbox"/>	Hosted 14 Town Hall Meetings with transitioning employees
<input checked="" type="checkbox"/>	Facilitated biweekly calls and led two-day meeting with HR Directors in Madison
<input checked="" type="checkbox"/>	Outlined strategy and objectives for HR Operational Team and held initial meetings
<input checked="" type="checkbox"/>	Structured HR Transformational Team and outlined strategy roadmap to align with CORE principles
<input checked="" type="checkbox"/>	Distributed initial touchpoint letters to all transitioning employees
<input checked="" type="checkbox"/>	Completing visits to the Receiving Institutions to coordinate and guide HR service delivery under the MOU for 2018-19
<input checked="" type="checkbox"/>	HR Transformational Team met to identify HR functions that can be provided in a value-added centralized way



Upcoming Worksteps	
<input type="checkbox"/>	Receiving Institutions are drafting letters to send to employees and have agreed to send by June 15 th
<input type="checkbox"/>	Continue to meet with Budget, Finance, and IT teams for 2018-19 planning
<input type="checkbox"/>	The Transactional HR Team is planning a half day meeting to confirm assumptions and timeline to successfully transition employees

Information Technology Update

Short-term Objectives (to August 2018)	Status
1) Develop timeline and transition plan for UWC IT support & systems to the RIs	Identified and reviewed types of support and systems related to networking, desktop, and student services tracking systems (i.e. UCard)
2) First mock run of Phase 1 data conversion (July 9)	Development of a base conversion program underway at UW-GB, and will be shared with all RIs the week of June 11 for installation and implementation of first mock conversion at each campus; continuing to fulfill requests for View Only and query access to PRISM SIS for technical teams and functional testers at the RIs; UW-Madison DoIT currently provisioning authorizations to data conversion consulting team for UWC PeopleSoft databases and VPN
3) Test EApp changes with EPCS	Preliminary testing of EApp and EPCS* is currently being coordinated by MILER** resources. Recommendations from EApp Task Force have been shared, where the recommendations do not require any changes to the current version of EPCS, and RIs will not be required to conform to common admission decision and admit type codes, and OPAR***/MILER will provide assistance with cross-walking the RI admission decision and admit type codes to the MAAD**** extract/process

EApp Redesign Task Force – Status Update

Short-term Objectives	Status
<p>1) Push applications from students seeking admission to two-year institutions to the Receiving Institutions for review</p>	<p>Completed – Implemented by August 1, 2018</p> <ul style="list-style-type: none"> • Development • Testing • Production – Ready for summer release
<p>2) Allow students to apply to multiple UW Comprehensive Institutions through one set of application materials</p>	<p>In Progress – Planned and scheduled for 2020-21 admissions cycle</p> <ul style="list-style-type: none"> • Students can select and submit to multiple campuses within one application • UWSA Office for Academic and Student Affairs (OASA) will collaboratively develop advising models and business processes with RIs to ensure success
<p>3) Allow students who are denied admission by one UW Institution to have their applications reviewed and considered for admission by other UW System Institutions</p>	<p>In Progress – Tested in Spring 2019 and implemented for 2020-21 admissions cycle</p> <ul style="list-style-type: none"> • Development and implementation process has been mapped out with collaboration between UW HELP, MAAD, and OPAR • Campuses do not have to change denial codes unless they want to. • UW HELP will assist in advising denied students to find fit at a new campus • OASA will be responsible for provision of policy and analysis of the impact on institutional reporting for RIs related to apps/admissions by August 2019
Long-term Objectives	Status
<p>Oversee a fundamental redesign or replacement of the EApp</p>	<p>Task Force sub-team is being formed to research alternatives</p>

EApp Redesign Task Force – Recommendations

Objective 2 – Students can apply to multiple UW comprehensive institutions using one set of application materials

- Students can select and submit to multiple campuses within one application

Objective 3 – Students who are denied admission by one UW institution can have their applications reviewed and considered for admission by other UW System institutions

1. Receiving Institutions will use their preferred denial and admittance codes and processes
2. OPAR/MILER will map the RI codes to the Multiple Applications and Admissions Database (MAAD) extract/process
3. Facilitated by the MAAD process, UW HELP advisers will work with students who have not been accepted to any institution to suggest other UW institutions that may meet their needs
4. With student approval, UW HELP adviser sends the application to other UW institution(s) via existing EApp processes, and notifies the institution(s) that the student was previously denied. Language will appear originally on the EApp informing applicants of this

SIS – Status Update

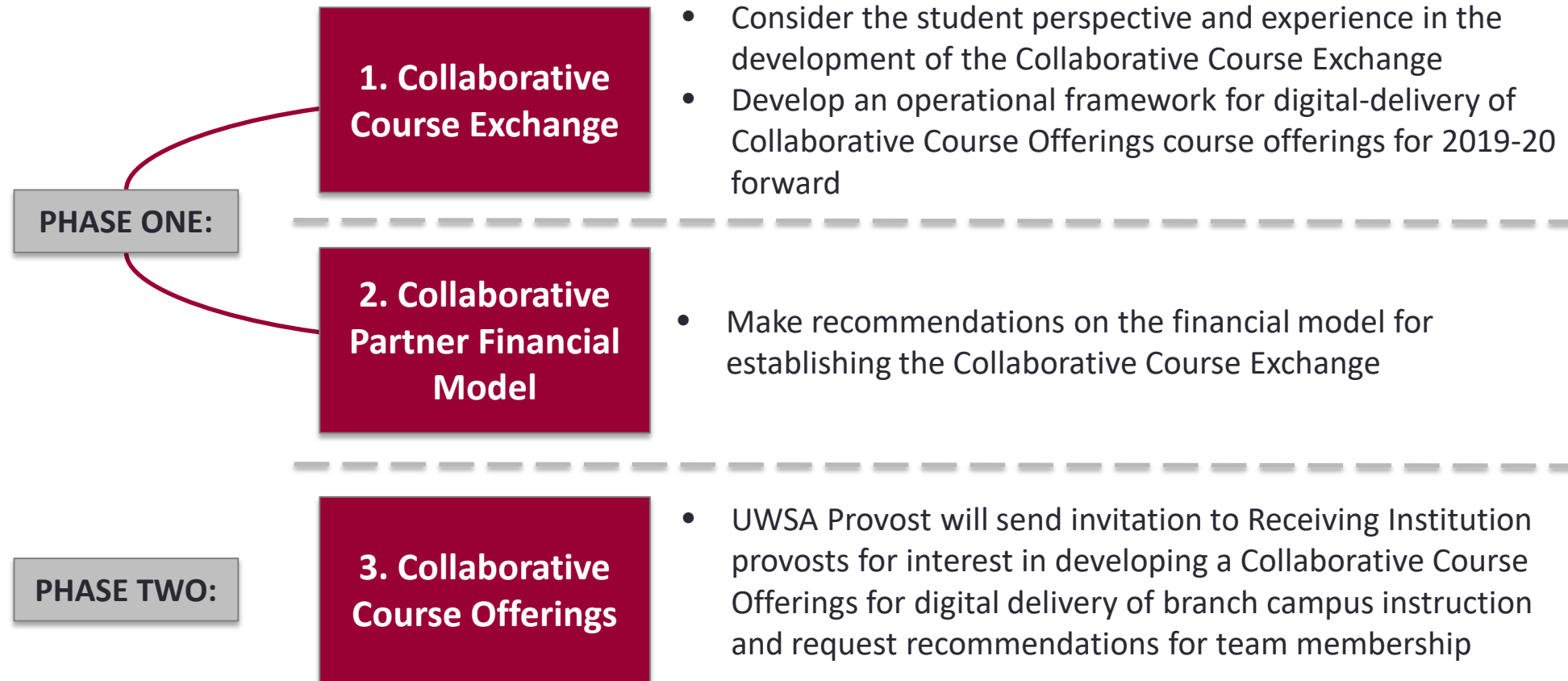
Short-term Objectives	Status
1) Regional Support	<p>Completed</p> <ul style="list-style-type: none"> • All RI kickoff/planning sessions • SIS project plan template for all Receiving Institutions • SIS activity milestone document <p>Work in Progress</p> <ul style="list-style-type: none"> • SIS project management and subject matter expertise <ul style="list-style-type: none"> ✓ UW-Oshkosh, UW-Green Bay, UW-Stevens Point, UW-Platteville • Ad hoc SIS subject matter expertise <ul style="list-style-type: none"> ✓ UW-Whitewater, UW-Eau Claire, UW-Milwaukee
2) SIS Technical Support	<p>Completed</p> <ul style="list-style-type: none"> • On-boarded all technical resources to support design and development <ul style="list-style-type: none"> ✓ Data Conversion ✓ Integrations ✓ Customizations/Reports
Long-term Objectives	Status
Planning and integration support of the SIS branch campuses to the 4-year UW institutions - Receiving Institutions	Teams are deployed across receiving institutions to support the deployment of SIS activities

SIS – Status Update

Short-term Objectives	Status
3) Data Conversion	<p>Completed</p> <ul style="list-style-type: none"> • Conversion Strategy and Approach document <p>Work in Progress</p> <ul style="list-style-type: none"> • PRISM to RI Conversion Data mapping (UW-Oshkosh, UW-Green Bay, UW-Stevens Point, UW-Platteville) <ul style="list-style-type: none"> ✓ Bio/Demo ✓ Admissions ✓ Student Enrollment history
4) Academic Structure and Tuition Model	<p>Completed</p> <ul style="list-style-type: none"> • Academic structure model • SIS Tuition Approach, Models and Options document <p>Work in Progress</p> <ul style="list-style-type: none"> • Review and analysis of SIS Tuition approach, models, and options
Long-term Objectives	Status
Planning and integration support of the SIS branch campuses to the 4-year UW institutions - Receiving Institutions	Teams are deployed across receiving institutions to support the deployment of SIS activities

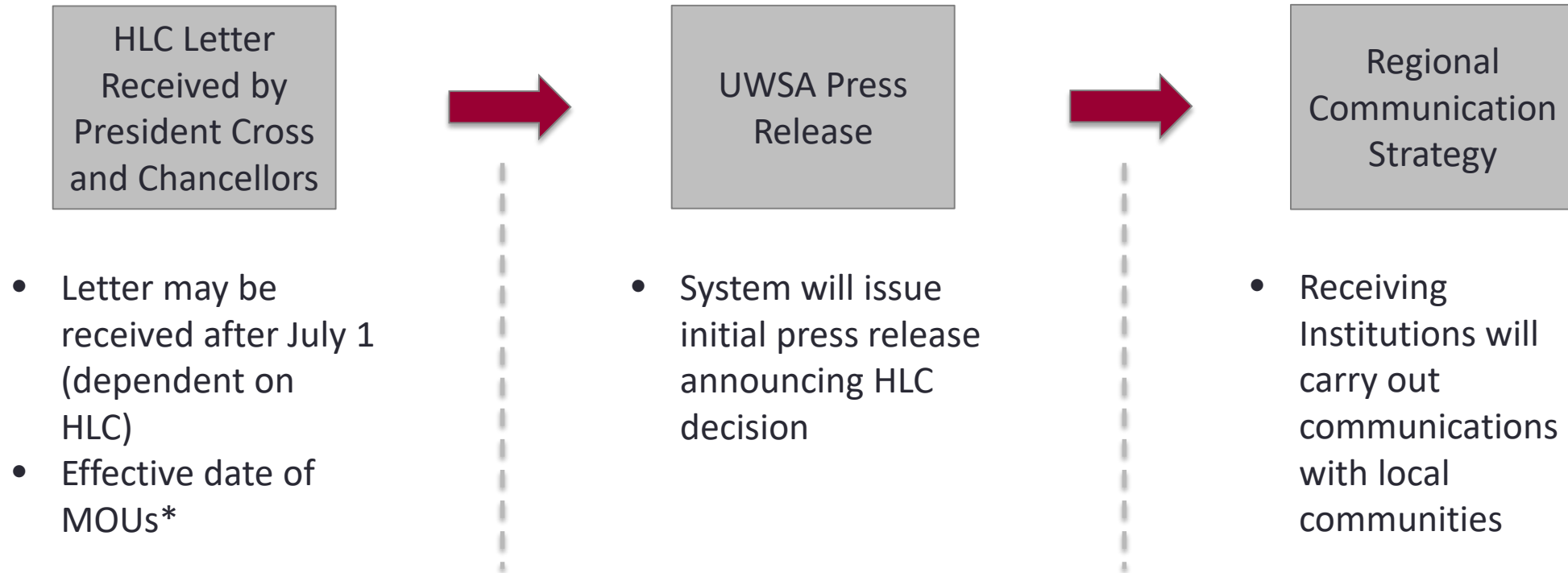
Collaborative AAS Project Structure

Efforts to develop the Collaborative Course Offerings and Collaborative AAS program will be carried out in two phases.



Higher Learning Commission Timeline

The Higher Learning Commission (HLC) is expected to render a decision regarding the UWCX Restructuring Project around July 1, thus transferring the responsibility of HLC compliance to the Receiving Institutions.



Higher Learning Commission Guidelines

The following guidelines exist regarding reception and announcement of HLC's decision:

- The HLC decision letter must be received by UW System before decision is official
- No external communication of decision will be made until HLC letter is received
- UW System will communicate with Receiving Institutions regarding press releases
 - System will issue initial press release
 - All press releases should be coordinated across the System
- If any of the above changes, Chancellors' offices will be contacted

Regional Discussion – Access & Transfer

Three of the five core objectives introduced from the beginning of the Restructuring regard expanding access for two-year students and enhancing opportunities to transfer credits across System.

RESTRUCTURING CORE OBJECTIVES	
1.	Maintain and expand access to higher education at the two-year campuses
2.	Identify and reduce barriers to transferring credits within the UW System
3.	Maintain affordability and continue current tuition levels at the two-year campuses post-integration
4.	<i>Further standardize, consolidate and regionalize administrative operations and services</i>
5.	<i>Leverage resources and shared talent at our institutions</i>



TODAY'S ISSUES
<ul style="list-style-type: none">• Where are the opportunities to maintain and expand access through the Restructuring?<ul style="list-style-type: none">- Transfer agreements for 2019-20 and beyond• How can we improve transfer outcomes to support this mission?

Access and transfer to higher education in Wisconsin is influenced by many factors to include prior academic achievement, financial realities, program flexibility, institutional collaboration, geography, etc.

Regional Highlights – Curricular Integration

Successful integration of the two-year courses into the UWSP catalog required a curricular mapping process to identify commonalities and variation in course objectives, learning outcomes, sequencing, etc.

Curricular Mapping at UW-Stevens Point	
1.	Develop schedule to develop common course catalog
2.	Identify relevant policies
3.	Create task list for departments and committees
4.	Identify current transfer agreements and transfer practices
5.	Develop expedited curricular change process
6.	Develop a course-scheduling plan
7.	Investigate current time blocks for all campuses
8.	Revise above as necessary



Colleges	UWSP	Outcome
HIS 100	FYS 1XX	New UWSP Course
HIS 101	HIST 176	UWSP Equivalent
HIS 111	HP 1XX	Not Included
HIS 161	HIST 101	UWSP Equivalent
HIST 214	HP 2XX	New UWSP Course
HIS 215	HP 2XX	Not Included
HIS 218	HIST 315	Department “Topics”

The integration of the UW Colleges curriculum resulted in one of four outcomes to include assignment as a (1) new UWSP course, (2) current UWSP equivalent course, (3) department “topics” array, or (4) not included in the UWSP course catalog.

Regional Highlights – Focus Groups

UW-Milwaukee has been conducting focus groups regarding the Restructuring in order to further involve community stakeholders in their region.

Purpose

- Meet with community stakeholders in Waukesha and Washington Counties to engage in a dialogue about the Restructuring
- Engage in focused discussions about the UWM Restructuring to join UW-Waukesha (UWW) and UW-Washington County (UWWC) with UWM
- Invite community stakeholders to share their thoughts on UWM assuming responsibility for UWW and UWWC
- Obtain input on perceptions of UWM, UWW and UWWC and their role in their respective communities; expectations of the Restructuring; workforce development needs; recommendations to enhance the success of the Restructuring, relative to the needs of the communities

Target Audience

- Business leaders
- Education leaders
- Employees of local businesses
- School district employees
- County residents
- Alumni of UWM and the UW Colleges

Regional Highlights – Focus Groups

UW-Milwaukee is using information gleaned from focus groups to shape its path forward and ensure that the community's needs will be met through the Restructuring.

Method

- Collaboration between UWM Office of University Relations and Communications and leaders of the business community in each county to identify potential participants and to schedule focus group meeting dates, times, and locations
- Discussions led by Tom Luljak, UWM Vice Chancellor for University Relations and Communications
- 90-minute session beginning with an overview of the Restructuring, followed by discussion of various topics concerning UWW and UWC
- Request for input on new brand identification and logos under consideration
- Detailed notes prepared following each meeting and shared with the lead team for the UWM Restructuring Project

Use of Focus Group Input for Regional Planning

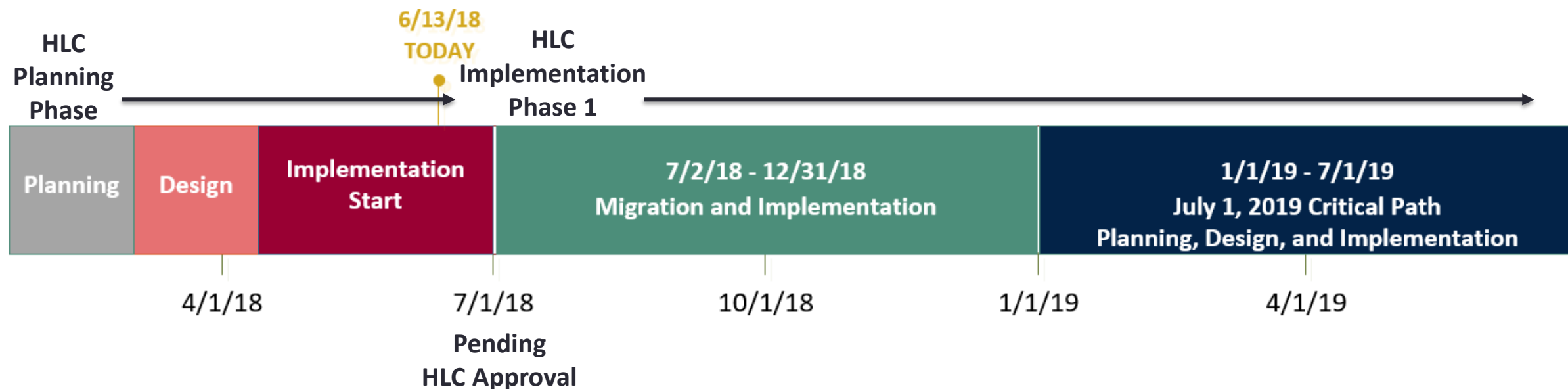
- Shared input with UWM Chancellor, administrators and Functional Team leads to guide decision-making on issues pertaining to the Restructuring
- Reviewed input to identify areas of strength that can be built upon and expanded
- Reviewed input to identify immediate, short-term and long-term needs within each community that can be addressed effectively via the Restructuring
- Planned for additional focus group meetings to continue discussions

UW-Madison/UW-Extension Update

- Casey Nagy -- *Consultant, Vice Chancellor for Research and Graduate Education, UW-Madison*

Restructuring Roadmap

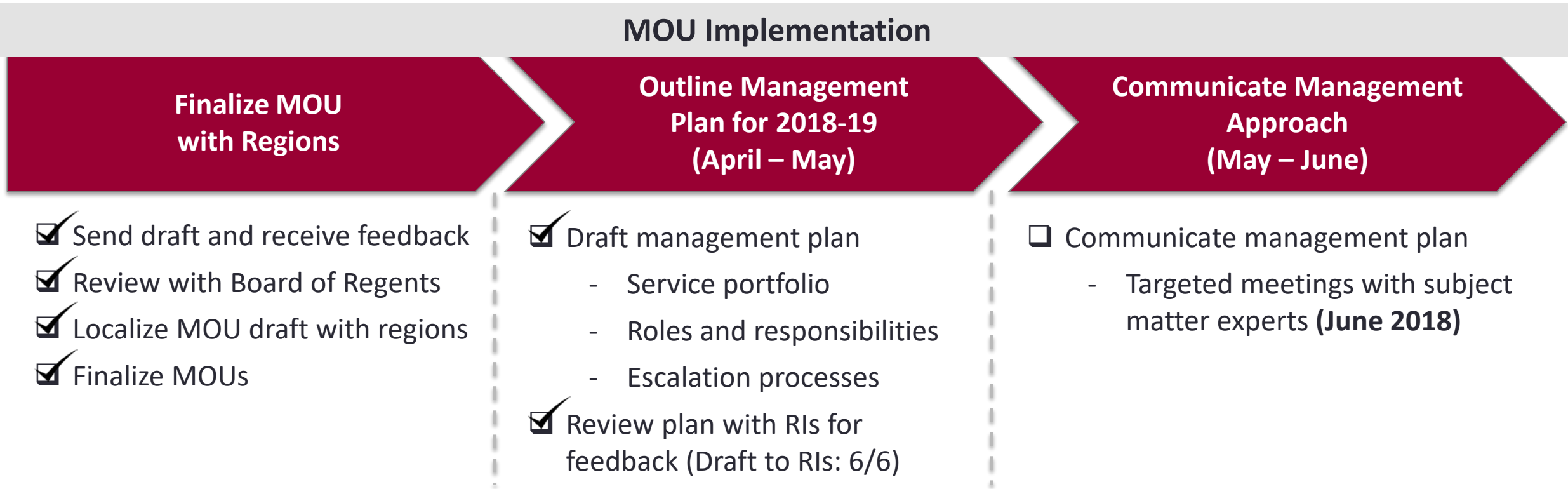
As we look forward to the next phase, the Restructuring Roadmap will be extended to December 2018.



Today's Afternoon Meeting
Validate Restructuring Roadmap Through December 2018
Communications Roadmap

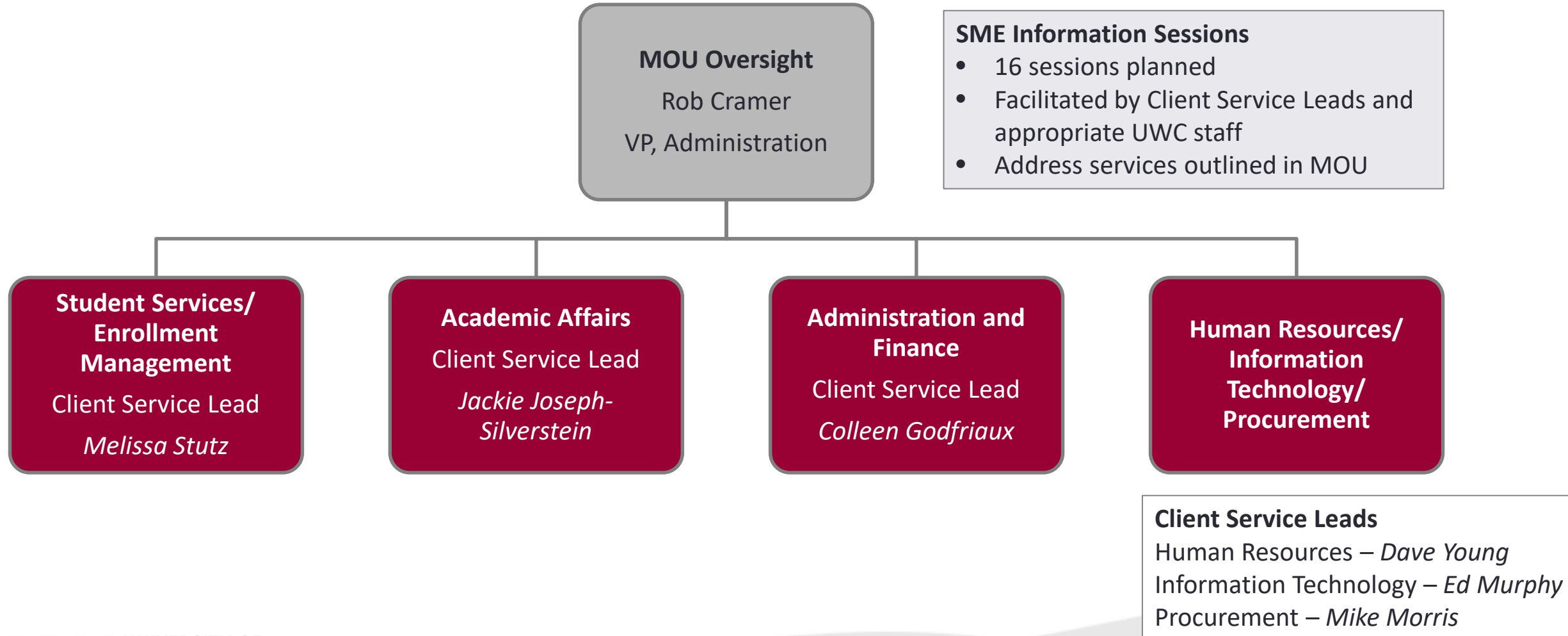
MOU Timeline

The MOU timeline is outlined below:



Subject-Matter Expert Information Sessions

Subject-matter expert meetings will be led by client service leads and address services included in their portfolios.



Next Steps

Before the next Steering Committee Meeting, we will be preparing to move into the Implementation Phase.

- Surface risks that may impede the completion of deliverables as required by HLC
- Refine project plan according to implementation progress
- Prepare for transition of services as described in MOUs

The next Steering Committee Meeting is Friday, July 20, 2018, at the Pyle Center.



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – June 13, 2018

Overview

The key objectives of the May 17, 2018, Steering Committee meeting were to share updates and recommendations from Functional Teams; identify and discuss pending milestones and issues; provide an overview of the MOU Management Plan; discuss the upcoming work related to Online and Collaborative AAS; receive an update on the UW Restructuring Roadmap. Regional and Functional Teams were again encouraged to escalate issue items for decisions.

Major Areas of Discussion

Human Resources Work Steps and Communications

Since the last Steering Committee meeting, UW Colleges Human Resources team has completed visits to the Receiving Institutions to coordinate and guide HR service delivery under the MOU for 2018-19; and the HR Functional Team HR Transformational Team met to identify HR functions that can be provided in a value-added centralized way.

Upcoming work steps include:

1. Receiving Institutions are drafting letters to send to employees and have agreed to send by June 15th
2. Continue to meet with Budget, Finance, and IT teams for 2018-19 planning
3. The Transactional HR Team is planning a half day meeting to confirm assumptions and timeline to successfully transition employees

Information Technology

The short-term objectives (to August 2018):

1. Develop timeline and transition plan for UWC IT support & systems to the RIs
2. First mock run of Phase 1 data conversion (July 9)
3. Test EApp changes with EPCS

The IT Functional Team identified and reviewed types of support and systems related to networking, desktop, and student services tracking systems (i.e. UCard). Development of a base conversion program is underway at UWGB. It was shared with all RIs the week of June 11 for installation and implementation of first mock conversion at each campus. Preliminary testing of EApp and EPCS is currently being coordinated by MILER resources.

The existing fee structure will stay in place but will be revisited for the 2019-20 application period (starting August 1, 2018). July Steering Committee recommendation to further discuss the denial process regarding the role of UW Help and receiving institutions.

EApp

Three major short-term objectives:

1. Push applications from students seeking admission to two-year institutions to the Receiving Institutions for review
 - a. Status: Completed – Ready for summer release
2. Allow students to apply to multiple UW Comprehensive Institutions through one set of application materials
 - a. Status: Final Stages – On track to meet August 1st deadline
3. Allow students who are denied admission by one UW Institution to have their applications reviewed and considered for admission by other UW System Institutions
 - a. Status: Final Stages – On track to meet August 1st deadline
 - b. Background: Development and implementation process has been mapped out with collaboration between UW HELP, MAAD, and OPAR. Campuses do not have to change denial codes unless they want to. UW HELP will



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – June 13, 2018

assist in advising denied students to find their fit at a new campus.

Three long-term objectives:

1. Oversee a fundamental redesign or replacement of the EApp planned for July 1, 2018 (subject to HLC approval) with an operational beginning August 1, 2018.
2. Students can apply to multiple UW comprehensive institutions using one set of application materials. The implementation will be planned and scheduled for the 2020-2021 admission cycle under the continuing leadership and supervision of the AVP for Student Success.
3. Students can apply to multiple UW comprehensive institutions using one set of application materials. Soft roll-out planned for Spring 2019 with full implementation by August 2019 for the 2020-2021 admission cycle.

Student Information Systems (SIS) – Status Update

Four objectives:

1. Regional Support
 - a. Completed:
 - i. All Receiving Institutions kickoff/planning sessions
 - ii. Provided SIS project plan template to all RIs
 - b. In-progress:
 - i. SIS project management and subject matter expertise: UW Oshkosh, UW Green Bay, UW Steven Point, UW Platteville
 - ii. Ad hoc SIS Subject matter expertise: UW Whitewater, UW Eau Claire, UW Milwaukee
2. Academic Structure & Tuition Model
 - a. Completed:
 - i. Academic structure model
 - ii. SIS Tuition Approach, Models and Options document
 - b. In-progress:
 - i. Review and analysis of SIS Tuition approach, models, and options
3. Data Conversion
 - a. Completed:
 - i. Conversion Strategy and Approach document
 - b. In-progress:
 - i. Approach for data migration from PRISM to RI SIS including initial data mapping for: Bio/Demo, Admissions, Student Enrollment history
4. SIS Technical Support
 - a. Completed:
 - i. Academic structure model
 - ii. SIS Tuition Approach, Models and Options document
 - b. In-progress:
 - i. Review and analysis of SIS Tuition approach, models, and options

The long-term objective of the SIS Functional Team is planning and integration support of the branch campus SIS's to the four-year Receiving Institutions. Teams have been deployed across receiving institutions to support SIS activities.

Further clarification is needed to discuss varied interpretations on tuition decision paper #21.



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – June 13, 2018

UW Online Collaborative Review

Efforts to develop the Collaborative Course Offerings and Collaborative AAS program will be carried out in two phases.

Phase One:

1. Collaborative Course Exchange – Consider the student perspective and experience in the development of the Collaborative Course Exchange, and develop an operational framework for digital-delivery of Collaborative Course Offerings course offerings for 2019-20 forward
2. Collaborative Partner Financial Model – Make recommendations on the financial model for establishing the Collaborative Course Exchange

Phase Two:

3. Collaborative Course Offerings – UWSA Provost will send invitation to Receiving Institution provosts for interest in developing a Collaborative Course Offerings for digital delivery of branch campus instruction and request recommendations for team membership

The goal of these work groups is to expand its role and help enable the system to offer more online and adult focused education. Looking at the program as more of a common course exchange to increase access for students and and facilitate transfer of credits across the system. Will review the RI work group member nominations.

Higher Learning Commission Timeline

The Higher Learning Commission (HLC) is expected to render a decision regarding the UWCX Restructuring Project around July 1, thus transferring the responsibility of HLC compliance to the Receiving Institutions. The following guidelines exist regarding reception and announcement of HLC's decision:

- UW System leadership and chancellors will be notified of the decision by a letter from HLC
- No external communication of decision will be made until HLC letter is received
- UW System will communicate with Receiving Institutions regarding press releases
 - System will issue initial press release
 - All press releases should be coordinated across the System
- If any of the above changes, Chancellors' offices will be contacted

Regional Priorities Discussion

Access and Transfer: Access and transfer to higher education in Wisconsin is influenced by many factors to include prior academic achievement, financial realities, program flexibility, institutional collaboration, geography, etc. Students transferring from two-year colleges with high transfer-out rates and high transfer-with-award rates tend to graduate with a baccalaureate degree within six years at a higher rate when compared to colleges with lower rates. From a Regional Perspective:

- Where are the opportunities to maintain and expand access through the Restructuring?
 - Transfer agreements for 2019-20 and beyond
- How can we improve transfer outcomes to support this mission?

Discussion was expressed on defining "access" to build consistency across the system, needing to work collaboratively on course equivalency for curricular integration to reduce transfer barriers in line with project objectives.

UW-Stevens Point discussed its curricular integration. Their integration of the UW Colleges curriculum resulted in one of four outcomes to include assignment as a (1) new UWSP course, (2) current UWSP equivalent course, (3) department "topics" array, or (4) not included in the UWSP course catalog.



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – June 13, 2018

UW-Milwaukee has been conducting focus groups regarding the Restructuring to further involve community stakeholders in their region. They are using the information from the focus groups to shape its path forward and ensure that the community's needs will be met through the Restructuring.

UW-Extension Update – UW-Madison

General Updates:

- Continuing work on its MOUs for service units of UW-Extension being transferred to it.
- Mapping out plans for transition
- Identifying processes that need modification so that they align with UW-Madison processes
 - This addresses business models that need to be revised
 - Working with partners to understand the expectations and standardize processes

Restructuring Roadmap and HLC Deliverables

The Restructuring Roadmap is the summary output of the planning and design phases. It is a master plan for restructuring activities, provides clear reference and guidance for activities through August, was developed with Regional and Functional representation, and is a “living document” which will be updated and revised as needed.

Since the development of the Roadmap, Regional and Functional Teams have completed several deliverables and achieved milestones necessary for a successful completion of the Restructuring project. Completed activities outlined in the HLC application include:

- Vision for integrated campuses
- Plan to hire branch administrator
- Plan for oversight of instruction at branch campuses
- Shared governance model draft
- Final regional organization charts

Each region has addressed activities which will establish the foundation necessary for fully integrating the branch campuses into the receiving institutions upon completion of the 2018-19. Regional and Functional Teams are on track to achieve milestones. Those linked to the HLC application may require a presentation of evidence that shows that they have achieved.

Upcoming deliverables outlined in the HLC application include:

- June 15 - Submit Department of Education Financial Aid Application
 - Responsibility of: Regions
- July 1 - Link academic oversight of instruction processes to RI
 - Responsibility of: Regions
- July 1 - Plan for merger of curriculum and course schedule for 2018-19
 - Responsibility of: Regions
- July 1 - Join 2017-18 UW Colleges catalog with that of RIs
 - Responsibility of: Regions
- July 1 - Align institutional research structure
 - Responsibility of: Regions
- July 30 - Complete student learning outcomes evaluation
 - Responsibility of: Regions



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – June 13, 2018

Evidence of milestones and deliverables identified within the HLC application may be subject to review by HLC as part of the restructuring process or during institutional accreditation processes.

MOU Management Plan

The management plan clarifies the day-to-day operational plan for provision of services included in the MOU. The MOU outlined service provisions/functions for Fiscal Year 2019; was customized for each campus; and established guidelines for employee and budget transitions. The MOU Management Plan addresses:

- Administrative Oversight
- Management Team and Roles
- Service Provision and Portfolios
- Management Processes and Protocols
- Escalation Processes
- Transition of Services

The MOU timeline covers activities in preparation for July 1, 2018. To-date, Regional MOUs have mostly been finalized and an MOU Management Plan has been drafted. Next steps include reviewing feedback from the Receiving Institutions on the draft management plan and communicate the finalized management plan in targeted meetings with subject matter experts by

Subject-Matter Expert Information Sessions

Subject-matter expert meetings will be led by client service leads and address services included in their portfolios.

SME Information Sessions:

- 16 sessions planned
- Facilitated by Client Service Leads and appropriate UWC staff
- Address services outlined in MOU

Next Steps

Before the next Steering Committee Meeting, the Regions will be preparing to move into the Implementation Phase.

- Formal written notice will be delivered to the Chancellors and System President regarding HLC decision
 - UWSA will send a reminder to Chancellors not to preempt decision with communications
- Ensure HR communications have a wider distribution to include provosts
- Provide further clarity on decision paper #21 regarding tuition.
- Updated tenure track guidance through the Provosts office
- Follow up on access and transfer for further policy discussion
 - Open access mission beyond definition
- Discuss denial process in more detail
 - Involvement of OPAR to further discuss in detail

The next Steering Committee meeting is on **Friday, July 20, 2018 at 9:00 a.m. in the Lowell Center.**