UW Colleges and UW-Extension Restructuring
Steering Committee Meeting 10

Friday, August 17, 2018
9:00 a.m. – 12:00 p.m.
## Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
<th>Discussion Lead(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:10</td>
<td>Rob Cramer</td>
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<tr>
<td>Higher Learning Commission Update</td>
<td>9:10 – 9:40</td>
<td>Carleen Vande Zande</td>
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<tr>
<td>• Campus Visit Update</td>
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<td>• CFI Review</td>
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<tr>
<td>Transfer Update</td>
<td>9:40 – 9:50</td>
<td>Karen Schmitt</td>
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<tr>
<td>Collaborative Course Exchange</td>
<td>9:50 – 10:20</td>
<td>George Kroeninger</td>
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<tr>
<td>Receiving Institution Highlighted Practices</td>
<td>10:20 – 10:50</td>
<td>UW-Whitewater</td>
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<td>• Student Success Integration</td>
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<tr>
<td>Institute for Business and Entrepreneurship</td>
<td>10:50 – 11:20</td>
<td>David Brukardt &amp; Bon Wikenheiser</td>
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<tr>
<td>UW-Extension, Cooperative Extension Update</td>
<td>11:20 – 11:30</td>
<td>Casey Nagy</td>
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<td>MOU Transition of Services</td>
<td>11:30 – 11:50</td>
<td>Jo Carter (PMO)</td>
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<tr>
<td>Next Steps</td>
<td>11:50 – 12:00</td>
<td>Rob Cramer</td>
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Introduction and Meeting Purpose

We are here today to:

1. Review HLC Campus Evaluation Visit expectations;
2. Discuss Composite Financial Index requirement for HLC;
3. Collaborative AAS Online Course Exchange Transition;
4. Update MOU Transition of Services to the Receiving Institutions; and
5. Provide an update from UW-Extension and Cooperative.
The Restructuring project entered the Migration and Implementation Stage when approval from HLC was received on June 29, 2018.
Higher Learning Commission - Update

Campus Visit Update

Composite Financial Index (CFI)
HLC Campus Focused Visit – Timeline

A revised timeline for the HLC Campus Focused Visit is outlined below:

**HLC Campus Focused Visit Preparation**
Sept.-Dec. 2018
- UWSA will provide updates on the guidelines and coordinate support across RIs
- RIs responsible for submission

**HLC Campus Focused Visit Organization**
December 2018
- RIs contacted by December to organize visits (three months prior)
- Written submissions due to HLC one month before visit

**HLC Campus Focused Visit**
Spring 2019
- Campus visits expected to last 1 - 2 days
- Focus will be on evaluation and integration of campuses
- Campus visit response from HLC received 30 days after visit
HLC Campus Focused Visit – Focus

The purpose of the Campus Focused Visit is to assure both the quality of the campus and its educational programs in meeting the needs of its defined constituencies and the capacity to sustain that quality.

Sample Topics:

- History, planning, governance, and oversight of the campus
- Physical and technological resources dedicated to the campus
- Human resources dedicated to the campus and qualifications
- Management of, access to, and availability of student support services and academic resources
- Oversight of educational programs and instruction
- Evaluation and assessment processes (academic quality, student learning, and student persistence and completion)
- Processes to assure continuous improvement of the quality of the campus and equivalency of the offerings and services at the campus to those of the main campus
HLC Campus Focused Visit – Documentation

Receiving Institutions will be required to provide written deliverables to HLC in advance of the Campus Focused Visit.

**Receiving Institution Documentation**

- **Update Report** (10 - 12 pages):
  - Progress report
  - Implementation of and revisions to business plan originally submitted
  - Institutional response to issues identified by HLC
  - Current campus operations

- **Business Plan** – Original business plan submitted for new campuses and any revisions

- **Change Application** – Original change application

**Areas of System Coordination and Support**

- **Update Report** – Outline response and coordinate across campuses

- **Business Plan** – Outline response requirements and facilitate System-produced financial reports

- **Document Preparation** – Coordinate required data submission

- **Other Areas of Support:**
  - Suggest campus visit schedules; provide Q&A examples
  - Offer HLC expertise to RIs
HLC Campus Focused Visit – Communication

As communication from HLC is received, UWSA will broadly communicate Campus Focused Visit information and requirements with relevant teams.

<table>
<thead>
<tr>
<th>Stakeholder Groups</th>
<th>Communication Modes</th>
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<tbody>
<tr>
<td>Accreditation Liaison Officers (ALOs)</td>
<td>Functional Team (Now Active)</td>
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<tr>
<td>Restructuring Stakeholders</td>
<td>Steering Committee Meetings</td>
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<td></td>
<td>Restructuring Distribution List</td>
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<tr>
<td>RI Chancellors</td>
<td>Chancellor Updates</td>
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<td>RI Chief Business Officers</td>
<td>CBO Restructuring Meetings</td>
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<td>RI Provosts</td>
<td>Provost Meetings</td>
</tr>
<tr>
<td>RI Restructuring Teams / Working Groups</td>
<td>Regular Meetings; Bi-weekly / Monthly Calls</td>
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<tr>
<td>RI Faculty / Staff / Students</td>
<td>RI Campus Communications</td>
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Campus Visit Update

Composite Financial Index (CFI)

**Note on the Composite Financial Index (CFI)**

- CFI is used as a financial health indicator that reflects the ability of an institution to meet its mission
- HLC collects data annually
- System prepares CFI for institutions
- Presentation summarizes the Restructuring impact on CFI
HLC – Composite Financial Index

The Higher Learning Commission annually examines several key financial measures to create a CFI for each institution.

- Composite of four different financial ratios
- HLC reviews CFI to determine institutions *above the zone, in the zone, or below the zone*
- Annually monitor institutions *in or below the zone*

### Strength and Weight Factors Used in CFI Calculation

**PUBLIC**

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<thead>
<tr>
<th>Factor</th>
<th>Strength Formula</th>
<th>Weight</th>
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<tr>
<td>Primary Reserve</td>
<td>$\text{Strength} = \text{ratio} \times 0.133$</td>
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<tr>
<td></td>
<td>$\text{Strength} = 10 \text{ if } &gt; 10$</td>
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<tr>
<td></td>
<td>$\text{Strength} = -4 \text{ if } &lt; -4$</td>
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</tr>
<tr>
<td>Net Operating Revenue</td>
<td>$\text{Strength} = \text{ratio} \times 0.013$</td>
<td>0.10</td>
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<td></td>
<td>$\text{Strength} = 10 \text{ if } &gt; 10$</td>
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<tr>
<td></td>
<td>$\text{Strength} = -4 \text{ if } &lt; -4$</td>
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<tr>
<td>Return on Net Assets</td>
<td>$\text{Strength} = \text{ratio} \times 0.02$</td>
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<td>$\text{Strength} = 10 \text{ if } &gt; 10$</td>
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<tr>
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<td>$\text{Strength} = -4 \text{ if } &lt; -4$</td>
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<tr>
<td>Viability</td>
<td>$\text{Strength} = \text{ratio} \times 0.417$</td>
<td>0.35</td>
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<td></td>
<td>$\text{Strength} = 10 \text{ if denominator = 0}$</td>
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<tr>
<td></td>
<td>$\text{Strength} = \text{ratio} \times 0.175$</td>
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HLC – Restructuring Impact on CFI

CFI reporting after July 1, 2018 for each Receiving Institution will include the branch campuses.

Impact of Restructuring

- Financial ratios used for new restructured entity (Receiving Institution + Branch Campuses)
- Reporting is based on year end of fiscal year reporting taken from audited financial statements
  - FY 2018: Old structure
  - FY 2019: New structure
- Impact of the Restructuring will first be reviewed in 2020 using FY 2019 financial statements
- UWSA to model the impact of the Restructuring on CFI for each Receiving Institution
Transfer Update

• Karen Schmitt, Interim Vice President for Academic and Student Affairs, UW System
Collaborative Course Exchange – Timeline

Project teams will focus on management of the Online Course Exchange for AY 2019-2020, while a broader group of stakeholders prepares the management framework for AY 2020-2021 forward.

- **AY 2018 - 2019**
  - UWC Online manages the Course Exchange and CEOEL begins management of the AY 19-20 Course exchange planning
  - Three working groups are stood up to focus on AY 2019-2020 operations
  - A fourth working group is established in the fall to develop a Course Exchange Curriculum and Curricular Framework for AY 20-21+

- **AY 2019 - 2020**
  - CEOEL retains management of the Course exchange
  - Recommendations from the three work groups are implemented for AY 19-20
  - The fourth work group continues planning and engagement of broad stakeholder groups

- **AY 2020 – 2021+**
  - CEOEL retains management of the Online Course exchange
  - New Collaborative Course Exchange Management Framework will be dependent upon stakeholder input and support
Collaborative Course Exchange Work Groups

Three working groups will be focused on collaborative course exchange operations for the 2019-2020 academic year, while a fourth will be focused on 2020-2021 forward.

- **Course Exchange**
  - Determine the online course offerings and curricular model for the Course Exchange in AY 2019-2020

- **Student Support**
  - Develop shared support services for students enrolled in courses through AY 2019-2020 Course Exchange

- **Finance & Administration**
  - Define the finance and administrative model to support students enrolling among partner institutions for AY 2019-2020

- **AY21+ Course Exchange & Curricular Framework**
  - Engage stakeholders to define the Course Exchange and Curricular Framework for AY 2020-2021 forward

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**Course Exchange Leadership**

- Meet weekly with team lead, work group leads, and PMO
- Updates Restructuring Steering Committee on recommendations and decisions
Collaborative Course Exchange

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

**Special Project Structure**

- Sponsor leads project, provides guidance
- Provide periodic updates to Restructuring Steering Committee
- Utilize RI Advisory Council to advise and guide key strategic decision-making
- Course Exchange leadership will meet weekly and include the team lead as well as work group leads, and the PMO support team

**Restructuring Steering Committee**

- **Sponsor**
  - Karen Schmitt

**Team Lead**

- Aaron Brower

**Course Exchange Leadership**

**WORK GROUP**

- **Course Exchange**
  - George Kroeninger
- **Student Support**
  - Laura Kite
- **Finance and Admin.**
  - George Kroeninger

**Provost Council**

- **RI Advisory Council**
  - (2019-2020)
  - Provost designee

**WORK GROUP**

- **Course Exchange**
  - George Kroeninger

**AY2019-2020 Operations**

**AY 2020-2021+**
UW-Whitewater – Student Success Integration

- Matt Aschenbrener, Assistant Vice Chancellor for Enrollment and Retention, UW-Whitewater
- Brent Bilodeau, Vice Chancellor for Student Affairs, UW-Whitewater
- Susan Elrod, Provost, UW-Whitewater
- Kristen Fillhouer, Associate Dean for Student Affairs and Enrollment, UW-Rock County
UW-Whitewater at Rock County*:
Collaborating for Student Success

* Name pending UW Board of Regents approval
UW-W and Rock County “Better Together”

- Strong message from Chancellor Kopper that we are “Better Together” right from the start and this is a great opportunity to better serve our communities together.
- Foundational mindset of student-focus and solutions-orientation.
- Created a nimble structure that could evolve as issues needed to be addressed; used a Shared Leadership approach on the collaborative LEAP backbone at UW-W and Rock County.
- Inclusive, collaborative meetings held at Rock and Whitewater, facilitated by our own Project Manager (Lois Smith).
- Initial big “Sticky Note” brainstorm meeting led to organic formation of our local working groups with strong buy-in from volunteers.
- Biggest group of Sticky Notes was around Student Services.
Creating Opportunities

- Access
- New Pathways
- Hawkcard
- Housing
- No-fare Shuttle
- Dining
HAWKCARD
Identifies you as a member of the Warhawk Family and access to the free shuttle service between campuses.

- Home Athletic Contests (not post season play)
  - Free with ID
- Young Auditorium/Cultural Affairs Events
  - Reduced Ticket Rate
- Theater Events
  - Reduced Ticket Rate
- University Center Movies
  - Student Ticket Rate
- University Center Entertainment Events
  - Free
- Warhawk Alley Access
- Leadership Conference
  - Free with ID
- Career Fair Participation
  - Free with ID
- Weight Room/Intramurals
  - Student Membership Rate/Team Fee
- Health Services
  - $20 Per Visit + Services
- Library
  - Complete Access on Both Campuses
- Copy/Printing
  - Money on Your Account
- Meal Plan/Purple Points
  - Coming Soon!
NO-FARE SHUTTLE SERVICE

The shuttle between the UW-Whitewater and the UW-Whitewater-Rock County campus provides no-fare transportation for all faculty, staff, and students.

The shuttle will have stops at the following locations.

1. UW-W Visitors Center, Whitewater, WI
2. Target - 2017 Humes Rd, Janesville, WI
3. UW-W-Rock County - 2909 Kellogg Ave, Janesville, WI

The shuttle will run Monday through Friday per the schedule in link below:

www.uww.edu/Documents/adminaffairs/fpm/UW shuttle service.pdf
Institute for Business and Entrepreneurship

UW System Organizational Placement

President Cross

Office of Corporate Relations & Economic Engagement

Assoc. VP Economic Development
50% WEDC 50% SA

Institute for Business & Entrepreneurship

Talent Initiative
Institute for Business and Entrepreneurship

*Outreach Program Units*

**Small Business Development Centers:** A statewide network of 14 locally-based offices providing consulting services and educational training courses for entrepreneurs seeking to start, manage and grow their businesses.

**Center for Technology Commercialization:** Provides early stage technology funding guidance, business proof of concept and market validation resources for high potential innovation-led startups. Administers Ideadvance Seed Fund and SBIR Advance, a matching grants program, with WEDC.

**Food Finance:** Prepares high potential food companies for capital acquisition and growth. National thought leadership and consultant training to support local, regional, and national food business models.

**Center for Business Intelligence:** Provides collection, analysis, and distribution of strategic business and market information used to improve decision-making and detect business opportunities. Business Intelligence Team – Wisconsin-based business strategy specialists work with second-stage companies to identify and pursue growth opportunities.

**Business Dynamics Research Consortium:** A research consortium compiling multiple data sets on business and economic activity creating a comprehensive and accessible databank on the US Economy. Developing data visualization tools to track business activity at the local, regional and state level.
Institute for Business and Entrepreneurship

Service Center Locations

UW System Campus Locations: 11

UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Madison, UW-Milwaukee, UW-Oshkosh, UW-Parkside, UW-River Falls, UW-Stevens Point, UW-Superior, UW-Whitewater

Additional Office Locations: 4

Green County, NE Region, SW Region, Waukesha County
# Institute for Business and Entrepreneurship

## Institute Integration – Progress Report

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Status</th>
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| 1. Establish Institute identity and placement within UW System and begin communication of integration to stakeholders | • Institute placement defined within UW System organizational structure  
• Change of unit name to “Institute”  
  ✓ Legal review for Institute named completed July 13.  
  • Scheduled formal announcement of Institute on or about Sept. 1  
• Pursue redesign of logo/Identity components with UW System Web Governance Committee  
  ✓ Integrating UW System logo to replace UW Extension as appropriate  
  • Begin rebranding efforts for logo, URL email, etc. |
| 2. Develop administrative processes for grants and contracts management, purchasing, HR, budgeting, IT, etc. that support Institute outreach operations. | ✓ Pre/post award grants management functions temporarily transitioned to UW-Madison  
✓ Staff engaged with UW System Web Governance Committee  
• Awaiting transition plan guidance for support functions and processes beyond transition year, including:  
  • Purchasing, contracts administration, IT support, HR  
  • Budgeting and fund designations  
  • Business services and grant management |
UW-Extension, Cooperative Extension Update

• Casey Nagy, Consultant, Vice Chancellor for Research and Graduate Education, UW-Madison
# Transition of Services – Approvals

The proposal process applies to early or expedited service transitions:

<table>
<thead>
<tr>
<th>Type of Transition</th>
<th>Initiator</th>
<th>Process</th>
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<tbody>
<tr>
<td>Individual Early Transition</td>
<td>RI Campus Relationship Lead sends request to Client Service Lead</td>
<td>RI Campus Relationship Lead sends request to Client Service Lead</td>
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<tr>
<td>(Requested by RI)</td>
<td>• Request individual transition (for eligible services)</td>
<td>• Client Service Lead reviews, makes recommendation to UWSA, and</td>
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<tr>
<td></td>
<td></td>
<td>transition planning begins upon approval</td>
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<td></td>
<td>RI Campus Relationship Lead sends request to Client Service Lead</td>
<td>• RI Campus Relationship Lead sends request to Client Service Lead</td>
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<td></td>
<td>• Client Service Lead identifies areas for expedited service transition</td>
<td>• Client Service Lead recommends expedited service to UWSA</td>
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<td></td>
<td>due to staffing levels or request by all RIs</td>
<td>• Upon approval, RI Campus Relationship Leads notified and transition</td>
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<tr>
<td></td>
<td></td>
<td>planning begins</td>
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<tr>
<td>Expedited Transition</td>
<td>Client Service Lead recommends expedited service to UWSA</td>
<td>Client Service Lead recommends expedited service to UWSA</td>
</tr>
<tr>
<td></td>
<td>• RI Campus Relationship Lead sends request to Client Service Lead</td>
<td>• Upon approval, RI Campus Relationship Leads notified and transition</td>
</tr>
<tr>
<td></td>
<td>• Client Service Lead recommends expedited service to UWSA</td>
<td>planning begins</td>
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Transition of Services – Process

A standard process to manage the transition of services in the MOU is outlined below:

**Proposal Received** (Early or Expedited Transitions)
- Transition proposal submitted; notify parties of planning start

**Initial Transition Planning** (RI/UWCS)
- Collaborative transition planning session to develop transition checklist/next steps

**Service Transition Plan**
- Plan developed for each RI to outline:
  - Approvals
  - Timelines
  - Resource Transitions
  - Implications (IT, HR, Procurement, Service Unit)
  - Records Transition
  - Stakeholder Communications
  - UWCS Role in Transition Period
  - Role Transitions and Timeline

**Transition Approved**
- Service transition plan approved by UWSA and RIs; MOU amendment request

**Transition Period**
- RIs prepare for transition
- UWCS provides support (as needed)
- Stakeholder communication completed

**Final Transitions and Close Out**
- Final transitions complete
- MOU updated (as needed)
Implementation Update

An update on MOU service transitions is provided below:

- MOU update process established

- Service transition dashboard development in progress to track:
  - Status of UWCS Services (staffing levels)
  - Status of RI service transitions
  - Planned early and expedited transitions

- UWCS records management transition process established
Next Steps
Before the next Steering Committee meeting, migration and implementation will continue in the regions and transitions will progress.

- Continue to prepare for HLC visits
- Implement critical path activities on the Restructuring Roadmap and with special projects
- Continue MOU implementation and service transition planning

The next Steering Committee Meeting is Friday, September 14, 2018, in Dejope Hall.
Overview
The key objectives of the August 17, 2018, Steering Committee meeting were to review HLC campus evaluation visit expectations; discuss the creation of the Collaborative Course Exchange Work Groups; and receive key updates on the MOU transition of services to the receiving institutions and UW-Extension and Cooperative.

The Restructuring project remains in the Migration and Implementation Stage since notice of HLC approval was received on June 29, 2018.

Major Areas of Discussion

Higher Learning Commission Update – Campus Visit Update
In the Higher Learning Commission’s (HLC) restructuring approval letter to UWSA, HLC requested 6-month Focused Visits of the branch campuses. The purpose of these visits are for HLC to evaluate the integration of the campuses. An HLC representative will walk the branch campus and familiarize themselves with the physical setup, meet with faculty, staff, and students, as well as spend time with the Branch Campus Administrator. Potential topics to focus on include:

- History, planning, governance, and oversight of the campus
- Physical and technological resources dedicated to the campus
- Human Resources dedicated to the campus
- Management of and access to student support services and academic resources
- Oversight of educational programs and instruction
- Evaluation and assessment processes for academic quality, student learning, and student persistence and completion
- Processes allowing for continuous campus improvement

Preparation for these visits begins in September and will continue into December 2018. UWSA will provide receiving institutions with updates and support leading up to the visits. HLC will schedule campus visits with receiving institutions at least three months before the visit. These will be scheduled by December. Focused Visits will begin in spring 2019 and last between one and two days.

Receiving institutions must submit their documentation to HLC one month before the visit. This will include a 10-12 page update report, the original business plan along with changes, and the original change application. A timeline for compiling documents for the HLC focused visits will be sent to the RIs from Carleen. Campuses will receive a response from HLC 30 days after the visit.

UWSA will be communicating with the following stakeholder groups: Accreditation Liaison Officers (ALOs), restructuring stakeholders, and chancellors, CBOs, provosts, restructuring teams/working groups, and faculty/staff/students at the receiving institutions. UWSA will communicate with these groups through regular updates, calls, and meetings.

Higher Learning Commission Update – Composite Financial Index (CFI)
The Composite Financial Index will be used during evaluation as a financial health indicator. The CFI reflects on the institutions’ ability to meet its mission and financial obligations and is made up of four different weighted financial ratios:

1. Viability (.35)
2. Primary Reserve (.35)
3. Return on Net Assets (.2)
4. Net Operating Revenue (.1)
This index allows HLC to see if an institution is above, below, or in the zone. HLC collects this data every year and monitors whether an institution is in or below the zone.

CFI reporting after July 1, 2018 for each Receiving Institution will include the branch campuses and measure the impact of the restructuring. Numbers will be taken from audited financial statements from the end of the last fiscal year. This means HLC will not review the restructuring impact until 2020 with FY 2019 financial statements. The UW System will prepare this number for institutions to give HLC.

Transfer Update
A UW Colleges Guaranteed Transfer Program functional team was established after the last Steering Committee meeting in July. After careful evaluation of the criteria and administration of the program, it is recommended that the UWSA Office of Academic and Student Affairs approach this as a system-wide policy revision. This will allow for uniform application of the policy while eliminating the need for a multitude of inter-institutional agreements.

Collaborative AAS
Work on the Collaborative Course Exchange will happen in two phases.

The first will be from three workgroups tasked with operations for AY 2019-2020. These groups are tasked with developing the online course offerings, developing shared support services, and defining the finance and administrative model for students enrolling in partner institutions.

Leadership from these three groups will be meeting weekly with the team lead, work group leads, and the PMO. The sponsor will lead the project and give guidance, provide updates to the Steering Committee as necessary, and advise the restructuring institutions’ Advisory Council.

The three workgroups related to the 2019-20 Course Exchange are:

1. Course Exchange
   a. Determine online course offerings and curricular model for the Course Exchange in 2019-20

2. Student Support
   a. Develop shared support services for students enrolled in courses offered through the Course Exchange in AY 2019-20

3. Finance and Administration
   a. Define the finance and administrative model to support students enrolling among partner institutions for AY 2019-20

During AY 2018-2019, UWC Online will still run the course exchange with the assistance of the three working groups. CEOEL will start to manage the AY 2019-2020 Course Exchange planning and take over in AY 2019-2020. During 2019-20, only the seven four-year UW institutions and their branch campuses will participate in the Course Exchange.

In the second phase, a fourth working group will begin preparing the management framework for AY 2020-2021 forward and will incorporate stakeholder feedback into their recommendations.

Receiving Institution Highlighted Practices – Student Success Integration
Chancellor Kopper lead with a strong message of “Better Together” from the start and set the message that the restructuring is a great opportunity to better serve our community together.
From the beginning, UW-Whitewater created a foundational mindset of student-focus and solution-orientation with a nimble structure that evolved as issues needed to be addressed and used a shared leadership approach. Workgroups and meeting were collaborative and inclusive and held at both UW-Rock County and UW-Whitewater. Workgroups were born out of a large, collaborative brainstorm meeting where needs were identified by participants across the campuses. Out of that meeting, Student Services arose as the primary focus.

Through the collaborative framework that was created, opportunities for student services across both campuses were identified, including:

1. **Access**
   - $25 student fee for all students allows access to common services, activities, and events across campuses

2. **New pathways**

3. **Hawkcard**
   - Common student card

4. **Housing**
   - Opening student housing to all students, regardless of program or campus

5. **No-fare shuttle**
   - Will run five days a week between both campuses and the Janesville Target

6. **Dining**
   - Integrated dining program that allows students to utilize dining options on both campuses through use of the Hawkcard

**UWSA Institute for Business and Entrepreneurship Update**

The Division for Business and Entrepreneurship (soon-to-be renamed Institute for Business and Entrepreneurship) is housed in the UWSA Office of Corporate Relations and Economic Development, which is led by the Associate Vice President of Economic Development, who has a 50% appointment with the Wisconsin Economic Development Corporation and 50% appointment with UW System Administration.

The Institute is comprised of five outreach program units, including:

- Small Business Development Centers
- Center for Technology Commercialization
- Food Finance
- Center for Business Intelligence
- Business Dynamics Research Consortium

The Institute operates through partnerships across the state, including 11 campus locations and four additional offices in Green County, the Northeast Region, Southwest Region, and Waukesha County. Funding comes from federally sponsored programs, non-federal sponsored programs, state 104 appropriation, and other sources like program revenue.

Currently, the Institute is working to establish its identity and placement within UW System and begin communication of integration to stakeholders, as well as develop administrative processes that support its outreach operations. UW-Madison is temporarily running pre/post award grants management functions as the Institute for Business and Entrepreneurship waits for guidance on the transition plan beyond the transition year. This includes:

- Purchasing, contracts administration, IT support, HR
- Budgeting and fund designations
Business services and grant management

UW-Extension, Cooperative Extension Update

There are no residual difficulties from the July 1 transition of Conference Centers and Mail Services.

Core transition planning teams have been organized for Cooperative Extension and Public Media. Focus is now on the October 1 deliverables, including the first iteration of issues that need to be addressed and the order that they need to be addressed in, in order to accomplish the transition of these units. The goal is to finalize those two items by December 31 of this year. It is imperative that individuals who will be implementing these transitional activities are given sufficient time and that consideration is given to their existing job responsibilities.

The transition of the Division of Labor and Education has been deferred until resolution of the tenure question, but will likely be accelerated in early 2019, pending the outcome of the tenure discussion this fall.

The transition team continues to work closely with governance on all aspects of transition planning, including policy alignment and creating new guidelines where necessary, for example: tenure review and promotion.

UW-Madison is working to offset or replace support for services currently provided by Central Services, including transitioning responsibility to UW-Madison for various programming needs, including the Employee Assistance Program, IRB, research and sponsored programs, and legal services.

MOU Transition of Services

To accommodate receiving institutions that are ready to transition specified services, receiving institutions may request early service transition. Additionally, UW Colleges Services (UWCS) may request the early transition of a specified service.

Receiving institutions requesting an early transition, must send an email to the appropriate UWCS Client Service Lead with the following information:

- Specific service from the MOU
- Recommendation for transition and rationale
- Suggested timeline
- Outline of potential risks and considerations

RIs requesting service transitions need to specify the type of transition:

- **Mutual Agreement**
  - If the Client Service Lead and receiving institutions agree on expedited service transition, the Client Services Lead must send a proposal to UWSA and cc the receiving institution relationship lead and branch administrator to receive approval.

- **Expedited**
  - If the Client Service Lead identifies service delivery as a risk due to staffing levels or other issues, the Client Services Lead must send a recommendation to UWSA to receive approval. Include any alternative plans for consideration.

- **Individual Transition**
  - Receiving institutions may request the individual transition for eligible services. To receive approval, the receiving institution must send an emailed request to the Client Service Lead who will review the proposal and make the recommendation to UWSA.
Once the transition proposal is submitted, receiving institutions will determine the next steps and address challenges. Receiving institutions will work in consultation with the UWSA Project Management Office to develop a brief transition of service plan which will outline roles, responsibilities, and timelines including communications needs, implications related to other service units identified, and UWCS role.

Once approved by UWSA, receiving institutions may submit an MOU amendment request and begin preparing for transition. Throughout this period, UWCS will provide support. As transitions end, the MOU will be updated as needed.

The standard process to manage the transition of services is as follows:
1. Proposal Received (early or expedited transitions)
2. Initial transition planning (RI and UWCS)
3. Service transition plan (developed for each RI)
4. Transition approved by UWSA and RIs
5. Transition period
6. Final transition and closeout

To keep track of status of staffing levels, receiving institution service transitions, and planned early and expedited transitions, a service transition dashboard is being created. A UWCS records management transition process has also been established.

**Next Steps**
Before the next Steering Committee meeting, migration and implementation will continue in the regions and transitions will progress.

- Continue HLC visit preparation
- Implement critical path activities on the Restructuring Roadmap and with special projects
- Continue MOU implementation and service transition planning

The next Steering Committee meeting is on **Friday, September 14 at 9:00 a.m. at Dejope Residence Hall (640 Elm Drive, Madison) in the Lake Mendota Room.**