

University of Wisconsin-Oshkosh Institutional Statement

Part B: Transactional Documents

Item 2: Governance Documents

Academic Integrity

In support of HLC core component 5.B.3, new courses and modification of existing courses (change in credits, prerequisites, etc.) at UW Oshkosh must be approved by three levels of faculty review (Department, Division, College Curriculum Committee) and two levels of administrative review (Dean, Provost). The Graduate Council must also approve graduate level courses. University Studies Program (USP – our general education) courses are also approved by the USP Committee. Program curriculum modifications (including erection of new programs) must be approved by five levels of faculty review (Department, Division, College, Academic Policies Committee, Faculty Senate) and three levels of administrative review (Dean, Provost, Chancellor). The Graduate Council is inserted as another level of faculty review where appropriate for graduate curriculum approvals. Because faculty and instructional academic staff at the partnering two-year campuses (UW-Fond du Lac and UW-Fox Valley) will be fully integrated into existing academic departments, they will contribute at the initial level of review, along with other eligible department members. (At UW Oshkosh, some instructional staff are eligible to vote on curricular matters and serve on departmental committees along with tenure-track faculty.) After the re-organization, any faculty at the branch campuses who meet the criteria for graduate faculty will also be eligible to serve on the Graduate Council.

At the program level, faculty are responsible for assessing learning outcomes (HLC core component 4.B.2). Each academic program is required to have an assessment plan that is created, supported, and regularly reviewed by the faculty (HLC core component 4.B.3) and to report their assessment results biennially to the Faculty Senate Committee for Assessment of Student Learning. Finally, each program undergoes a comprehensive Program Review every seven years. This review is approved and commented on by several levels of review, including the College Program Review Committee and the Academic Policies Committee.

UW-Fond du Lac and UW-Fox Valley faculty will be expected to contribute to the assessment of learning outcomes on the program level as department members. In addition, they will be eligible to serve on College or University-level curriculum and assessment committees. UW-Fond du Lac and UW-Fox Valley faculty and academic staff will be especially encouraged to serve on the USP (general education) committee, since many classes taught on those campuses will be integrated into the general education curriculum (HLC core component 3.B).

In the 2018-2019 academic year, during the first phase of the re-organization, no by-laws or policies will need to be changed to allow representation at any of these levels by faculty or eligible instructional staff at the branch campuses. As they will officially become faculty and instructional staff with “home” departments, the privileges attached to those designations will be automatically bestowed.

During this first phase of the restructuring, the Faculty Senate will work on the staffing of committees to ensure that the partnering campuses are adequately represented on the appropriate committees, with the goal of implementing these changes beginning in the 2019-2020 academic year. These changes will require revisions to the Faculty and Academic Staff Handbook, which require approval from appropriate governance bodies. It will be imperative that both UW-Fond du Lac and UW-Fox Valley faculty serve in this capacity to broaden the University oversight over program offerings (HLC core components 4.A, 4.B, and 4.C).

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

Branch Campus Governance

Governance representation and/or structures:

UW-Fond du Lac and UW-Fox Valley faculty will be full members of their respective new academic departments, and they will be fully integrated into the department structure and involved in department decision-making and committees. All faculty, staff, and students will have the same rights and privileges as their counterparts at the host campus in governance participation and will be eligible to run in elections and become voting members of their respective governance bodies (Faculty Senate, Senate of Academic Staff, University Staff Senate, and Oshkosh Student Association). All governance members, regardless of their campus location, will have full privileges in setting academic requirements, policy, and processes. It is expected that UW-Fond du Lac and UW-Fox Valley will have a minimum number of representatives on each shared governance body. The number of minimum seats will be determined in the future, after a robust discussion and assessment of campus needs and the capacity to staff open seats. The constitution and by-laws of each governance group will be modified to reflect this new membership structure.

In addition to integrating UW-Fond du Lac and UW-Fox Valley faculty, staff, and students into the governance bodies that currently exist at UW Oshkosh, we recommend that each branch campus maintain its current Collegium structure. The Collegium is a body that includes faculty, staff, and students, and is intended to deal collaboratively with local issues in an efficient (and often time-sensitive) manner. Moreover, it will help provide a local support network for members of the branch campus who might feel disconnected from the hosting institution.

Tenure

It is expected that as a result of the re-organization, UW-Fond du Lac and UW-Fox Valley tenured faculty will have their tenure transferred to the corresponding UW Oshkosh department in their primary discipline(s). In the absence of a direct correspondence of disciplines, tenured faculty members will be placed in a UW Oshkosh department aligned with their credentials and terminal degrees. If there is no department aligned with the experience and credentials of a Colleges tenure-track faculty member being transferred to UW Oshkosh, the closest academic equivalent department will be assigned, upon consultation with the faculty member, by the Provost and Vice Chancellor. Any stoppages of the tenure clock or

leaves (FMLA, catastrophic or family leave, etc.) will follow UW Oshkosh policies as outlined in the Faculty and Academic Staff Handbook.

It is anticipated that the criteria for tenure will not be changed for ranked tenure-track professors currently in their probationary periods at UW-Fond du Lac and UW-Fox Valley, as well as new faculty starting in the 2018-19 academic year (and perhaps beyond). At the time of their tenure review at UW Oshkosh, probationary faculty on the tenure track at UW-Fond du Lac and UW-Fox Valley will be evaluated according to the criteria for tenure in effect at their point of hire at the UW Colleges. UW Oshkosh departments likely will have two sets of tenure guidelines in effect for a transition period not to exceed 7 years:

1. The department criteria for probationary faculty who were hired directly at UW OSHKOSH, and
2. A separate set of criteria for probationary faculty from the UW Colleges that were assigned to the respective departments as a result of the restructuring.

The UW Oshkosh Faculty and Academic Staff Handbook outlines, in Chapter 6, the evaluation of ranked faculty. It includes detailed faculty evaluation process steps and the post-tenure review process descriptions. Criteria for appointment, renewal, tenure and promotion related to the evaluation of instruction are also delineated in the UW Oshkosh Faculty and Academic Staff Handbook in the following chapters: Appointment (FAC. Chapter 3); Renewal and Tenure (FAC. Chapter 4); and Promotion (FAC. Chapter 5, Parts A, B, C). These sections will need to be modified following the restructuring to account for any permanent changes to the review process. Soon after July 1, 2018, the combined faculty will begin discussing these issues, with the goal of completing any changes to these policies by the end of the 2018-2019 academic year. See https://www.uwosh.edu/provost/MainHighlight/handbooks/Handbook_Moment_in_Time062817.pdf to view UW Oshkosh faculty and academic staff handbook.

Item 7: Organizational Charts

For current and post restructuring organizational charts, see Appendix C: Organizational Charts.

For the first phase of restructuring, UW Oshkosh will connect the administration of the UW-FOX and UW-FDL campuses to our institution through the current regional dean, Martin Rudd. The attached organizational charts illustrate the existing (effective December 2017) UWO campus organization at the cabinet level, then further elaborates each cabinet member's organization to the next level. The organizational charts effective July 2018 chose the same organizations with changes highlighted. Additional staffing integrations at lower levels are projected but not illustrated herein.

- Dr. Martin Rudd will join the Chancellor's cabinet as an Assistant Chancellor for Research and Community Outreach, focused especially on the two-year communities and economic partnerships.

- The current Campus Administrators on the FOX and FDL campuses, Bill Bultman and Bethany Rusch respectively, will continue to report to Dr. Rudd and remain positioned on their campus. Dr. Rudd's current executive assistant Renee Anderson will continue to support him.
- As we move through the restructuring process, academic affairs on the two-year campuses will operate under the oversight of the Provost. No organizational changes will occur among the Provost's direct reports at this time. The three campus libraries, which already work closely together, will continue to collaborate. The offices of Online and Continuing Education likewise will collaborate on joint and complementary programs.
- Regional Director of Facilities Planning and Management Rich Haen will join Administrative Services reporting to Vice Chancellor Jim Fletcher.
- Regional Associate Dean of Student Affairs Carla Rabe will join our Student Affairs division as Associate Dean of Student Affairs for Colleges. All student services presently serving the FOX and FDL campuses will remain intact, in their effective "one-stop shop" model. Academic oversight of Tutoring and Advising will continue as it presently does on all three campuses.
- Regional Director of Communications Laurie Krasin will join University Marketing and Communication as Senior Director of Public Relations and Institutional Events.
- No organizational changes are planned at this time for Information and Technology, Intercollegiate Athletics or Economic Development. Future changes may be undertaken following guidance from the NCAA or other considerations.

Part C: Institutional Statements

Item 1: Alignment of Missions

UW Oshkosh Mission Statement:

The University of Wisconsin Oshkosh provides a high-quality liberal education to all of its students in order to prepare them to become successful leaders in an increasingly diverse and global society. Our dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship and community engagement to create a more sustainable future for Wisconsin and beyond. High quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master's and professional doctorate levels.

UW Colleges Mission Statement:

The University of Wisconsin Colleges is a multi-campus institution committed to high quality educational programs, preparing students for success at the baccalaureate level of education, providing the first two years of a liberal arts general education that is accessible and affordable, providing a single baccalaureate degree that meets local and individual needs, and advancing the Wisconsin Idea by bringing the resources of the University to the people of the state and the communities that provide and support its campuses.

Both mission statements highlight the liberal arts and the importance of serving the community and the state through high quality educational programs, outreach, and community engagement. The UW Colleges mission statement highlights the accessibility and affordability of its programs, and we are dedicated to maintaining these two important features of the branch campus programs. Therefore, working with faculty, staff and administrators from all three campuses, we will assess the current UW Oshkosh mission statement and collaboratively determine whether it should be revised to better reflect the goals of all three campuses. As a starting point, we will submit the following revised mission statement to a broad array of constituencies for review and input:

*The University of Wisconsin Oshkosh provides **an accessible, affordable**, high-quality liberal education to all of its students **on all of its campuses** in order to prepare them to become successful leaders in an increasingly diverse and global society. Our dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship and community engagement to create a more sustainable future for Wisconsin and beyond. High quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master’s and professional doctorate levels.*

Item 2: Continuity of Educational Programs

Associate Degree:

UW Oshkosh is already authorized to offer an Associate of Arts and Science degree. During the 2018-2019 academic year, the Oshkosh campus will continue to offer the Associate degree, and the branch campuses will continue to offer their current Associate of Arts and Sciences degree. Over the next year, we will discuss the possibility of offering an AAS degree only at the branch campuses, not at the Oshkosh campus. The mission of the branch campuses will continue to consist primarily of offering Associate degrees and preparing students for upper-level coursework in baccalaureate programs.

Curriculum Oversight and Governance:

All proposals for new courses, new programs, and changes to existing courses or programs undergo a rigorous review process at UW Oshkosh, and the same process will be applied to courses and programs delivered at the branch campuses. The following table outlines the levels of review for each type of curriculum change.

	Department	College	Faculty Senate	Provost	UW System
New Degree Programs	X	X	X	X	X
Changes to Existing Degree Programs	X	X	X	X	
New Courses	X	X		X	
Changes to Existing Courses	X			X	

At the branch campus, proposals for new programs and courses, as well as proposals for changes to existing programs and courses, will undergo the same established review process. Faculty review will be conducted by faculty committees that are already established at UW Oshkosh, on which faculty from the branch campuses will be eligible to serve.

All academic programs at UW Oshkosh undergo a biennial assessment to determine whether students are reaching proficiency in the learning outcomes established and approved for that program. In this process, the faculty for each academic program submit an assessment of the program's effectiveness, following specified criteria and expectations provided by the Faculty Senate Committee on Assessment of Student Learning. The Committee reviews these assessments and, together with a representative from the Provost's office, provides feedback on the methodology, analysis, and results of each program's assessment. This process places an emphasis on continual improvement, requiring each program to specify what changes will be made based on its assessment.

All academic programs will continue to undergo this required assessment, regardless of the mode or location of delivery. Under this policy, academic "programs" include the university general education program, and it will include associate degree programs offered at the branch campuses.

In addition to the biennial assessment of learning outcomes, every academic program is required to schedule a comprehensive program review every seven years to ensure that the curriculum is current, the faculty and staff are well qualified and engaged, and that adequate resources are available to deliver quality programs and to support students' academic efforts. This review consists of a rigorous self-study, interaction with advisory committees, student and graduate surveys, and an independent review by one or more external consultants. Several

programs undergo specialized accreditation processes that also provide for feedback about program currency, rigor, and student performance.

All of these assessment processes will continue after the re-organization and will apply to all programs delivered at any of the UW Oshkosh campuses, including Associate degree and general education programs. External consultants will be asked to evaluate the quality of instruction and of support services and the adequacy of resources at all campuses, which participate in the delivery of an academic program.

References

Faculty Senate Handbook

- a) GOV 3.1. Academic Policies Committee
 - <http://www.uwosh.edu/provost/Main%20Highlight/handbooks/online-faculty-staff-handbook/governance/faculty-governance/gov-3-faculty-senate-committees-1/gov-3-1-academic-policies-committee>
- b) GOV 3.4. Faculty Senate Committee on Assessment of Student Learning
 - <http://www.uwosh.edu/provost/Main%20Highlight/handbooks/online-faculty-staff-handbook/governance/faculty-governance/gov-3-faculty-senate-committees-1/gov-3-4-faculty-senate-committee-on-assessment-of-student-learning-fscasl>

Academic Program Review Process

- <http://www.uwosh.edu/provost/Main%20Highlight/handbooks/online-faculty-staff-handbook/appendices/appendix-b-academic-program-review/academic-program-review-process>

Item 4: Post-Restructuring Enrollments

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

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

See UWOSH section of Part B, Item 6: FY19 and FY20 Pro Forma Fiscal Year Budgets.

UW Oshkosh has established budget processes and reporting practices in place to ensure that the institution has appropriate support for its operations for all programs and services. The University's budget information is available to the public through the UW System's Redbook, which includes summaries of expenses and revenues about programs and operations.

A large portion (67% in 2016-2017) of the UW Oshkosh main operating budget comes from tuition revenues. The authority to set tuition is documented in Wisconsin State Statutes, and tuition is set by the UW System Board of Regents and the Wisconsin Legislature.

In addition to tuition revenues gained from General Purpose Revenue programs, the University seeks program revenue and other sources of income. The University has adopted a cost recovery program model designed to provide the maximum amount of flexible funding for colleges and administrative divisions. Cost recovery programs are mainly academic programs that will either enhance existing partnerships or create new partnerships, targeting the development of high demand, innovative and self-supporting academic programs. These programs contribute additional resources to the University's operational budget, thereby providing funding for initiatives during difficult financial times when State funding is declining.

As part of the UW System, the majority of UW Oshkosh's budget development process is established by a UW System biennial budgeting process. Each campus follows System policies to prepare the annual budget submission. UW System provides oversight and guidelines to the campus budget office, which then distributes the instructions to campus for budget development. The System allocates general purpose revenue, and the campus distributes these funds to campus units

UW System provides guidance for the development of the University's annual budget, and the UW Oshkosh Division of Administrative Services provides instructions to each budget unit across campus on how to develop its own annual budget. The overall campus annual budget is reviewed by UW System for consistency with System guidelines and policies, which identify how funding is to be used at the campus level.

Monitoring institutional revenue and expenses takes place at the campus and System levels. The University has a process in place to monitor transfers of funding between System and the campus and among campus entities. UW Oshkosh general purpose revenue distribution is developed annually and changes incrementally based on new funding received or budget reductions. Program revenue budgets are also developed annually and include a five-year budget model with a 10-year capital planning spreadsheet. All budgetary decisions are driven by strategic plan priorities in coordination with the University's mission.

During the 2015-2016 year, the Chancellor charged a Budgeting Structures Study Group to provide targeted and focused review of operational models and approaches to university budgeting systems. This group's white paper in Spring 2015 influenced the budget model changeover for UW Oshkosh from the longstanding incremental budget model. The Chancellor has charged this same group, now called the University Budget Development Committee, to fully develop the details of this model. The new budget model incorporates research on best practices for funding and staffing campus services. The new model, formally titled the Operating Budget Allocation Model (OBAM), consists of service agreements that will be implemented by cost centers to add transparency for both the provider and service recipients. The new budget model will be piloted in the 2018-2019 fiscal year. Starting in the spring of 2018, we will provide a complete overview of the new budget model to all personnel at the branch campuses; we will provide more in-depth training on the model to the appropriate personnel on those campuses.

The OBAM is governed by the Budget Process Committee (BPC), which provides an inclusive process through which shared governance representatives help maintain and improve OBAM. The BPC will make advisory recommendations to the Chancellor concerning the operating features of OBAM, and in that capacity will, among other duties:

- Participate in the Annual Budget Request Process to help contextualize budget requests by interpreting peer/aspirant benchmark studies
- Review budget language from UW System
- Contribute to ongoing OBAM training processes
- Work with the Faculty Senate Academic Policies Committee (APC) on Academic Quality Indicators (AQIs)
- Facilitate the drafting and modification of OBAM Service Level Agreements
- Submit a stylized annual report
- Commission a comprehensive review of OBAM once every six years.

We will ensure that the membership of the Budget Process Committee includes appropriate representation from the branch campuses as we move forward with implementing the new model.

Beginning immediately, we will work closely with the branch campuses to gain an understanding of their revenue generation capabilities. We will also work closely with UW-Colleges staff in the central Madison office to gain a full understanding of their current planning processes. Armed with that information, we will develop planning processes to maximize the potential to generate revenue on all three campuses individually and that identifies areas in which shared services among the three campuses can maximize efficiencies where appropriate.

We see value in gaining a more detailed understanding of how the branch campus revenue target has been assigned, the impact of those targets on the annual budget process, and the campuses' historical ability to meet or exceed their assigned targets. In addition, we hope to gain an understanding of how their current budget processes align with the components of our new budget model. Together we will obtain a future-focused, nimble, centralized management approach that ensures each new initiative returns revenue and supports student success.

Monitoring of budgets at the branch campus can be accomplished within the current UW System Shared Financial System (SFS) chart of accounts. The auditing structure that has been established by our campus and by UW System for comprehensive universities will be applied to the branch campuses.

Staff members and administrators have access to a shared financial software system for UW System called WISDM to execute core business processes. Our new budget model operating manual also contains an additional financial statement that will be prepared at the unit level. A reorganization within UW Oshkosh is currently being completed with the goal of improving lines of communication and increasing central oversight of unit budgets on an ongoing basis. All budget units at the branch campuses will be folded into this new model

As outlined in the UW Oshkosh Operating Budget Manual, the primary mode for participation in budget planning is through membership on the Budget Process Committee. However, the manual explicitly encourages all faculty and staff to learn the budget model and suggest improvements. In addition, individuals on the branch campus will participate in the development of service agreements, and all faculty and staff members on all three campuses will be eligible to develop and forward proposals for strategic initiatives for funding, working through their respective departments and divisions.

Planning and Monitoring Related To Enrollment

The University of Wisconsin Oshkosh office of University Marketing and Communication will provide all institutional marketing in support of future enrollment for UW- Fond du Lac and UW-Fox Valley campuses with the primary goal of maintaining or increasing applications of high school students and adult students from the northeast Wisconsin counties of Fond du Lac, Winnebago, and Outagamie. The UW- Fond du Lac and UW-Fox Valley target market will be defined by zip code and will cover an approximately 40-60 mile radius around each of the two campuses. The three major components of the strategic marketing plan will be to increase enrollment:

1. General awareness campaigns to produce prospect leads
2. Support of four campus preview events per campus location
3. Strategic advertising to drive application activity for the fall, spring, winterim and summer terms.

The strategic marketing plan will be supported by the following outreach and 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.

In regards to high school recruitment efforts, the College Resource Counselor(s) assigned to the UW-Fond du Lac and UW-Fox Valley campuses will provide direct services to approximately 60 high schools within the Lake Winnebago region from September – May each year. The services will include high school visits, college planning presentations, on-site admission visits, application workshops, college fairs, junior/senior planning events and admission counseling to students. A successful core component of the College Resource Counselor's role is to assist prospective students in a college-neutral way, via college, major, and career exploration processes, while also communicating what the UW- Fond du Lac and UW-Fox Valley campuses have to offer. From June-August each year, the College Resource Counselor(s) will work directly with prospective students to complete applications and move students from applicant to admit status as quickly as possible.

For the 2016 – 2017 recruitment cycle, the above intentional and strategic outreach and recruitment initiatives resulted in an 8% increase in prospective student applications within one year of implementation at the UW College System level. Additionally, these intentional and strategic outreach and recruitment efforts resulted in a 15% increase in prospective student

applications at the University of Wisconsin Oshkosh for the 2016 – 2017 recruitment cycle. By utilizing similar recruitment and outreach efforts, we are confident that the positive enrollment trends for all three locations will continue.

The University of Wisconsin Oshkosh is currently developing a strategic enrollment plan in conjunction with industry expertise from Ruffalo Noel-Levitz. The goal of this process is to produce a five-year strategic enrollment plan that will enable the institution to stabilize and ensure predictable enrollments year after year. As a part of the strategic enrollment planning process, the University of Wisconsin Oshkosh is currently developing a model to help predict enrollment given the institution's market size over time and existing market share within Wisconsin, northern Illinois, and the upper peninsula of Michigan. These strategic enrollment planning processes will also be applied to the new branch campuses and will positively impact enrollments at all three campuses. Finally, a Strategic Enrollment Management Team, consisting of personnel from all three campuses, will be utilized to develop, review, and monitor institutional enrollment goals set forth by the comprehensive Strategic Enrollment Management Plan.

It is extremely important to us that students at the branch campuses continue to have access to the appropriate types and level of support services to enable their continued success. We plan to keep the current support services at each location in place at their current levels of staffing and funding. We currently assign two staff members from the Department of Admissions to regularly visit the UW-Fox and UW-Fond du Lac campuses to work with potential transfer students. For at least the first year of the transition (2018-2019), these staff members will remain in place to ensure that students at the branch campuses are receiving accurate and consistent information to guide them through their associate and baccalaureate programs.

In the 2018-2019 academic year, the branch campuses will continue to deliver the UW Colleges programming that they currently offer. During the transitional period, we will assess the best way to deliver our entire array of programs across the three campuses. We expect that some baccalaureate and graduate programs will be offered at the branch campuses, but final decisions program arrays have not yet been made.

References:

UW Oshkosh Operating Budget Manual:

https://chancellor.uwosh.edu/wp-content/uploads/2017/01/OBAM_Manual_52-2.pdf

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

Long-Range

UW Oshkosh has recently completed a comprehensive strategic planning process, including the development of several strategic goals and many sub-goals. We are currently in the stage of

developing action plans in order to implement our strategic plan and to accomplish our strategic goals.

These goals can be found on the following web pages:

<https://strategicplan.uwosh.edu/plan/strategic-priority-a/>

<https://strategicplan.uwosh.edu/plan/strategic-priority-b/>

<https://strategicplan.uwosh.edu/plan/strategic-priority-c/>

<https://strategicplan.uwosh.edu/plan/strategic-priority-d/>

None of our strategic goals will be fundamentally re-written as a result of the re-organization, but our strategies for achieving some of them will need to be broadened and redefined.

Absorbing the two branch campuses will complicate the achievement of some of these goals but also provide exciting new opportunities for achieving many of them.

For example, one of our sub-goals is to “eliminate barriers impeding access to higher education.” The UW Colleges have an open admission policy, and we intend to keep that policy in place on the branch campuses. This will allow UW Oshkosh to offer an open admission to students who do not currently qualify for admission into our university. After being awarded an Associate degree at the branch campus, these students will then be eligible to enter a bachelor’s degree program without the need to transfer between institutions.

Another of our goals is to “provide best practice student support services” in order to increase retention and graduation rates. As stated in a C.7 of this report, all student support services will stay in place at each campus through the 2018-2019 academic year, during which we will discuss strategies for using our combined resources to strengthen these services even further.

Another goal is to “create mutually beneficial relationships between the university and our community partners and industry.” Absorbing the branch campuses will open up new opportunities for mutually beneficial relationships as we expand the reach of UW Oshkosh into these communities. In addition, while we already enroll students from these communities into the host institution, the expansion of the UW Oshkosh brand and resources into these communities will assist our efforts to expand enrollments at all three campuses.

Short-Range

One of our short-term goals has already been mentioned. Beginning in the first semester after the re-organization, students who apply to UW Oshkosh but fail to meet our standards for admission to the main campus will be invited to apply to the branch campuses, which will continue to have open admission policies. As stated previously, these students will be eligible to enter baccalaureate degree programs after achieving an Associate degree at the branch campus.

Another short-term goal is to immediately reach out to the businesses and civic organizations in the communities surrounding the branch campuses. The Assistant Chancellor for Research and Community Outreach (Martin Rudd) will play a leading role in developing relationships with these businesses and organizations in order to extend our current economic development

efforts and to work with a variety of offices on campus to develop new projects. Our Division of Online and Continuing Education will work with Continuing Education staff on the branch campuses to extend its outreach efforts into these communities. These efforts will support UW Oshkosh's current Strategic Plan, most specifically the third of our four strategic priorities: "Expand community engagement and economic development."

Item 9: Explanation of the Impact of the Revised Structure

The effects of this level of restructuring will be wide-ranging, of course, and will affect all units of all three campuses at some level. For example, faculty and many staff from the branch campuses will be embedded into units at UW Oshkosh. This will not only expand both the number of staff and the range of responsibility of these units, but it will also involve a synthesis of different backgrounds and work cultures. All groups will learn from each other's experiences and, with our commitment to inclusivity and collaboration, the result will be the development of new and currently unforeseen initiatives and processes.

In terms of enrollments, the restructuring will result in more than just summing the current numbers of students. Rather, it will provide for new possibilities that we believe will expand our opportunities to attract new students to each campus. These possibilities include the delivery of baccalaureate and graduate programs to new communities and the opportunity for a student to complete his or her first two years at a more accessible and affordable institution and then move to a comprehensive campus with no transfer issues or uncertainties. (This will also greatly enhance our ability for seamless academic advising throughout an undergraduate student's career.)

These changes will help us eliminate some of the barriers that currently impede some students' access to a baccalaureate degree and ultimately improve our rates of retention, progression, and graduation—all goals that are stated in our current Strategic Plan.

Item 13: Continued Compliance with HLC

Our last comprehensive review by HLC was in 2007. Our next comprehensive review is scheduled for May, 2018.

In its 2007 review, the HLC team expressed concerns that our general education program needed review and renewal and that we needed stronger policies and procedures for assessing student learning. Over the intervening years, the University has invested considerable time and resources to reform its general education program and assessment practices.

In 2008, the Faculty Senate adopted Essential Learning Outcomes (ELOs) based on the framework articulated in AAC&U Liberal Education and America's Promise. These essential learning outcomes are the foundation for the design and implementation of the University Studies Program (USP), the new general education program at UW Oshkosh.

As a faculty led initiative, the Liberal Education Reform Team conducted several campus-wide discussions and workshops over a five-year period to design the new curriculum as it related to

the institution's mission and current campus initiatives. Several faculty teams attended national general education reform conferences and workshops to inform this work with knowledge about best practices. The USP is infused with high impact practices (HIPs) and pedagogies of engagement designed to prepare students for the challenges of the 21st century. These efforts address all of the past concerns of the HLC team in regards to general education at UW Oshkosh.

In alignment with the adoption of Essential Learning Outcomes, the Faculty Senate adopted the University Assessment Plan in 2013. In this plan, each academic program is required to clearly articulate learning outcomes, to submit a plan for assessing these outcomes, and to report the results of that assessment every two years. A matrix to align outcomes and assessment methods is a required component of the assessment plan. In addition, each program is required to schedule a comprehensive program review every seven years to ensure that the curriculum is current, the faculty and staff are well qualified and engaged, and that adequate resources are available to deliver quality programs and to support students' academic efforts. UW Oshkosh now has in place a multi-faceted and comprehensive assessment of student learning.

Beginning in Spring 2018, faculty representatives from all three campuses will meet and discuss their current general education programs, including what are considered successes and challenges of those programs, and their current assessment efforts. By the end of the 2018-2019 academic year, a new assessment and general education plan will be developed that encompasses all three campuses and recognizes the somewhat different needs of their student populations. We envision a common general education program and a hybrid assessment model (including both general policies and procedures pertaining to all three campuses and some campus-specific requirements). All appropriate faculty and administrative bodies will approve final decisions on these issues.

Item 14: Ability to Continue to Meet HLC Criteria

During the transition period, for at least one year, plans for integrating the branch campuses will be completed by steering committees and working groups. Faculty and staff from the branch campuses as well as from the host campus will be represented on all of the steering committees. Afterwards, budget and enrollment planning will occur under the direction of the Vice Chancellor for Administrative Services and the Associate Vice Chancellor for Enrollment Management, with consultation and input from stakeholders throughout the university, including at the branch campuses.

Requirements and degrees will be included in the UW Oshkosh Undergraduate Bulletin. Each edition of the Bulletin undergoes thorough review from multiple stakeholders before being published, including from the department or program chair responsible for each course.

Supervision and evaluation of instruction is the primary responsibility of department and program chairs and faculty peers. Peer evaluations, including classroom visits, will occur in each department. A common student evaluation will be administered in classes at all

campuses. These processes will be identical for all three campuses. In addition, each campus will have an administrator who also serves as an associate dean and will handle any supervisory issues or student issues on an as-needed basis, including those related to instruction.

Faculty hires will be based in academic departments, with approval by the Dean and Provost. The Dean of the branch campuses will make staff hires, with final approval by the Provost. The final candidate pools for all hires will also be approved by the Office of Equity and Affirmative Action to ensure that they meet the stated requirements for the position.

Individual course sections will be evaluated by student evaluation questionnaires. In addition, all faculty and instructional academic staff at all campuses will undergo peer review on a regular rotation. Programs will be assessed through biennial assessments of learning outcomes and through 7-year comprehensive program reviews.

The faculty in each academic program are responsible for keeping their curriculum current and sufficiently rigorous. Any changes to individual courses or to program requirements will need to be approved by several levels of faculty and administrative review, as outlined in Section C.2 above.

Students will be assessed by methods appropriate to the various disciplines and by a variety of direct and indirect measures as outlined in Section B.2 above. Each academic program will undergo a biennial assessment of learning outcomes.

Item 15: Additional Information

UW Oshkosh has a wealth of experience in delivering coursework and supervising instruction at other locations. Our current Institutional Status and Requirements Report lists 51 additional locations at which we deliver coursework in partnership with a wide range of educational institutions.

The University received a letter concerning Financial Indicators on November 20, 2017. Our Chief Financial Officer sent an acknowledgement and response to HLC on December 15, 2017, stating that the Cumulative Financial Index (CFI) for UW Oshkosh is currently 0.42, and that we have developed a Financial Recovery Plan to move us to a CFI position above 1.00 in three years. In addition, our Chief Financial Officer has been in touch with his counterpart at HLC to explain our current position and our recovery plan in more detail. (See Appendix F: Financial Information.)

The current accreditation status of UW Oshkosh is “Accredited on Notice.” UW Oshkosh and UW System have already taken steps to remedy the causes for the On Notice designation, and we will continue to work diligently with HLC until all of the concerns that led to that designation have been eliminated. We will provide quarterly reports, as required, to HLC until these matters have been resolved and the Notice sanction is removed. The proposed restructuring will in no way hinder or delay these efforts, and the actions that led to the Notice have not in any way hindered our ability to successfully complete this restructuring.

UW-Oshkosh Documentation Summary

For current and post restructuring organizational charts, see Appendix C: Organizational Charts.
See UWOSH section of Part B, Item 6: FY19 and FY20 Pro Forma Fiscal Year Budgets.