UW Colleges and UW-Extension Restructuring

Steering Committee Meeting 16

Friday, February 15, 2019
9:00 a.m. – 11:00 a.m.
# Steering Committee Meeting Agenda

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>9:00 – 9:05</td>
<td>Rob Cramer</td>
</tr>
<tr>
<td>Project Roadmapping</td>
<td>9:05 – 9:25</td>
<td>Jo Carter</td>
</tr>
<tr>
<td>HLC</td>
<td>9:25 – 9:35</td>
<td>Carleen Vande Zande</td>
</tr>
<tr>
<td>FY19-20 Budget</td>
<td>9:35 – 9:55</td>
<td>Gillean Kitchen</td>
</tr>
</tbody>
</table>
| SIS                          | 10:15 – 10:30 | Werner Gade  
Raghu Chagarlamudi, Huron  |
| Records Management           | 10:30 – 10:45| Charles Clark, UW Colleges  
Katie Patten  
Mark Dorn, UW-Extension      |
Roadmap Update

Jo Carter, Project Management Office
Roadmap Validation

• Roadmap meeting
  • Intended to bring UWC/UWX/UWSA plans together
  • RIs were invited as interested stakeholders
    • RI roadmap milestones will be included, if requested/provided by RIs

• RI visits
  • PMO will visit RIs in late February to coordinate combined roadmap and RI plans
  • Similar meetings with UW-Madison and UW-Shared Services
Roadmap Tracking

• The Roadmap is the foundation for completing all remaining project work
  • Milestones and target dates will be tracked by the PMO
  • Amendments made as needed
  • Contact Jo Carter with questions or amendments – jcarter@uwsa.edu

• “Gate” check-ins
  • July 1, 2019 is anticipated to be a common target date, particularly for financial milestones
  • PMO will facilitate 90-, 60-, and 30-day check-ins before milestone target dates to ensure they are on track
  • First “gate check” will be held in early April, and will set the pattern for the later gates
# Roadmap Formats: Swim Lane

<table>
<thead>
<tr>
<th>JANUARY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A CALENDAR ITEM</strong></td>
</tr>
<tr>
<td>UWC - Winterim 2019 - Last Day of Classes</td>
</tr>
<tr>
<td>UWC - Winterim 2019 - Grades Due</td>
</tr>
<tr>
<td>UWOIS, Fall semester degrees posted</td>
</tr>
<tr>
<td>All fall order diplomas for fall semester degrees earned</td>
</tr>
<tr>
<td>All fall report Fall 20v degrees to NSIC</td>
</tr>
<tr>
<td><strong>BURSAR FUNCTIONAL TEAM</strong></td>
</tr>
<tr>
<td><strong>CLOSEOUT - FINANCIAL AID</strong></td>
</tr>
<tr>
<td>Need final CO guidance on how to transition the PLP program to UWM IT guidance is not provided, contingency plans needed</td>
</tr>
<tr>
<td><strong>CLOSEOUT - LEGAL REQUIREMENTS/STAT... REFERENCES</strong></td>
</tr>
<tr>
<td>Technical and Substantive amendments to Regents policy documents, administrative and board policies</td>
</tr>
<tr>
<td><strong>CLOSEOUT - PHYSICAL ACCESS/MANAGEMENT</strong></td>
</tr>
<tr>
<td>Confirm that all PAs will be managing the surplus of their non-branch campuses. Confirm PAs are aware of this</td>
</tr>
<tr>
<td><strong>CLOSEOUT - PROPERTY/EQUIPMENT</strong></td>
</tr>
<tr>
<td><strong>CLOSEOUT - RECORDS TRANSITION, ACTIVE &amp; HISTORICAL</strong></td>
</tr>
<tr>
<td>IRIS SMEs identified record needs and all active Collegen records defined with necessary data determined</td>
</tr>
<tr>
<td><strong>CLOSEOUT/MOU TRANSITIONS - ADMIN &amp; FINANCE</strong></td>
</tr>
<tr>
<td>What is the breakdown by fund and category (funds, S&amp;R) of non-campus badges that will receive (Crosswalk detail)</td>
</tr>
</tbody>
</table>

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[FIGURE: Roadmap Swim Lane Format]

**UNIVERSITY OF WISCONSIN SYSTEM**
<table>
<thead>
<tr>
<th>Item</th>
<th>Target Date</th>
<th>Milestone Description</th>
<th>Priority Level</th>
<th>Workstream</th>
<th>Point of Contact</th>
<th>Communicate</th>
<th>Related Milestones/Dependencies</th>
<th>Visibility Level</th>
<th>Stakeholders</th>
<th>Comment/Questions</th>
<th>PMO Leader</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>240</td>
<td>12/25/2019</td>
<td>UWU - Winterim 2019 - Last Day of Classes</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>Bruce Cunningham</td>
<td>No</td>
<td>0- Calendar Item</td>
<td>Ran Schuartz</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>241</td>
<td>12/26/2019</td>
<td>UWU - Winterim 2019 - Graduation Day</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>Bruce Cunningham</td>
<td>No</td>
<td>0- Calendar Item</td>
<td>Ran Schuartz</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>252</td>
<td>2/4/2019</td>
<td>GSFF 2019 Reporting begin</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>David Geick-Schafer</td>
<td>No</td>
<td>0- Calendar Item</td>
<td>Ran Schuartz</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>273</td>
<td>3/10/2019</td>
<td>New deadline for registration fall 2019 terms entered into the regional computer computer system. There needs to be a way for correct and financial aid funds to be identified. If there is no registration in the regional computer system, they could be unable to determine financial aid. Very similar to comment stated UWSA/OU about the admission application, in that registration and financial aid are considered in the same system.</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>Olga Sturgeon - Financial Aid</td>
<td>Tim O’Malley</td>
<td>No</td>
<td>3- PMO Tracking</td>
<td>Admission application becomes available for fall 2019 enrollment. Admission decision must be entered in the regional computer computer system in order for financial aid to be processed by the regional computer. Can’t have a Colleges of the region and the regional computer do the authorized roles all to the registrar’s office within the PeopleSoft system.</td>
<td>Ran Schuartz</td>
<td></td>
<td></td>
</tr>
<tr>
<td>274</td>
<td>2/4/2019</td>
<td>Determine what data can be shared for RA-deivered and UMO BAS system</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>Olga Sturgeon - Academic Affairs</td>
<td>Ginger Menze</td>
<td>Yes</td>
<td>3- PMO Tracking</td>
<td>Same as above</td>
<td>Justin Loesley</td>
<td></td>
<td></td>
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<tr>
<td>40</td>
<td>2/14/2019</td>
<td>All RA complete account provisioned and approved</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>David Geick-Schafer</td>
<td>No</td>
<td>3- PMO Tracking</td>
<td>Ran Schuartz</td>
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</tr>
<tr>
<td>275</td>
<td>2/16/2019</td>
<td>Summer schedule completed (being handled by RA)</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>Olga Sturgeon - Academic Affairs</td>
<td>Oscar Clark</td>
<td>No</td>
<td>2- Steering Committee</td>
<td>Recommendation that UWU/HR will handle summer instructional</td>
<td>Ran Schuartz</td>
<td>2/4/2019</td>
<td></td>
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<tr>
<td>40</td>
<td>2/17/2019</td>
<td>Determine which classes will be managed</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>MUO Transition to RA - Academic Affairs</td>
<td>Poth Anderson</td>
<td>Yes</td>
<td>3- PMO Tracking</td>
<td>On track for administration</td>
<td>Jaren Barrett</td>
<td></td>
<td></td>
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<tr>
<td>45</td>
<td>2/17/2019</td>
<td>Determine which courses will be managed</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>MUO Transition to RA - Academic Affairs</td>
<td>Poth Anderson</td>
<td>Yes</td>
<td>3- PMO Tracking</td>
<td>On track for administration</td>
<td>Jaren Barrett</td>
<td></td>
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</tr>
<tr>
<td>45</td>
<td>2/19/2019</td>
<td>Determine which courses will be managed</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>MUO Transition to RA - Academic Affairs</td>
<td>Poth Anderson</td>
<td>Yes</td>
<td>3- PMO Tracking</td>
<td>On track for administration</td>
<td>Jaren Barrett</td>
<td></td>
<td></td>
</tr>
<tr>
<td>210</td>
<td>2/19/2019</td>
<td>New Department Oeddar</td>
<td>A</td>
<td>&quot;Milestone date&quot;</td>
<td>UWU Transition to UW/OA - Business Affairs</td>
<td>Gina Ferrante</td>
<td>No</td>
<td>3- PMO Tracking</td>
<td>Ran Schuartz</td>
<td></td>
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Review Processes

HLC on-site Peer Review Focused Visit - December 2018
HLC Vice President Review - In-progress
HLC Institutional Action Committee - Early Spring 2019
HLC Final Report - Early Spring 2019
System Focused Review - Strengths

- Leadership
- Strong Collaboration
- Board of Regents
- Detailed Planning and Execution
- MOUs and Institutional Statements
- Accountability
- Flexibility in Local Reorganization
- Support Across Regions of the State
- Compliance with HLC Criteria
Leadership

- Strong forward-thinking leadership
- Strong commitment and support
- Commitment of leadership team
- Maintain quality in all regions of state
Strong Collaboration

• Collaboration is vibrant across System
• High levels of engagement
• High levels of branch campus participation in planning
• Plans for further collaboration
Board of Regents

- Strong understanding and support
- Accountability
- Informed
- Continuous focus on long-standing issues in System
Detailed Planning and Execution

- High level of detail and careful planning
- Clear evidence in documentation
- Iterative process
- Collaborative input
- Excellent planning and well executed
- High level of awareness and understanding
- Deep commitment to goals of plan
MOUs and Institutional Statements

• Clear demonstration of how HLC criteria are met
• Allowed latitude for campus plans and distinctive culture
• High levels of support and buy-in
• Accountability
  • Maintain System dashboard of actions
  • Milestones
Support Across Regions of State

- Increases opportunities to improve involvement with new regions
- Responsiveness to economic development needs
- Opportunities to bring talent development and educational programs to smaller communities
Compliance with HLC Criteria

• The team found nothing that would put the institutions at risk of falling out of compliance with HLC criteria or eligibility requirements.
Institution Focused Review - Concerns

- Student Services Staffing
- Enrollment Challenges
- Need for Clear Communication
- Financial Challenges
Student Service Staffing Levels

• Area already experienced budget reductions

• Institutions and System aware of need to rebuild critical services

• Challenges ability to meet Criterion 3 D
  
  • “The institution provides support for student learning and effective teaching.”
Enrollment Challenges

• Enrollment challenges remain a concern
• Restructuring brought renewed focus on this
• Leadership is attuned to regional stakeholders
• Vigorously addressing challenge
Need for Clearer Communication

• Informed if engaged, if not involved not as informed
• Consider climate of change and communication needs
• More communications using multiple channels and messaging appropriate to target audience
• Build message of fully realizing benefits of restructuring
Financial Challenges

• Expressed concern for sustainability
• Issues are well defined by leadership and institution business officers
• Leadership demonstrated in-depth awareness of issues in higher education business models
• Issues of compensation across four-year and two-year institutions
• Firm determination to address issues
• Financial officers engaged in ongoing planning and preparation beyond planning framework
  • Strong collaborative frameworks established
Additional Feedback

- HLC noted that collaboration and commitment are noteworthy throughout the restructuring efforts
FY19-20 Budget

Gillean Kitchen, Office of Finance
Crosswalk Allocations Process

Final allocation crosswalks were provided to CBOs and Budget Directors in January. Over the next month, individual teleconferences have been scheduled with CBOs and staff at each RI to address any questions or concerns.

Dec./Jan. 2017

Initial Crosswalks Developed
- UWC Budget was reviewed line-by-line
- Pro forma budgets were developed
- Crosswalks/pro forma budgets submitted to HLC

May/July 2018

First Iteration
- FY18-19 Redbook information included
- MOU Decision changes incorporated
- Pro Forms updated and initial operating fund adjustment estimates provided
- First FY19 Transfers to RIs (Marketing, Recruitment, Regional)

November 2018

Methodology Review
- Methodologies reviewed to account for enrollments and operational need
- Agreed to hold campuses harmless for FY19/20 on adjustments
- Modified Marketing, Recruitment, Central Solution Center, Financial Aid Office, Library Support Services, and Regional allocations

December 2018

Admin. Distribution
- New crosswalk provided to campuses with Administration and University Relations funding distributed
- Portions of HR and IT originally held back for Shared Services distributed in new version

January 2019

Final Crosswalks Sent
- Campus budgets reviewed and reduced to reflect FY19 tuition estimates
- FY19/20 Hold Harmless amounts communicated
- Final adjustments made
Budgeting Guiding Principles

- Budgets were assessed based on the 2017-18 UW Colleges allocation of funds, and corresponding provision of instruction, student services, administrative services, and other services.
- All methodologies were reviewed and allocations needed to balance the reality of different levels of enrollments plus the administrative needs to operate a branch campus.
- Campuses would be held harmless for any adjustments to the methodologies for a period of two years.
- Campus Budgets would be adjusted to reflect recent tuition estimates, and these reductions would be incorporated into the current budgets (with a hold harmless period through FY20).
SIS Workstream Update

Werner Gade, Assistant Vice Chancellor for IT & CIO
UW Colleges and Extension
Raghu Chagarlamudi, Senior Director, Huron
SIS Project Overview

Goals & Objectives

• Ensure the SIS restructuring project initiatives align with the goals of the overall UW Colleges and UW-Extension Restructuring project, which include:
  ✓ Expanding **access** to higher education
  ✓ Maintaining **affordable** tuition
  ✓ Increasing **opportunities** for students

• Successfully **deliver** a **restructured SIS** at each of the participating Receiving Institutions and assure no interruption of service or support to branch campus students as their records transition to the receiving institutions

• Construct a SIS project structure that supports **cross-team collaboration** with key stakeholders at each of the Receiving Institutions and UW System and by developing **SIS project planning framework** that delivers on key SIS restructuring milestones
## SIS Timeline

### Milestone Tracking Calendar

<table>
<thead>
<tr>
<th>Activities</th>
<th>Status</th>
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<tbody>
<tr>
<td>Phase I Conversion Go Live</td>
<td><img src="image" alt="status" /></td>
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<tr>
<td>Phase II Conversion Go Live</td>
<td><img src="image" alt="status" /></td>
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<tr>
<td>Phase III Conversion Go Live</td>
<td><img src="image" alt="status" /></td>
</tr>
<tr>
<td>Student Account Balance Conversion</td>
<td><img src="image" alt="status" /></td>
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<tr>
<td>Support Course Exchange</td>
<td><img src="image" alt="status" /></td>
</tr>
<tr>
<td>Phase IV Conversion Go Live</td>
<td><img src="image" alt="status" /></td>
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<tr>
<td>Phase V Conversion Go Live</td>
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### Budget Status

<table>
<thead>
<tr>
<th>Budget Status</th>
<th>Dates</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIS Project Budget Phase 1</td>
<td>4/1/18 - 2/28/19</td>
<td><img src="image" alt="status" /></td>
</tr>
<tr>
<td>SIS Project Budget Phase 2</td>
<td>3/1/19 - 9/1/19</td>
<td><img src="image" alt="status" /></td>
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### Key

- **Milestone**: ☀
- **Not Started**: ●
- **Completed**: ✭
- **On Schedule/On Budget**: ●
- **At Risk**: ❌
- **Jeopardy/Off Budget**: ❌
Records Workstream Update

Charles Clark, Associate Vice Chancellor for Academic Affairs, UW Colleges
Katie Patten, Public Records Coordinator
Mark Dorn, Associate Vice Chancellor for Administration and Finance, UW-Extension
Active Records: Information Transfer

• Developed a process for information transfer that can be maintained post-UWCX closeout
  • UW Colleges Records Workgroup, with representatives from administrative divisions, is coordinating with PMO
  • RI SME teams, with Lead SME group coordinating with PMO & Records Workgroup
    • Greg Kocken, UW-Eau Claire
    • Chris Paquet, UW-Green Bay
    • Seth Zlotocha, UW-Milwaukee
    • Josh Ranger, UW-Oshkosh
    • James Hibbard, UW-Platteville
    • Brad Casselberry, UW-Stevens Point
    • Alexandra Stokes, UW-Whitewater
Active Records: Information Transfer

• Completed actions:
  • Implementation plan in place, focusing on active records with priority on student information, personnel information, and administration & finance information
  • RI SME teams have assembled spreadsheets defining RI needs for active records
  • A comprehensive spreadsheet of RI records needs, now available to RI SME teams and Colleges’ workgroup
  • A System-level SharePoint site for receipt of electronic records (active Colleges records are largely electronic)
Active Records: Information Transfer

• Personnel information is moving to RIs
• Student Affairs information is in the process of being made available
• Some risk management information has been made available
• A student employee will move information from Colleges to the System-level SharePoint site mentioned earlier
• The process includes tracking as information is transferred or otherwise made available
• RIs – via SME teams – will also be working with staff at the branch campuses
Active Records: Information Transfer

• We’re using July 1, 2019 as a default date for information transfer/availability
  • Some information has already transferred or will have transferred before this date (Ex: Student Affairs and personnel information)
  • Other information will become available late in FY19 and during FY20 (Ex: budget, library, and HR information, depending on the nature of the information and the overall transition process)
Historical Records: UW-Extension Records Transition

1. Divisional Records move with division to RI
2. Institutional Records – Functional Groups (HR, Payroll, Business Services) handling transition
3. Records stored at State Records Center (SRC)
   a. Working with RI Records Officers to transfer ownership of those files by July 1, 2019
   b. Decision Item – determining custodian of Extension institutional records stored at SRC
   c. RIs will need to have access to co-mingled Extension records at SRC through the records’ remaining required retention periods
Historical Records: UW-Extension Records Transition

4. Timeline
   a. Moving Personnel information to RIs as needed
   b. SRC records transfer ownership to RIs by 7/1/19
   c. Extension financial records transitioned to SRC sometime post-FY19
      fiscal year-end closeout
Next Steps

Before the next Steering Committee meeting:

- PMO visits RIs, UW-Shared Services to coordinate timelines

The next Steering Committee Meeting is Friday, March 15, 2019.
Overview

The key objective of the February 15, 2019, Steering Committee meeting was to receive updates on 2019 Combined Roadmap planning, Higher Learning Commission (HLC), FY19-20 budget, Student Information System, and Records Management.

The Restructuring Project is roughly half-way through HLC Phase 1, which began on July 1, 2018, and ends June 30, 2019.

Project Management Office (PMO)

Jo Carter, Project Manager, PMO, gave an update on the 2019 Combined Project Roadmap planning meeting on February 11. A group of stakeholders representing UW System Administration (UWSA), UW Colleges, UW-Extension, and Receiving Institutions reviewed a draft combined workstream roadmap for the remaining project timeline. The roadmap contains milestones for MOU service transitions, UW-Extension units transitioning into UWSA, and UWCX closeout. The group validated and collaborated on improvements to the milestones, interdependencies, date conflicts, and other key information of the draft.

The PMO has incorporated those comments and changes and distributed the updated combined roadmap to project stakeholders. The PMO will track milestones and make amendments to target dates, as necessary. By the end of February, the PMO will meet with each of the RIs individually to ensure the coordination of roadmaps and milestones between the RIs and the central UWSA/UWCX group.

The PMO will facilitate “gate check” meetings between UWCX and each RI at the 90-, 60-, and 30-day mark before July 1, 2019. Gate check meetings will help ensure readiness for key transitions, assessing whether teams are on-track and addressing issues in a timely manner. The first gate check will be held in early April.

Higher Learning Commission (HLC)

Carleen Vande Zande, Associate Vice President for Academic Programs and Educational Innovation, provided an update on HLC’s review during the December Focused Visit.

Timeline for HLC report

The HLC review team’s report, based on findings from the December Focused Visit, will be finalized in early spring 2019. The report will then be submitted and the Institutional Actions Council will review the report in spring 2019. The results will be shared with institutions thereafter.

Preliminary HLC feedback on:

Leadership

- The UW System demonstrated strong, forward thinking leadership in proposing and implementing the plans to restructure the UW System
- The UW System demonstrated a strong commitment and support of the President and Chancellors for the restructuring proposal and plans
- The leadership team at UW System is committed to working through the full implementation of the plan
- The HLC review team recognized our strong desire to maintain quality higher education for students in all regions of the state

Strong Collaboration

- The HLC review team observed that collaboration is vibrant across the UW System
• They observed high levels of engagement among committees and task forces at UWSA and UW institutions
• There is a high level of involvement of branch campus faculty and staff in planning and with plans in place for future collaborations

Board of Regents
• Developed a strong understanding and sense of support among the Board
• The issues addressed through the reorganization were long held concerns by the Board
• The Board requires regular updates to stay informed of the progress of this work, which HLC also views as an accountability measure

Detailed Planning and Execution
• HLC reviewers commented on the high level of detail and careful planning
• The documentation provided showed clear evidence of thoughtful, deliberative planning
• The reviewers noted there is an iterative process for revision and modification of the plan, if necessary
• The reviewers noted collaborative input to create the plan
• There is a high level of awareness and understanding of all the details of the plan across the UW System
• The receiving institutions show a deep commitment to the goals of the restructuring and engage in extensive collaboration to ensure its success
• Overall, the reviewers observed that the planning is excellent and that Phase One has been well executed

Memoranda of Understanding and Institutional Statements
• Contents of these documents demonstrate how the HLC criteria are being met
• The agreements allow wide latitude in developing campus plans related to distinctive culture of each receiving institution
• The creation and adoption of the MOUs show a high level of support

Accountability
• UW System maintains a dashboard of specific action steps to monitor progress of the plan
• UW System setup its own accountability reporting with milestones
• The Board receives regular updates about the progress of restructuring

Flexibility in Local Restructuring
• HLC reviewers noted the large scale restructuring supported a variety of implementation strategies across the seven receiving institution and that multiple approaches have been used
• These include the creation of new colleges or alignment to existing departments in the receiving institutions
• The reviewers encouraged UW System to study the impact of different approaches being used

Support Across Regions of the State
• The restructuring will increase opportunities to improve involvement with and responsiveness to economic development needs of affected communities and constituent groups
• The receiving institutions also have opportunities to bring talent development and education programs to smaller communities throughout Wisconsin

Compliance with HLC
• The HLC review team found nothing that would put the institutions at risk of falling out of compliance with HLC criteria or Eligibility Requirements
HLC Noted Areas of Concern:

**Student Service Staffing Levels**
- This is an area that has already been hit by budget reductions at all institutions as a result of enrollment declines.
- The institutions and UWSA are aware of the need to rebuild these vital student services using new models of delivery and resource support.
- If this is not addressed, it will make meeting compliance with HLC Criterion 3.D. especially challenging for all of our institutions.

**Challenges with Enrollment**
- Enrollment challenges remain a concern for UW leadership.
- Restructuring brought renewed focus on enrollment.
- Chancellors and staff are attuned to regional stakeholders to better understand the needs of each region.
- Institutions are vigorously addressing enrollment challenges at this time.

**Need for Clear Communication**
- People involved in the restructuring effort are highly informed, but those who do not have an active role may be less informed.
- HLC reviewers encourage more communication, using multiple channels, and messaging appropriate to different target audiences need to fully realize the benefits of restructuring.
- There are currently plans in motion to map communication strategies to address this point.

**Financial Challenges**
- HLC reviewers noted concerns about the financial sustainability of the plan were evident in the many interviews.
- Receiving institutions have done a good job of identifying issues related to financial challenges such as:
  - Potential revenue growth or decline through tuition and state support.
  - Cost containment.
  - Synergies resulting from restructuring.
  - Service and infrastructure needs.
- HLC noted issues of faculty and staff compensation across 4-year and 2-year institutions are a concern.
  - Matters of equity should be acknowledged and addressed as expeditiously as possible.
- UW representatives demonstrated an in-depth awareness of issues in higher education business models and have a firm determination to address the financial concerns.
- UWSA and institution finance officers are engaged in ongoing planning and preparation beyond the 2-year horizon of the plan.
- Collaborative frameworks developed through restructuring will address these challenges.
- The collaboration and commitment by System and institution representatives are noteworthy.

**FY19-20 Budget**
Gillean Kitchen, with the Office of Finance, provided an update of the Crosswalk Allocation Progress. Final allocation crosswalks were provided to CBOs and Budget Directors in January. Over the next month, individual teleconferences have been scheduled with CBOs and staff at each RI to address any questions or concerns. She also affirmed the budgeting guiding principles:

- Budgets were assessed based on the 2017-18 UW Colleges allocation of funds, and corresponding provision of instruction, student services, administrative services, and other services.
All methodologies were reviewed and allocations needed to balance the reality of different levels of enrollments plus the administrative needs to operate a branch campus.

Campuses would be held harmless for any adjustments to the methodologies for a period of two years.

Campus Budgets have been adjusted to reflect recent tuition estimates, and these reductions have been incorporated into the recent crosswalk allocations (with a hold harmless period through FY20). Campuses will have flexibility for how they incorporate these reductions into their budgets.

The additional “Hold Harmless” transfers for adjustments to the crosswalks will take place by the end of February. With the exception of accommodation support for expenses in excess of the FY19 transfer amount, no additional transfers are anticipated in FY19.

**SIS Workstream Update**

Werner Gade, CIO, UW Colleges Services, and Raghu Chagarlamudi, Senior Director, Huron, provided an update on PRISM and the SIS restructuring project.

Central IT plans to keep PRISM active until at least December 2019 and possibly longer. Central IT is working with UW Extended Campus on a solution for retaining historical records for the purpose of producing student transcripts and managing student debt.

**Goals and objectives of the SIS project:**

- Ensure the SIS restructuring project initiatives align with the goals of the overall UW Colleges and UW-Extension Restructuring project, which include:
  - Expanding access to higher education
  - Maintaining affordable tuition
  - Increasing opportunities for students

- Successfully deliver a restructured SIS at each of the participating Receiving Institutions and assure no interruption of service or support to branch campus students as their records transition to the receiving institutions

- Construct a SIS project structure that supports cross-team collaboration with key stakeholders at each of the Receiving Institutions and UW System and by developing SIS project planning framework that delivers on key SIS restructuring milestones

**SIS Project Phases – Activities and Updates:**

- **Phase I** ended in early November 2018 and included the successful data migration of 9000+ actively enrolled Fall 2018 UW Colleges students to the seven receiving institutions. This migration was required to support awarding of financial aid for the 2019-20 aid year for branch campus students of the receiving institutions.

- **Phase II** ended in late November 2018 and included the receiving institutions manually configuring faculty and room data to facilitate the publishing of class offerings for the Fall 2019 registration period.

- **Phase III** – The first phase of Phase III will conclude on February 16, 2019 and will include the transmission of the following PRISM data to RI SIS:
  - Enrollment, prior earned credit, grades, new account balances, and equivalencies transferred to receiving institutions for Fall 2018, Winterim 2018, and Spring 2019
  - A re-run of newly admitted students not included in Phase I
The date of the student account balance conversion has been pushed to March 11, 2019 in order to accommodate as many financial aid disbursements as possible in PRISM prior to extracting outstanding balances for conversion.

- **Phase IV** is scheduled for July 2019 and will include the transmission of the following PRISM data to RI SIS:
  - Winterim 2018 and Spring 2019 enrollment
  - Summer 2019 students, prior earned credit, grades, new account balances, and equivalencies transferred to receiving institutions

- **Phase V** is scheduled for September 2019 and will update UW Colleges Summer 2019 student data, including: credits, grades, new account balances, and equivalencies transferred to receiving institutions.

### Records Workstream Update

Charles Clark, Associate Vice Chancellor for Academic Affairs at UW Colleges; Katie Patten, Public Records Coordinator at UWSA; and Mark Dorn, Associate Vice Chancellor for Administration and Finance at UW-Extension, provided an update on the transition for active, inactive, and historical records.

**Active Records**

For information transfer of active records, a UW Colleges Records Workgroup, with representatives from administrative divisions, is coordinating with the PMO. Receiving Institution subject matter experts (SME) are coordinating with the PMO and the Records Workgroup. The workgroup is using July 1, 2019 as a default/benchmark date for information transfer/availability.

**Completed actions:**

- Implementation plan in place, focusing on active records with priority on student information, personnel information, and administration & finance information
- RI SME teams have assembled spreadsheets defining RI needs for active records
- A comprehensive spreadsheet of RI records needs is now available to RI SME teams and Colleges’ workgroup
- A System-level SharePoint site for receipt of electronic records (active Colleges records are largely electronic)
- Personnel information is moving to RI
- Student Affairs information is in the process of being made available
- Some risk management information has been made available
- A student employee will move information from Colleges to the System-level SharePoint site mentioned earlier
- The process includes tracking as information is transferred or otherwise made available
- RI’s – via SME teams – will also be working with staff at the branch campuses

**Inactive Records**

Inactive records are records that aren’t needed for reporting or regular use.

The records workgroup is working to affirm or reaffirm responsibility for inactive records that have already been established. This will be incorporated into a formal memo. Example: Records at branch campuses will be under the purview of the receiving institution

The records workgroup is also working on developing a plan for areas that aren’t transitioning. Example: Colleges and Extension administrative records.
UW-Extension Historical Records
For the transition of UW-Extension Historical Records, responsibility of divisional records will move to the RI. Functional Groups (ex: HR, Payroll, and Business Services) are handling the transitions individually. Historical records will be stored at State Records Center (SRC) until the end of their life cycle. The records group is working with RI Records Officers to transfer ownership of those files by July 1, 2019. Extension financial records will be transitioned to SRC post-FY19 year-end closeout.

A memorandum will be drafted and distributed in the next two weeks, outlining the records transition process and responsibilities.

Next Steps

The PMO will visit RIs and UW-Shared Services later in February to coordinate roadmap milestones and timelines.

The next Steering Committee meeting is on Friday, March 15, 2019.