

University of Wisconsin-Milwaukee Institutional Statement

Part B: Transactional Documents

Item 2: Governance Documents

Overview:

UW-Milwaukee (UWM) will approach the restructuring in two phases.

1. The initial phase is aimed at the change of structure for UW-Waukesha (UWW) and UW-Washington County (UWWC) on July 1, 2018 and assuring continuity of programs, academic integrity, governance, and planning in compliance with HLC criteria. In this phase, UWM seeks to accomplish the transfer of control using as much of the existing structures and policies as possible. Since UWW and UWWC are HLC-approved branch campuses of UW Colleges (UWC), structures and processes currently exist at these campuses for assuring integrity and quality of the programs. Continuity of operations such as academic offerings, personnel, student and facilities services will be maintained in the 2018-19 academic year:
 - to enable students at the two branch campuses to progress toward completing their degrees,
 - to assure compliance with the Criteria for Accreditation, and
 - to maintain federal compliance programs.

The tenured and tenure-track faculty and the budgeted support staff at the branch campuses will continue in their positions and functions. The main change in this phase is that these two campuses will become branch campuses of UWM. Since all of these institutions have the same governing board (the University of Wisconsin Board of Regents), the same Regent policies apply to each campus.

2. The second phase of the restructuring, after July 1, 2018 leading up to July 1, 2019, will be to develop a shared vision of a new, regional campus collaboration that capitalizes on the opportunities that restructuring presents for combining the strengths of UW-Waukesha, UW-Washington County and UW-Milwaukee. In the second phase, the work will be led by the UWM Regional Campus Transition Committee (<http://uwm.edu/uw-colleges-restructuring/>), which includes a number of functional teams with membership drawn from UWM, UWW, and UWWC as well as others (such as community representatives from Waukesha and Washington counties).

Branch Campus Governance

In the initial phase of the restructuring of UWW and UWWC as branch campuses of UWM, the regional model developed in 2014 by the UW Colleges will be extended to UWW and UWWC in their relationships with UWM. This model has the following features:

- Currently, the campus administrator at UWW functions as the academic lead and the campus administrator at UWWC functions as the lead for student affairs at both branch

campuses. Beginning July 1, 2018, the academic lead will report to the Provost (similar to all the Deans of the schools/colleges currently at UWM), and the student affairs lead will report jointly to the Provost (for academic advising) and to the Senior Student Affairs Officer at UWM. This extends the current arrangement in the Southeast Region of UWC.

- For planning and governance purposes, the two branch campuses will be considered as one college within UWM (which has 14 schools/colleges). Currently, the Dean of each school/college is responsible for the budget and academic planning within the unit in the context of institutional goals and planning processes. The school/college level plans are subject to approval by the Provost. The same model will be extended to the new college comprising of the branch campuses. In spring 2018, all approvals for creating a new college within UWM, including the approval by the Board of Regents, will be sought. See <http://uwm.edu/schools-colleges/> to view schools/colleges.

Integration of Branch Campus Faculty, Staff, and Students into Governance

Governance for faculty, academic staff, university staff, and students at the branch campuses will be integrated with governance at UWM.

- Faculty and staff participation in UWM governance committees including the Faculty Senate, Academic Staff Senate, and the University Staff Council will be determined in the same way as it is for all existing schools/colleges and faculty divisions at UWM. For example, the number of faculty senators is determined in proportion to the number of faculty in each division. Since the elections for the committees occur in the spring semester (prior to the transfer of control), an ad hoc arrangement will be made to include faculty and staff in the branch campuses in the committees for 2018-19 with representatives elected by the faculty and staff at the branch campuses. See <http://uwm.edu/secu/governance/> to view UWM governance committees.
- UWM and UWWC have existing committee structures. These would function as college/department level committees that exist at UWM currently. These committees will provide input/oversight on curriculum, assessment, academic integrity, personnel matters, and planning. Appendix I contains a listing of the committees that exist at UWM and UWWC for 2017-18.
- At UWM, faculty are also organized into four Divisional Committees which establish divisional criteria for tenure and promotion, and participate in the process by reviewing the faculty portfolio and rendering recommendations to the Dean of the school/college. At the initial phase, the faculty at the branch campuses will be organized into their own Division (approval for the addition of another division is planned in the Spring semester by the UWM Faculty Senate) in order to provide continuity of operations as of July 1, 2018. See <http://uwm.edu/secu/faculty/divisional/> to view divisional committees.

Documentation

Appendix I: UWC and UWWC Committees

Tenure and Promotion

The UWM process for approval of tenure and promotion of faculty will be extended to the branch campuses. The initial decision is made by the executive committee of the department (or the school/college if the school/college is non-departmentalized). Upon a positive recommendation, the file is forwarded to the Dean who will seek the advice of the appropriate Divisional Committee prior to forwarding the file for campus-level review by the Provost. The Board of Regents must approve all tenure appointments. The existing committees at UWW and UWWC for review of faculty for tenure and promotion will function as the departmental executive committees in the first phase (2018-19) using the current tenure and promotion criteria applicable for faculty at these campuses (which are different than the criteria at UWM). The faculty at UWW and UWWC will elect their divisional committee to function in the role of UWM Divisional Committees in the tenure and promotion process. The academic lead for the new college will function in the role of the Dean and forward the tenure/promotion file to the UWM Provost for institutional approval.

These arrangements ensure an equitable representation in governance by the branch campuses in comparison with the existing schools/colleges at UWM. Based on the work of the functional teams of the UWM Regional Campus Transition Committee, appropriate changes to UWM governance documents will be made following the internal approval processes.

Academic Integrity

As noted in UWM's Academic Approval Matrix, all actions related to curricular matters are initiated by faculty and are reviewed by school/college-level and campus-level faculty governance committees prior to approval. This applies to all new courses, degree or certificate programs and sub-majors as well as to changes to degrees, sub-majors, certificates, and courses. New degrees also require the approval of the Board of Regents. The multilevel process helps ensure that UWM's academic offerings are consistent with the mission, and programs have sufficient faculty strength and institutional support. The existing committees in the branch campuses will function as the school/college level committees in this process. The tenured and tenure-track faculty and the budgeted support staff at the branch campuses will continue in their positions and functions. See http://www4.uwm.edu/secu/docs/other/S_0.5_Academic_oval_Matrix.pdf to view UWM's academic approval matrix.

UWM is authorized to offer bachelors, masters, specialist, and doctoral degrees. UWC has been authorized to offer associates degree and one bachelor's degree. In a separate change request, UWM will seek the approval for adding the associate's degree to its program offerings.

Documentation

See Appendix G - UW-Milwaukee for Appendix II: UWM Academic Approval Matrix.

Item 7: Organizational Charts

As mentioned in the Overview section above, the two branch campuses will be considered as one college within UWM (which has 14 schools/colleges). Currently, the campus administrator at UWW functions as the academic lead and the campus administrator at UWWC functions as the lead for student affairs at both branch campuses. Beginning July 1, 2018, the academic lead will report to the Provost (similar to all the Deans of the schools/colleges currently at UWM), and the student affairs lead will report jointly to the Provost (for academic advising) and to the Senior Student Affairs Officer at UWM. The current director of facilities planning and management located in UWW will continue to provide this function at the two branch campuses and will report to the Vice Chancellor for Finance and Administrative Affairs or designee. This extends the current arrangement in the Southeast Region of UWC. Administrative functions (finance, accounting, budgeting, safety), which are currently provided from the central UW Colleges administration, will be assumed by the Division of Finance and Administrative Affairs at UWM.

Documentation

See Appendix G - UW-Milwaukee for Appendix III: Current organizational chart for UWM and the proposed organizational chart for oversight of UWW and UWWC campuses in 2018-19.

Part C: Institutional Statements

Item 1: Alignment of Missions

Although the nature of the two institutions are different, there is excellent alignment of the mission of the UW Colleges with that of UW-Milwaukee. The elements articulated in the mission statement of the UW Colleges are a subset of those found in the mission statement of UW-Milwaukee. The mission of the UW Colleges includes the following elements:

- High quality educational programs
- Preparing students for success
- Providing education that is accessible and affordable
- Serving the people of the state and the communities that support its campuses

The mission of UW-Milwaukee includes these aspects in addition to its specific mission related to its status as a doctoral institution with a Carnegie classification of Highest Research Activity. UW-Milwaukee is also recognized by the Carnegie Foundation as being among the top national universities for community engagement.

In Appendix IV, the highlighted sections from the two mission statements demonstrate the mission alignment. As such, there is no need for any change to the mission of UW-Milwaukee as it assumes control of UW-Waukesha and UW-Washington County.

Documentation

See Appendix B for mission statements of UWM and UWC.

Item 2: Continuity of Educational Programs

For the 2018-19 academic year, the program and course offerings at the branch campuses will continue in the same way they have in the past couple of years. There are 68-tenured/tenure track faculty currently in the branch campuses that are expected to continue in their positions. Additionally, budget allocations include funds for hiring adjunct instructors at the levels appropriate for the expected enrollments in 2018-19. Current advising and counseling staff, library staff, and other instructional and student support professionals will continue to perform their regular duties in 2018-19. During the next academic year, the work of the UWM Restructuring Committee and its functional teams will inform the optimal ways to combine the strengths of the main and branch campuses to maintain the educational programs at the branch campuses.

At the present time, UWM is not authorized to offer an Associate degree. A separate change request will be submitted for the approval to offer the Associate of Arts and Science degree at the UWW and UWWC branch campuses. The current intention is to offer the Associate degree only at the branch campuses. It is anticipated that the curriculum, faculty, evaluation, and financial aspects of the Associate degree programs will remain as they currently are as programs of UW Colleges. The assessment and evaluation processes will be aligned with such processes at UWM. The enrollment planning will be included as part of UWM's Strategic Enrollment Plan. Resources such as facilities, library, and student services currently existing at the branch campuses will be maintained.

Additionally, a change request to HLC will be submitted in the spring semester of 2018 to add the BAAS degree to UWM's program array.

Initially the faculty at the branch campuses will continue to offer and teach the courses needed for the associate and BAAS degrees. After obtaining approval of the change of structure of the branch campuses, teams of main and branch campus faculty will work together to align the curricula and courses to streamline the course offerings and expand the offerings to students at all three campuses.

UWM's approach to assessment of student learning in academic programs is rooted in the philosophy that meaningful and rigorous evaluation by faculty is the key to assessing and improving student achievement. The faculty in each degree program have developed learning goals/outcomes unique to the program consistent with faculty judgment and informed by disciplinary norms. Programs that have specialized accreditation have learning outcomes consistent with accreditation standards. The program learning outcomes are mapped to the Shared Learning Goals adopted by the UW Board of Regents where possible. Faculty members in each program determine how the learning outcomes are assessed in the program. Assessment strategies and methods, curricular locations for collecting assessment data, analyzing assessment data, and making improvements based on the analysis are activities under the purview of the program faculty. Relevant summary information from these processes is gathered centrally in a web-based assessment information management system.

In general, the assessment processes in the programs employ standard practices used in higher education involving the following steps taken by program faculty:

- formulation and articulation of student learning outcomes
- identification of the places in the curriculum where the outcomes are developed
- identification of sources of assessment data
- setting the criteria for acceptable levels of achievement of the outcomes
- establishing priorities for assessment of student learning outcomes in a given academic year
- evaluating assessment data and drawing conclusions from the analysis
- developing and implementing action plans as necessary (based on information from assessment processes and/or from other sources)

The assessment processes in the UW Colleges parallel this approach. The assessment processes used in the UWW and UWWC campuses will be continued in 2018-19 with support services provided under an MOU to be developed for support of assessment activities and student data with central UW Colleges services. During 2018-19, work will be undertaken to integrate the assessment processes at the branch campuses with those at the main campus. It is anticipated that the integration will happen in a seamless way given the guiding principles and strategies employed are similar. The program assessment processes will also extend to the assessment of general education at all campuses.

As mentioned in the Overview section, UWM Academic Approval Matrix (Appendix II) will be followed for curricular and program oversight at the branch campuses. The committees at the branch campuses (see Appendix I) will function as department/school level committees per the approval matrix.

The program reviews at the branch campuses will be integrated with the program review schedule at UWM. The program review for branch campus programs will reflect the same policies and processes as those of the main institution.

Item 4: Post-Restructuring Enrollments

Post-restructuring enrollments are presented in the UW System Statement Item 5.

Enrollment at the Waukesha and Washington County campuses are on a declining trend. It is projected that the enrollment in Fall 2018 will be about 10% lower at both campuses. As such, there is no anticipation that additional sections will be needed at the branch campuses in 2018-19. The current marketing and recruitment activities for the branch campuses are described below and will continue for recruiting the Fall 2018 class at each campus. If fewer sections are needed at the branch campuses in 2018-19, hiring fewer adjunct instructors will occur.

Marketing

The UW Colleges marketing and enrollment office provides all marketing in support of enrollment for UW-Waukesha and UW-Washington County with the primary goal of

maintaining or increasing applications. The UW-Waukesha and UW-Washington County target market is defined by zip code and generally covers a 40-60 mile radius around the campus. The three major components of the strategic marketing plan are:

- General awareness campaigns to produce prospect leads
- Support of four campus preview events
- Advertising to drive application activity for the fall, spring, winter, and summer terms.

These components are supported by the following marketing activities: digital marketing, social media, online video, search engine marketing, streaming radio, local radio, billboards/transit, direct mail, email marketing, publications, television, and local/sponsorship opportunities.

Recruiting

The statewide recruiting office provides high school recruitment for the 13 campuses. The College Resource Counselor assigned to the UW-Waukesha and UW-Washington County campuses provides direct services to approximately 60 high schools from September – May. The services include: high school visits, college planning presentations, application workshops, college fairs, junior/senior planning events and admission counseling to students. A successful core component is to assist the students in a college-neutral way, via college, major, and career exploration processes, while also communicating what the UW-Waukesha and UW-Washington County campuses has to offer. From June-August the College Resource Counselor works directly with students to complete applications and move students from applicant to admit within a shortened timeframe.

The functional team on enrollment management will review the marketing and recruitment activities at the branch campuses and the Chancellor’s Enrollment Management Action Team will oversee these functions.

Item 5: Revised Enrollment and Recruitment Projections

Revised enrollment and recruiting projections for each institution following the transaction by semester and modality are presented in the UW System Statement Item 5.

Item 7: Revised Planning Processes

The planning and budget development at UWM is achieved through processes that involve a broad range of constituencies. In each school/college, the process is led by the Dean who consults with the school/college academic planning committee. The Provost provides the guidelines and framework for the development of the budget for the next fiscal year as well as a rolling projection over a few years. The units are provided with key data including enrollment, student credit hours, student success rates (retention and graduation rates), enrollment of underrepresented students, achievement gaps, and research and scholarly productivity. The units are also asked to reflect on their efforts and achievements in community engagement, fostering an inclusive climate, program reviews, assessment of student learning, and innovative strategies in teaching and learning. The Provost hosts an

annual budget meeting for each school to review the data and to discuss the needs articulated by each school/college in determining the resource allocation for the following year.

UWM's current resource allocation model is an incremental model, with the prior year's budget serving as a starting point for the new fiscal year. Increments are then added or subtracted to accommodate state budget increases or reductions for the coming fiscal year. The current budget model also contains formula-driven allocations (such as tuition revenue generated), as well as a discretionary portion of the model, the central campus pool, that allows for resources to be directed as determined by campus priorities.

UWM has processes and structures in place to ensure that resources are allocated in support of the mission. The Chancellor, Provost, and the Vice Chancellor for Finance and Administrative Affairs work closely with other members of the Chancellor's cabinet, governance groups, and Deans to make resource allocation decisions that are aligned with, and in support of, campus priorities. For example, the Provost and the Vice Chancellor of FAA recommend to, and consult with, the Chancellor in regard to allocations from the campus central pool of funds. The central pool supports special campus needs and school/college programmatic needs, enabling the UWM to respond to changing circumstances and opportunities. Campus governance bodies, such as the Academic Planning and Budget Committee (APBC) also play a role in ensuring that resources are aligned with campus priorities. The APBC also reviews and makes recommendations to the faculty senate and to campus administration regarding short-range and long-range academic plans for the campus that are consistent with the campus mission and fiscal realities.

Moving forward, beyond 2018-19, the new college that consists of the two branch campuses will be brought into the same processes for planning and budgeting with the same due consideration of the unit level data. As mentioned earlier, in 2018-19, faculty and staff from the branch campuses will participate in the governance committees that are involved in the planning processes. Fluctuations in enrollment and tuition revenues at the unit level will be managed as they are done in the current main campus planning and budget processes. Typically, declines in enrollment result in fewer sections being offered. UWM has been able to manage such challenges in the recent past through a reduction in the number of adjuncts and/or using attrition to reduce permanent staff over the long term. With relatively stable enrollments in the main campus, it is anticipated that projected enrollment declines in the branch campuses could be managed using the similar strategies. With the potential offering of some of the main campus programs at the branch campuses, the enrollment projections at the branch campuses need to be reevaluated in the context of UWM strategic enrollment plan. This is expected to be an important task for the UWM Restructuring Transition Committee, the Chancellor's Enrollment Management Action Team, and the relevant faculty and staff governance bodies in 2018-19 and beyond.

The Controller's Office serves the university community in maintaining an accounting, budget control, and accounts payable system for UWM. The system records budgets, encumbrances,

receipts, and disbursements. The system is designed in accordance with the applicable policies and procedures of the State of Wisconsin, UW System, and UW-Milwaukee. Financial reports are provided in accordance with nationally accepted standards, Federal/State/University requirements, and campus needs.

The campus structure includes formal administrative roles within each school/college/division to provide budget and financial expertise and consistent implementation of budgeting and financial policies and procedures. Each unit has a unit business representative (UBR) who is responsible for building the budget and monitoring expenses for the unit. The UBR works closely with the Controller's office in monitoring their monthly and year-end financial statements to resolve any reconciling issues to ensure that the financial statements are done in an accurate and timely manner. Following a review of the positions and personnel at the branch campuses, UWM Vice Chancellor of FAA will assign the UBR role to an appropriate staff person.

Standard tools and support are provided to campus units for financial monitoring – including enterprise systems (PeopleSoft financials), financial personnel data warehouse environment, and Hyperion reporting tools. These structures, processes, and tools will be extended to the branch campuses.

Item 8: Short-Range and Long-Range Strategic Plans

Long-Range

As a result of the most recently developed plan for future success as a premier urban research university, UWM has articulated its strategic directions as encompassing the following:

- Student success
- Research excellence
- Community engagement
- Culture and climate, and
- Brand, visibility and image

Working groups are developing action plans and implementation strategies on these dimensions. An examination of the mission statements of the main and branch campuses (also provided in Appendix IV) shows how these strategic priorities organically support both missions. The various initiatives already undertaken at the branch campuses are aimed at advancing these priorities. Both UWW and UWVC have a high degree of engagement with the communities in those counties, as is UWM with the communities in Southeastern Wisconsin. The complementary strengths of the faculty at the main and branch campuses will position UWM to expand the geographic reach of the community outreach and partnership activities as well as enhancing the scope of such engagement encompassing activities such as educational activities, fine arts performances, internships, research, K-12 outreach, and collaborations aimed at enhancing the economic well-being of the communities served by the campuses. The deeper relationships between the Associate degree program at the branch campuses and the

bachelor's degree programs at the main campus will enable students to successfully navigate pathways through the combined educational offerings in the most affordable way. The UWM Restructuring Transition Committee and its functional teams will identify the various opportunities to achieve success in implementing the strategic plan at the branch campuses.

The branch campuses will be engaged in implementing action plans in support of the strategic priorities using existing structures and processes in the same way all other schools/colleges at UWM. Participation of faculty and staff from the branch campuses in institution level planning committees will be determined as described in the Overview section.

There is no immediate plan for expanding the academic offerings including the 4-year degree programs at the branch campuses. Decisions will be made considering market data and an assessment of needs in Waukesha and Washington counties. The Chancellor's Enrollment Management Action Team (CEMAT), relevant governance groups, program faculty, support services staff, and administrators involved in the process. The decisions will be based on an assessment of institutional capacity to deliver instruction at the branch campuses, assess student learning, provide the needed support for faculty and students, and financial considerations.

Short-Range

In the short term, the plan is to continue the academic offerings for the associate degrees at both branch campuses and the bachelor's degree at the Waukesha campus. UWM will monitor enrollment at these campuses using the processes developed by CEMAT. Enrollment at the Waukesha and Washington County campuses have been on a declining trend and these will be managed using strategies such as reduction in the number of adjuncts and/or using attrition to reduce permanent staff.

Documentation

See Appendix G - UW-Milwaukee for Appendix V: UWM Strategic Priorities Statement

Item 9: Explanation of the Impact of the Revised Structure

The restructuring process will present challenges and opportunities for the institution. The branch campuses have operated as units of UW Colleges, which has its policies and procedures and an institutional culture. While many of these policies and processes are similar to those at UWM, achievement of full alignment of operational framework requires the collaborative work of faculty, staff, and administration at all the campuses. Alignment of governance policies and procedures, development of a viable framework for faculty collaboration between the main and branch campuses, streamlining curricula and assessment processes, faculty and staff development programs, and coordination of student support services need to be achieved to maintain a productive and supportive environment for faculty and staff and to enable student success. The synergy that will be created by the combined strengths of faculty and staff presents the best opportunity for a successful restructuring process that can impact positively the enrollments, student achievement, faculty and staff productivity, and service to the

community. UWM, UWW, UWWC, and the community leaders are committed to work together for the successful outcome.

Item 13: Continued Compliance with HLC

UWM's reaffirmation evaluation in 2015 resulted in a "Met with Concerns" in Criterion 4.B with an embedded monitoring as part of the mid-cycle review in 2019 on assessment of student learning including verification of advancement of student learning in general education, clarification of graduate level program assessment, and advancement in the assessment of co-curricular learning. UWM faculty and staff have been working on advancing progress made in these areas. The processes in place at the branch campuses for assessment of learning in general education and co-curricular activities will enhance the ways in which UWM will make progress in these areas. We anticipate the restructuring will have a positive impact on the ability to address the identified challenges.

For planning and governance purposes, the two branch campuses will be considered as one college within UWM (which has 14 schools/colleges). Currently, the Dean of each school/college is responsible for the budget and academic planning within the unit in the context of institutional goals and planning processes. The school/college level plans are subject to approval by the Provost. The same model will be extended to the new college comprising of the branch campuses. Initially, the current campus administrators at Waukesha and Washington County campuses will report together to the Provost for these purposes. Going forward, the work of the Restructuring Committee will inform the model used for integrating planning for the branch campus with that of the main campus. See <http://uwm.edu/schools-colleges/> to view schools/colleges.

UWM's division of University Relations and Communications led by a Vice Chancellor ensures that all information about degrees offered is accurate. The same office will oversee the information about offerings at the branch campuses.

Currently, oversight of instruction at the branch campuses occurs locally through the campus level committees and campus administrator for academic affairs. Initially, the same personnel and processes used to provide the oversight will function in those same ways. The work of the academic functional team of the Restructuring Committee will inform the alignment of curriculum and oversight of curriculum delivered at the branch campuses.

UWM has a policy on faculty qualifications approved by the faculty senate. In 2018-19, the policies in place at the UW Colleges will be employed to ensure faculty and instructional staff are appropriately qualified. During that year, the transition will be made to use the UWM policy and criteria for hiring instructors at the branch campuses.

The quality and effectiveness of programs at UWM are monitored through the regular program reviews and annual assessment of student learning in each program conducted by the program faculty. Similar processes exist at the branch campuses, which currently report to the central

administration of the UW Colleges. After the restructuring, these functions will report to the appropriate existing governance and administrative bodies at UWM.

In the initial period, the curriculum for the associate degree will be what exists currently at the branch campuses. During the 2018-19 year, faculty groups will work on achieving alignment of curricula and courses among all campuses. Going forward, all courses taught at all locations will be UWM courses and the overall monitoring of the curriculum will be the responsibility of the appropriate program faculty, staff, governance committees, and academic administrators in the same way these functions are performed at the main campus.

The assessment processes in the UW Colleges parallel the approach taken at UWM with faculty at the center of formulating outcomes, selecting assessment methods, analyzing assessment data, and using the results to improve the program as indicated by data. After the transfer of control, UWM will integrate the assessment processes at the branch campuses with those at the main campus. It is anticipated that the integration will happen in a seamless way given the guiding principles and strategies employed are similar. The program assessment processes will also extend to the assessment of general education at all campuses.

Item 15: Additional Information

UW-Milwaukee Documentation Summary

For current and post restructuring organizational charts, see Appendix C: Organizational Charts. For mission statement, see Appendix B: Mission Statements. For all additional supporting documentation, see Appendix G: Supporting Evidence.