

UW Colleges and UW-Extension Restructuring

Steering Committee Meeting 13

Friday, November 16, 2018

9:00 a.m. – 12:00 a.m.

Steering Committee Meeting Agenda

Welcome	9:00 – 9:10 a.m.	Rob Cramer
Higher Learning Commission – Pre-visit update	9:10 – 9:25 a.m.	Carleen Vande Zande
Enrollment - Reporting Restructuring Activity: Issues and Solutions	9:25 – 9:45 a.m.	Ben Passmore and Sue Buth
Finance Updates - Updated FY20 Crosswalks – Adjustments - Operating Budget Adjustments – Hold Harmless	9:45 – 10:15 a.m.	Sean Nelson
-----10-Minute Break -----		
Course Exchange	10:25 – 10:45 a.m.	Aaron Brower
Regional Updates	10:45 – 11:15 a.m.	Regional Steering Reps
PMO Project Update	11:15 – 11:30 a.m.	Jo Carter

Higher Learning Commission

Pre-visit update

Carleen Vande Zande, AVP

Higher Learning Commission – Pre-Visit Update

Carleen Vande Zande, Associate Vice President, Academic Programs and Educational Innovation, UW System Administration

HLC Focused Visit

December 3 – 4

Gordon Dining and Event Center

Invitations and Schedule Forthcoming

Reporting UW Restructuring UW Activity

Issues and Solutions

Ben Passmore, AVP and Sue Buth, Director

Initial Fall 2018 Allocation of UWC Online Students

- UWC Online (ONL) enrollments were allocated to physical branch campuses per Steering Committee decision
- Based on Zip Codes with the exception of:
 - International and non-resident students assigned to UW-Fox Valley
 - Specific Michigan Zip Codes assigned to UW-Manitowoc and specific Illinois Zip Codes to UW-Rock County
 - Students concurrently enrolled at a physical UWC location
- UWSA received allocations directly from UWC Registrar

Initial Fall 2018 Allocation of UWC Online Students

- Takes into account students concurrently enrolled at ONL and the physical location of the associated Receiving Institution's (RI) branch campus
 - *1,550 ONL Only students*
 - *1,000 ONL Dual Enrolled students at another 2-year*
- Does not take into account concurrent enrollments at
 - Multiple associated branch campuses
 - Associated main and branch campus enrollments
 - Non-associated main/branch campuses

Initial Fall 2018 Allocation of UWC Online Students

- Magnitude of concurrent enrollment activity
 - ONL and physical UWC location
 - *1,000 enrollments were adjusted for (unduplicated) in the initial fall 2018 representation*
 - Multiple associated branch campuses
 - *Approximately 15 students*
 - Associated main and branch campus enrollments
 - *Approximately 90*
 - Main/main and non-associated main-branch/branch-branch campuses
 - *Approximately 325, 140, and <10 respectively*

Reporting Options—Concurrent Enrollments

- Home institution model
 - Concurrent enrolled students associated RI assigned to a “home institution” based on campus practice
 - Requires additional changes to CDR extract and Oracle database structure
 - Institutions using this model
 - Allows for
 - Single headcount representation of concurrently enrolled students at associated location
 - Credit activity can be associated with associated location
 - Does not capture
 - Concurrent enrollments at non-associated institutions

Reporting Options—Concurrent Enrollments

- Considerations
 - Comparisons overtime
 - 2018-19 adjust for ONL concurrent activity only
 - 2019-20 adjust for all associated campus concurrent activity
 - Hard break(s) in historical representation

Reporting Options—Combined / Separate Entities

- UWSA Publications
 - Accountability Dashboards, Outcomes Based Funding, Fact Book, Journey App, Legislative required
 - Standard and adhoc analyses as appropriate/according to need
 - Same for all Receiving Institutions
- Federal IPEDS
 - Combined institution only for 2018-19, same for all RIs
 - Separate entities or combined institutions for 2019-20
- Other External Reporting Requirements
 - HLC, NSC, FSA

Other Reporting Issues and Analytics

- Finance
- Human Resources
- Internal and External Analytics

Finance Updates

Updated FY20 Crosswalks – Adjustments
Operating Budget Adjustments – Hold Harmless

Sean Nelson, VP Finance

Finance Updates – Communication

Vice President of Finance Sean Nelson issued a memo to Chancellors, CBOs, Provosts, Bursars, and Controllers with key financial information on November 5th, 2018.

The memo contained the following:

- Finance Restructuring FAQ that provided clarification on financial issues (i.e. retention of fund 103/104, clarification on “hold harmless”)
- Updated FY20 Crosswalks
- “Hold Harmless” variances for updated crosswalk items
- Budget Transfer Summary
- FY19 Operating Budget Adjustments
- FY18 UWC PR Balance Summary

Updated FY20 Crosswalks – Adjustments

UWSA committed to reviewing the allocation methodologies at the June BOR meeting. There were several changes made to capture the level of service to students at the different campuses.

FY2018/2019			Allocations	
	All Funds	Employee FTEs	Student FTEs	Allocation Method
Regional	\$ 4,826,863	29.00		
North: Barron County, Marathon, Marshfield, Marinette	\$ 1,306,950	8.00		60 Proportionate/40 SHC
Northeast: Fond du Lac, Fox Valley, Manitowoc	\$ 1,168,848	7.00		60 Proportionate/40 SHC
Southeast: Sheboygan, Washington County, Waukesha	\$ 1,186,764	7.00		60 Proportionate/40 SHC
Southwest: Baraboo, Richland, Rock County	\$ 1,164,301	7.00		60 Proportionate/40 SHC

Regional allocations adjusted to a 60% proportionate and 40% Student Head Count split. If this change resulted in a lower total regional allocation, campuses were held harmless for the resulting difference in GPR.

Updated FY20 Crosswalks – Adjustments

The allocation methodologies for the following services were reviewed and modified:

FY2018/2019			Allocations
			Allocation Method
	All Funds	Employee FTEs	
		Student FTEs	
Consolidated Services	\$ 3,866,319	35.13	
Library Support Services	\$ 948,641	5.13	Hold Back and 1/13
Marketing	\$ 1,264,016	11.00	Student FTE
Recruitment	\$ 835,344	10.00	Student FTE
Financial Aid Office	\$ 791,818	9.00	Student HC
Central Solution Center	\$ 26,500	0.00	Student HC

Consolidated Services adjusted five services. Library Support Services were partially held back for future purchasing and technology needs across the UW System. Marketing and Recruitment were allocated by Student FTE, and the Financial Aid Office and Central Solution Center by Student HC.

Operating Budget Adjustments-Hold Harmless

Operating Adjustments to hold campuses harmless for tuition shortfalls was shared earlier this month. These operating adjustments outline assumptions in the following five areas:

Tuition

- The tuition revenue estimates provide the starting base revenue assumption
- Estimates will be updated for 2019 spring 10th day

Instructional Savings

- Campuses are held to FY18 Actual savings
- This figure will not be updated for FY19
- Campuses are expected to reserve instructional savings for addressing tuition shortfalls

Revenue Sharing

- These are based on revenues from Online
- Only Course Exchange partner institutions will share in these revenues
- Non-partnering institutions will be expected to meet revenue and expense obligations for Online

Campus Balances

- The figures reflected actual FY18 Ending UR Balances
- Campuses are expected to reserve these balances for the purpose of off-setting tuition shortfalls

Central Balances

- Central balances will be applied to remaining shortfall
- Figures were based on FY19 estimated ending unrestricted balances

10-minute break

Course Exchange

Aaron Brower, Executive Director, Continuing Education, Outreach, and E-Learning,
Senior Associate Vice President, UW System

Course Exchange

- Participating Partners (UW-Milwaukee, UW-Oshkosh, UW-Stevens Point, UW-Whitewater)
- Recent Course Exchange Recommendation for 2019-20 Curricular Model:

Each participating Receiving Institution uses its own course numbers for AY19-20 Course Exchange courses. This will require each campus create its own “crosswalk” between the Course Exchange courses and their own catalogue of equivalent courses. The analogy of cross listing can be used to explain these crosswalks to students.

Course Exchange – Work Group Updates

Finance & Administration

- Working on MOU and financial scenarios
- Curriculum sent to RIs as well as request for faculty assignments
- Campuses are beginning necessary curricular approval processes

Student Support Services

- Working on recommendations regarding which student support services will be provided centralized or decentralized
- Completed recommendations are being finalized by leadership

2019-20 Course Exchange Next Steps

- **November 13**: Course and faculty request sent to Provosts *with deadline of November 30*
- **November 26**: Draft financial model to be reviewed by Finance and Administration Work Group
- RI Advisory Council meetings scheduled through June 2019 (approximately monthly)

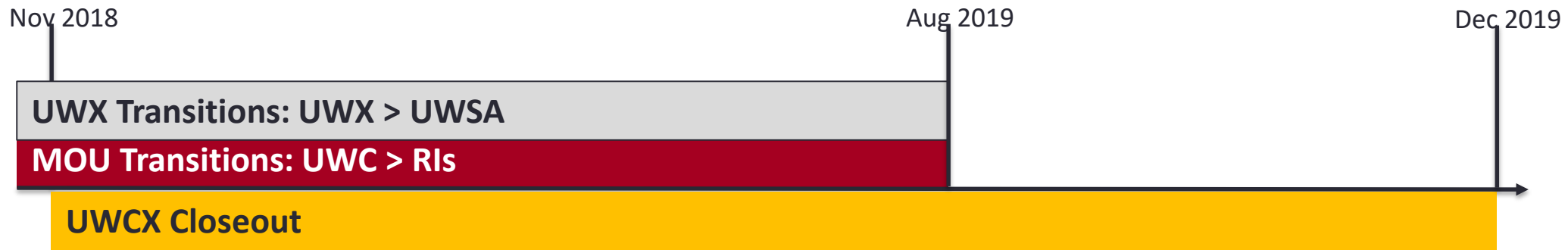
Regional Updates

PMO Project Update

Jo Carter, Project Manager

PMO Updates

- Restructuring Workstreams



- November/December
 - Planning for Closeout, UWX Transitions, remaining MOU Transitions
- January
 - Combine all project plans onto Master Roadmap for the project

PMO Updates

- MOU Transitions
 - Facilities and Risk Management has transitioned at several campuses
 - No more transitions are scheduled until spring; expedited transitions may be needed as staffing changes
 - Planning for the remaining service transitions begins, prioritizing at-risk areas
 - Minimum documentation standards are being implemented for SharePoint archives; this will include services that have already transitioned
- UW-Extension transitions to UWSA
 - Planning underway

PMO Updates

- UW Colleges/Extension Closeout
 - Closeout kickoff held 11/12
 - Work led by UWSA functional staff, collaborating with UWCX staff and PMO
 - Close ties to MOU Transition workstream, Functional Teams
 - Timeline
 - First iteration of task lists and timelines to be complete by January 2019 for inclusion on Master Roadmap

Next Steps

Before the next Steering Committee meeting,

- ✓ HLC Focus Visit will be in Madison on December 3 – 4 at Gordon Dining and Event Center (770 Dayton St, Madison 53706)
- ✓ Client Service Leads (CSLs) will convene Transitioning Service Workgroups with subject matter experts from each campus to determine take over and next steps
- ✓ UWCX Closeout – workgroups will be convening and completing the construction of implementation plans

The next Steering Committee Meeting is Friday, December 21, 2018 via Wisline.



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – November 16, 2018

Overview

The key objectives of the November 16, 2018, Steering Committee meeting were to receive a pre-visit update on the Higher Learning Commission (HLC) Focused Visit; discuss online student allocation reporting; receive updates on adjustments to the Fiscal Year 2020 (FY20) crosswalks and operating budget; and receive Course Exchange 2019-20, regional, and Project Management Office updates.

The Restructuring Project remains in the Migration and Implementation stage, since receiving HLC approval on June 29, 2018.

Major Areas of Discussion

Higher Learning Commission Update – Pre-Visit Update

See supplemental attachment “November HLC Update.”

Reporting UW Restructuring Activity – Issues and Solutions

An earlier Steering Committee decision allocated UW Colleges (UWC) Online enrollments to physical branch campuses. These assignments were primarily based on zip codes. However, there are a few exceptions, including:

- International and non-resident students assigned to UW-Fox Valley
- Specific Michigan Zip Codes to UW-Manitowoc and specific Illinois Zip Codes to UW-Rock County
- Students concurrently enrolled at a physical UWC location

UWSA received student allocations from the UWC Registrar.

The initial Fall 2018 allocation of UWC online students accounted for students concurrently enrolled at UWC Online and the physical location of the associated Receiving Institution’s branch campus. There are:

- 1,550 online only students
- 1,000 online dual-enrolled students at another two-year campus

This allocation doesn’t account for concurrent enrollments at multiple associated branch campuses, associated main and branch campus enrollments, and non-associated main and branch campuses.

Key findings regarding concurrent enrollment include:

- Online and physical UWC location: Adjusted (unduplicated) 1,000 enrollments in the initial fall 2018 representation
- Multiple Associated Branch Campuses: About 15 students
- Associated Main and Branch Campus Enrollments: About 90 students
- Main/Main and non-associated Main-Branch/Branch-Branch campuses: About 325, 140, and <10 respectively

Reporting Options – Concurrent Enrollments

A Home Institution Model assigns a concurrently enrolled student at the associated Receiving Institution a “home” based on campus practice. This model would require the CDR extract and Oracle database structure to be changed.

This method allows concurrently enrolled students to only be counted once. Their course credit activity can still be associated



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – November 16, 2018

with a location. However, the method does account for concurrent enrollments at non-associated institutions.

When deciding which method to use, institutions should consider comparisons overtime, the 2018-19 adjustment for online concurrent student enrollment, 2019-20 adjustment for all associated campus concurrent enrollments, and sudden break(s) in historical records.

Reporting Options – Combined/Separate Entities

UWSA publications such as accountability dashboards, Outcomes Based Funding, Fact Book, UW Journey app, and Legislative required reporting will use a standard reporting method of combined entities, unless otherwise required. The System approach of combined entities is not to contradict individual institutions' approaches, if they choose to separate out data by campus. For Federal IPEDS, all Receiving Institutions will report as a combined institution only for 2018-19. For 2019-20, reporting will either be done as separate entities or combined institutions. There will also be other external reporting requirements for organizations such as HLC, NSC, and FSA.

The question was raised, how does combined reporting affect performance based funding? The Joint Finance Committee (JFC) model for performance based funding does not account for UW Colleges. This will need to be looked at to see if the model needs to be modified. Any changes to metrics would need to go back to JFC for approval.

Finance Updates

On November 5, Vice President for Finance Sean Nelson issued a memo to Chancellors, CBOs, Provosts, Bursars, and Controllers with key financial information, including a Finance Restructuring FAQ that gave clarification on retention of fund 103/104 and "hold harmless." The memo updated the FY20 Crosswalks, instances of "hold harmless," provided a budget transfer summary, FY19 Operating Budget Adjustments (part of the June Board of Regents update), and FY18 UWC PR Balance Summary.

At the June Board of Regents meeting, UW System Administration (UWSA) committed to reviewing the allocation methodologies. Several changes were made to capture the level of service to students at different campuses. Initially, regional resources were allocated proportionately, 1/13, to each branch campus. Allocation changes to the FY20 Crosswalks include adjusting regional allocations to be 60% proportionate distribution, 40% Student Head Count (SHC). If this change resulted in lower total regional allocations, campuses were held harmless.

Consolidated Services adjusted five services. Library Support Services were partially held back for future purchasing and technology needs across the UW System. Marketing and Recruitment were allocated by Student FTE, and the Financial Aid Office and Central Solution Center by Student HC.

UWSA is still looking at overall GPR allocation and is hoping to have that completed by the end of the year.

Operating Budget Adjustments – Hold Harmless

Earlier this month, Operating Adjustments to hold campuses harmless for tuition shortfalls were shared. The changes outline assumptions in the following five areas:

- **Tuition** – Tuition revenue estimates provide the starting base revenue assumption. These estimates will be updated for spring of 2019.



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – November 16, 2018

- **Instructional Savings** – Campuses will be held to the FY18 Actual savings, which will not be updated for FY19. Campuses are expected to reserve instructional savings for addressing tuition shortfalls.
- **Revenue Sharing** – Based on revenues from UW Colleges Online. Only Receiving Institutions participating in the Course Exchange will share in these revenues for FY20. Non-partnering Receiving Institutions are expected meet the revenue and expense obligations for Online in FY20.
- **Campus Balances** – Reflect actual FY18 Ending UR Balances. Campuses should reserve these balances to compensate for tuition shortfalls.
- **Central Balances** – Central balances will be applied to the remaining shortfall. These figures were based on FY19 estimated ending unrestricted balances.

Clarification was given on the expectation that non-partnering Receiving Institutions for the 2019-20 Course Exchange meet revenue and expense obligations for Online. Faculty at non-partnering institutions who teach online courses that are part of the Course Exchange will be compensated at cost; however their institution will not receive shared revenue as a non-partner. Non-partnering Receiving Institutions whose faculty previously held course assignments with UWC Online, but are no longer assigned Online courses, are responsible for the expense of their faculty course loads.

Course Exchange

Course Exchange 2019-20 partner institutions are: UW-Milwaukee, UW-Oshkosh, UW-Stevens Point, and UW-Whitewater.

Recent decision on the 2019-20 Curricular Model:

Each participating Receiving Institution uses its own course numbers for AY19-20 Course Exchange courses. This will require each campus create its own “crosswalk” between the Course Exchange courses and their own catalogue of equivalent courses. The analogy of cross listing can be used to explain these crosswalks to students.

The Finance & Administration workgroup is working on the creation of Memoranda of Understanding (MOU) and financial scenarios for 2019-20 Course Exchange. The draft financial model will be reviewed by the Finance & Administration workgroup at their November 26 meeting. The 2019-20 Course Exchange curriculum was sent to all Receiving Institutions along with a request for faculty assignments. Campuses are beginning the curricular approval process now.

The Student Support Services workgroup has made numerous recommendations regarding student support services, including which services will be centralized and decentralized. Meetings are underway with Interim Vice President Karen Schmitt to work through the recommendations for final approval.

Workgroups for 2020-21+ Course Exchange planning will be established by the end of the calendar year.

Receiving Institution Updates

Martin Rudd, Assistant Chancellor for Access Campuses, provided the update for UW Oshkosh (UWO). The UWO Restructuring Team continues to meet regularly to review and prioritize dozens of recommendations from working groups. A dashboard is being developed for tracking recommendations that request resources that could be provided through the financial crosswalk. A large focus has been placed on communication, particularly communicating decisions and MOU transitions. UWO has also



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – November 16, 2018

recently established a protocol for sunsetting restructuring workgroups, including letters of thanks and acknowledging and communicating the good work of those involved with the workgroups.

Katie Kalish, Faculty Governance Representative, provided an update on behalf of Faculty Governance. Across branch campuses, faculty are concerned about the dilution of the access mission of the former UW Colleges. One demonstration of this is the dissolution of Developmental Education Programs. UW Colleges administered a nationally recognized Developmental Education Program and many of the faculty on the branch campuses are experts on access education and the barriers access students face. This knowledge should be utilized to help ensure access programs that uphold the access mission are maintained.

Interim Vice President for Academic and Student Affairs, Karen Schmitt, provided assurance that access is a high priority consideration and is being reviewed at a System level in policy, funding, and metrics.

Project Management Office Update

The Project Management Office (PMO) is currently working on planning and implementation for three work streams:

1. UW-Extension transitions to UW System Administration
2. MOU transitions from UW Colleges to Receiving Institutions
3. UW Colleges and UW-Extension closeout

Over the next month and a half, the PMO, along with closeout workgroups, will define the work needed to accomplish closeout and transition activities. November and December will be spent gathering information and planning transition activities and timelines.

In January, the PMO and closeout workgroups will combine all project plans into a Master Roadmap for the project. The project plan and roadmap that are developed in January will be considered a first draft and will be reviewed and updated periodically to ensure it continues to reflect realistic project timelines and activities.

Transition of Facilities and Risk Management to Receiving Institutions is complete at several campuses. No additional service transitions are scheduled until spring 2019, however, expedited transitions may be needed as staffing changes.

The PMO is developing a minimum documentation standard for service transitions and will be reaching out to RIs for additional materials on service areas that have already transitioned.

To verify that the PMO is connecting with the correct individual(s) at your institution for updates and documentation, please contact your assigned PMO Analyst, or email UWRestructuring@uwsa.edu.

Next Steps

Before the next Steering Committee meeting:

- HLC Focus Visit will be held in Madison on December 3-4
- Client Service Leads will meet with Transitioning Service Workgroups along with experts from each campus to plan next steps
- UWCX Closeout Workgroups will meet to finish their implementation plans

The next Steering Committee meeting is on **Friday, December 21, 2018** via Wisline.



Higher Learning Commission Update

Carleen Vande Zande, Associate Vice President for Academic Programs and Educational Innovation

November 16, 2018

The Higher Learning Commission (HLC) will conduct their Focused Visit in Madison on December 3-4.

The purpose of the visit is to see if we are moving forward with our plans to restructure UW Colleges and UW-Extension by joining sections of UW-Extension to UW-Madison and UW System Administration, as well as create branch campuses for seven of our four-year UW institutions.

The review will examine the capacity we have to meet HLC criteria for branch campuses to ensure quality educational experiences for students at the branch campuses. The review will look at essential elements we have all talked about such as oversight of the branch campuses, oversight of instruction, planning and budgeting, continuity of academic programs and student support services, faculty, staff, and student governance and how these important aspects of the educational services we offer are being maintained.

On Monday, Dec. 3rd and Tuesday, Dec. 4th two peer reviewers from the Higher Learning Commission will conduct a series of meetings and interviews focusing on the progress we are making across our receiving institutions as they join a branch campus. The peer reviewers, Dr. Ralph Katerberg and Dr. Russ Hannah, are experienced HLC reviewers with expertise in management and finance.

I have had ongoing communication and some discussions with the team members. They are reasonable in their approach and have an appreciation for the depth and breadth of this work.

Individuals from the receiving institutions and UW System Administration (UWSA), as well as select individuals from UW-Madison, have been invited to attend meetings/interviews based on their campus roles. Those individuals have been provided a copy of the HLC Focused Visit report for their reference.

UW System Administrators will have a separate meeting with the peer reviewers to talk about the general purpose, direction of the System, and metrics and accountabilities for restructuring.

The team will also meet with two Regents and the UWSA leadership team to talk about how System is supporting the activities of the restructuring and to ask about Regent support.

Faculty and students at some of the branch campuses will be interviewed to get their perspective. This will happen via conference call so that neither faculty nor students have to leave their campuses to participate. Representatives from the Executive Committee of Student Governance Leaders will be present at the branch campuses or on the phone for the interviews.

The HLC peer reviewers will ask questions about:

- How elements of the MOU have been carried out
- Institution statements that describe restructuring efforts at the local institutions
- How the criteria are being met at the branch campus(es) and the overall management of the restructuring.

Focus should be given to the MOU itself.



Higher Learning Commission Update

Carleen Vande Zande, Associate Vice President for Academic Programs and Educational Innovation

November 16, 2018

The HLC reviewers have a particular interest in financial planning for the future, as well as how we will strategically look at enrollment challenges as we move forward. Each of those topics will have a specific section and RIs should be able to demonstrate an integrated planning approach.

Those invited to participate in the Focused Visit are aware of how things are progressing and how their institution is preparing for the visit. RIs should come prepared to describe campus work with specific examples.

Tone of the sessions:

The HLC peer reviewers will facilitate and drive the discussions. They will ask questions until they receive the answers they need.

Throughout the meetings they will be verifying that what they have read in the MOUs and institutional statements is actually taking place.

They are listening for our ability to identify challenges and to work cooperatively to overcome them.

They will be listening for specific examples about how work is organized and being accomplished.

All of this is within the lens of the HLC criteria. For reference, Carleen will send additional documents to individuals participating in the Focused Visit interviews, as well as the Steering Committee.

HLC reviewers may ask for more information from individual campuses or from UWSA. Make sure you have someone available who can gather and respond to additional requests.