

UW Colleges and UW-Extension Restructuring

Steering Committee Meeting 11

Friday, September 14, 2018

9:00 a.m. – 12:00 p.m.

Agenda

Topic	Time	Discussion Lead(s)
Welcome	9:00 – 9:10	Rob Cramer
Course Exchange	9:10 – 9:30	Aaron Brower
Higher Learning Commission Update <ul style="list-style-type: none">• Timeline and Milestones	9:30 – 10:05	Carleen Vande Zande
Receiving Institution Highlighted Practices <ul style="list-style-type: none">• Community Engagement	10:05 – 10:40	UW-Green Bay
Shared Service Transition	10:40 – 11:15	Rob Cramer
PMO Update <ul style="list-style-type: none">• Functional Teams – Transition and Sunsetting• MOU – Transition of Services	11:15 – 11:45	Jo Carter
Next Steps	11:45 – 12:00	Rob Cramer

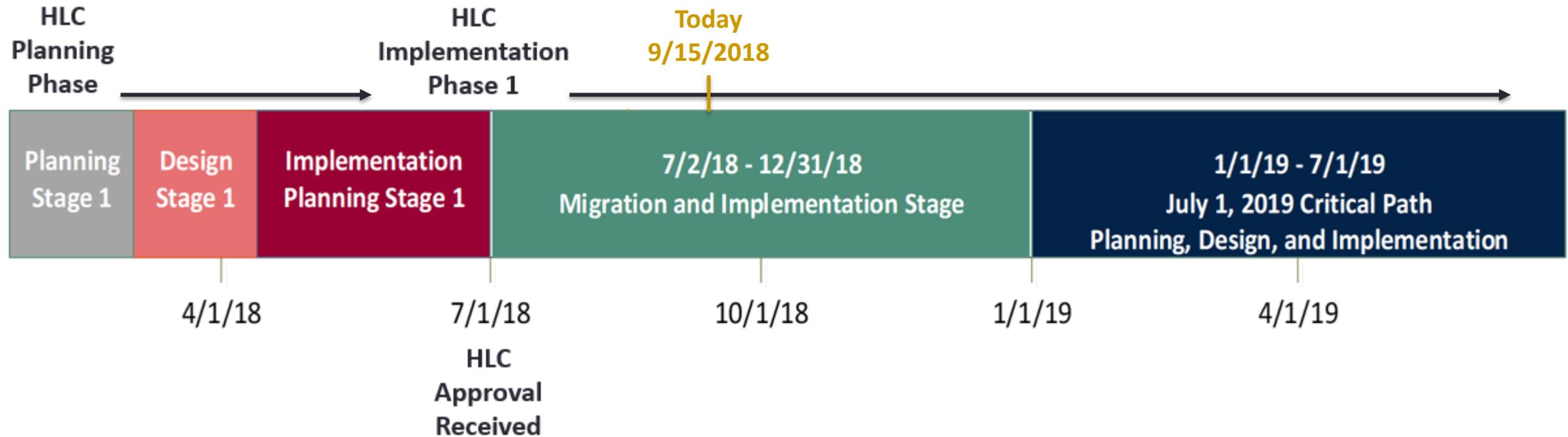
Introduction and Meeting Purpose

We are here today to:

1. Receive updates on Course Exchange;
2. Discuss the timeline and milestones for the upcoming HLC submission;
3. Highlight community engagement strategies at Receiving Institutions;
4. Review Shared Service Transitions; and
5. Outline Functional Team sunsetting and MOU transition of services.

Timeline

The Restructuring project is nearly at the midpoint of the Migration and Implementation Stage.



Course Exchange

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

- Participating Partners (UW-Green Bay, UW-Milwaukee, UW-Oshkosh, UW-Stevens Point, UW-Whitewater)
- Course Exchange Recommendations for 2019-20
- 2019-20 Course Exchange work group updates

Higher Learning Commission Update

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

Higher Learning Commission Update

UWSA and RIs will spend the next several months preparing the HLC report and planning for the HLC visit with the intent of demonstrating progress toward full integration of the branch campuses.

HLC Timeline

September 2018

Preparation

- Timeline established
- SharePoint site established
- Develop and distribute communication plan
- Inventory documentation

Outline and Materials

- Develop calendar and schedule meetings
- Establish report template
- Organize relevant content for RIs and UWSA
- Engage RIs in data and evidence gathering

October 2018

Submit Report

- Draft report
- Establish response to ongoing Restructuring activities
- Align documentation with HLC Branch Campus amendments
- Submit report

November and December 2018

HLC Visit

- Create visit schedule
- Prepare Visit

Higher Learning Commission Update

The first weeks of September are being utilized to establish project organization, create a comprehensive communication plan, and develop a framework for the HLC report.

Key Activities

- SharePoint site has been developed and access provided to HLC Liaisons at each of the Receiving Institutions
- Key documents (e.g., institutional statements, MOU, and critical path guidelines) have been identified and made available to HLC Liaisons
- Receiving Institution Campus Liaison meeting schedule is in the process of being developed
- Align activities with MOU transition amendments to strengthen communication between UWSA and HLC Liaisons

September 2018

<input checked="" type="checkbox"/>	Develop evidence room
<input checked="" type="checkbox"/>	Inventory and catalog essential documents
<input type="checkbox"/>	Develop and distribute communications plan (System/RI)
<input type="checkbox"/>	Confirm staff transitions
<input type="checkbox"/>	Establish how Branch Campus change request expectations are being met
<input type="checkbox"/>	UW System report overview

Higher Learning Commission Update

The focus during the last week of September will be to identify, collect, and align supporting documentation and outline UWSA and Campus reporting requirements related to Restructuring activities.

Key Activities

- Work closely with HLC Liaisons to organize content and review progress toward goals and objectives as described in supporting documents (e.g., institutional statements and HLC applications)
- Provide Campus Liaisons with a refined timeline and report templates based on additional HLC clarification
- Establish and monitor campus level plans to address areas of opportunity
- Continue to monitor the MOU Transition Schedule and align changes to HLC report and supporting evidence

September 2018

<input type="checkbox"/>	Develop calendar and schedule HLC Liaison meetings
<input type="checkbox"/>	Establish report template
<input type="checkbox"/>	Organize content for draft report
<input type="checkbox"/>	Establish and disseminate potential questions document to HLC Liaisons

Higher Learning Commission Update

Final report submission is scheduled to be accomplished in October, with a focus on revising content based on solicited feedback, integrating the UWSA and RI reports, and confirming interactions with HLC.

Key Activities

- Provide feedback to Campus Liaisons regarding alignment of HLC report to institutional and UWSA statements
- Revise campus-level reports based on collaborative discussions with HLC Liaisons and UWSA leadership
- Submission of campus-level HLC draft report to UWSA for review
- Provide final draft of integrated report to UWSA leadership for review
- Final report submitted to HLC

October 2018

<input type="checkbox"/>	Document changes to institutional statements
<input type="checkbox"/>	Confirm or update financial crosswalk
<input type="checkbox"/>	Document service transition schedule (MOU)
<input type="checkbox"/>	Align documents with HLC Branch Campus change requests
<input type="checkbox"/>	Submit final report to HLC

Higher Learning Commission Update

The focus for November and December will be to finalize preparations for HLC Visits and identify opportunities to document progress towards HLC requirements.

Key Activities

- Continue to document progress related to the integration of Branch campuses into the RIs
- Communicate with HLC and finalized visit schedule with Campus Liaisons and UWSA community

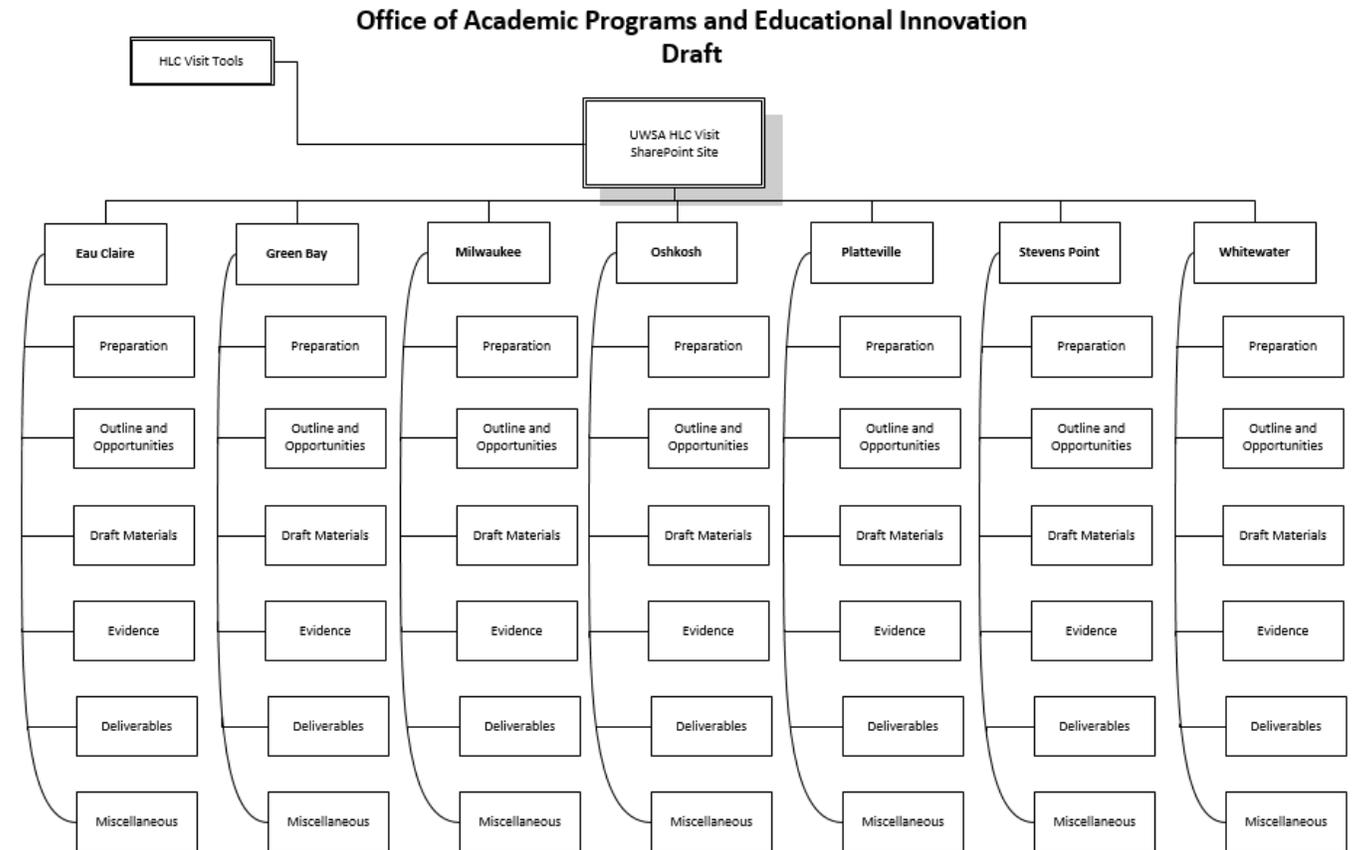
November – December 2018

<input type="checkbox"/>	Continue to document progress toward HLC requirements
<input type="checkbox"/>	Create HLC visit schedule and invite attendees
<input type="checkbox"/>	HLC Visit

Higher Learning Commission Update

A digital evidence room will serve as a repository for critical documents and facilitate response development for the HLC submission.

- Evidence room established on SharePoint with a folder for each RI
- Supporting documents from Restructuring stored for reference
- SharePoint to be used to manage data gathering and draft response



Green Bay Community Engagement: Vision

As of July 1, 2018, UW-Green Bay has developed a new vision to integrate the students, faculty, staff, and communities of the branch campuses into one university at four different locations.

Vision for Expanded UW-Green Bay

- UW-Green Bay is a single institution operating on four campuses
- One single integrated faculty and staff
- One single integrated student body with access to all degree programs across all campuses
- Operate under one single mission and vision

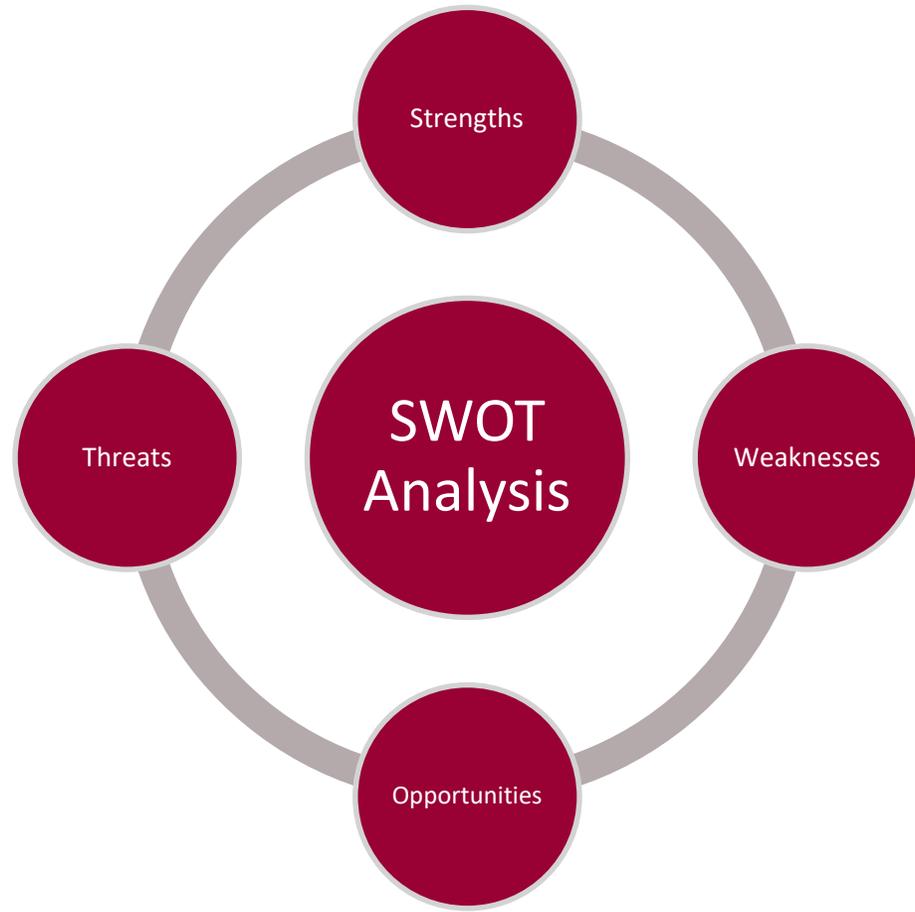
Themes for Community Engagement

- Accessibility
- Talent Development
- Partnership



Community Engagement: Strategy

UW-Green Bay conducted a comprehensive SWOT analysis to identify key strategies to leverage academic innovation, create visibility, share resources, and inspire positive growth across the four campuses.



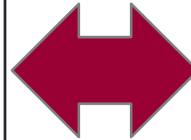
Emerging Strategies and Opportunities

- Enhance innovative programming and services
- Increase enrollments and registrations
- Expand partnerships and collaborative projects
- Improve visibility and community immersion
- Expand dual enrollment, College Credit in High School and Early College Credit Program options
- Increase return on investment
- Create sustainability
- Endorse our mission, vision, and values

Community Engagement: Deliverables

UW-Green Bay expects several key outcomes to emerge as they engage with key stakeholders in each of the campus communities and execute the milestones of the engagement strategy.

Main Deliverables
<ul style="list-style-type: none">• Comprehensive academic plan for appropriate program mixes at the branch campuses• Philanthropic database for each of the three new campuses• Community Advisory Board comprised of leaders from the community with a stake in higher education• Chief Executive Officers at each campus tied to the educational, business, governmental, and communal structures of the respective areas



Key Stakeholders
<ul style="list-style-type: none">• Faculty, staff, and student engagement• Community Leaders• Local Government Structures• Local foundations• Education Groups – Technical Colleges, Private Colleges, and School Districts• Chambers of Commerce and Economic Development Associations• Local Civic Groups – Elks, Rotary, Optimists, etc.• Media outlets• Philanthropic Organizations

Community Engagement: Branch Campuses

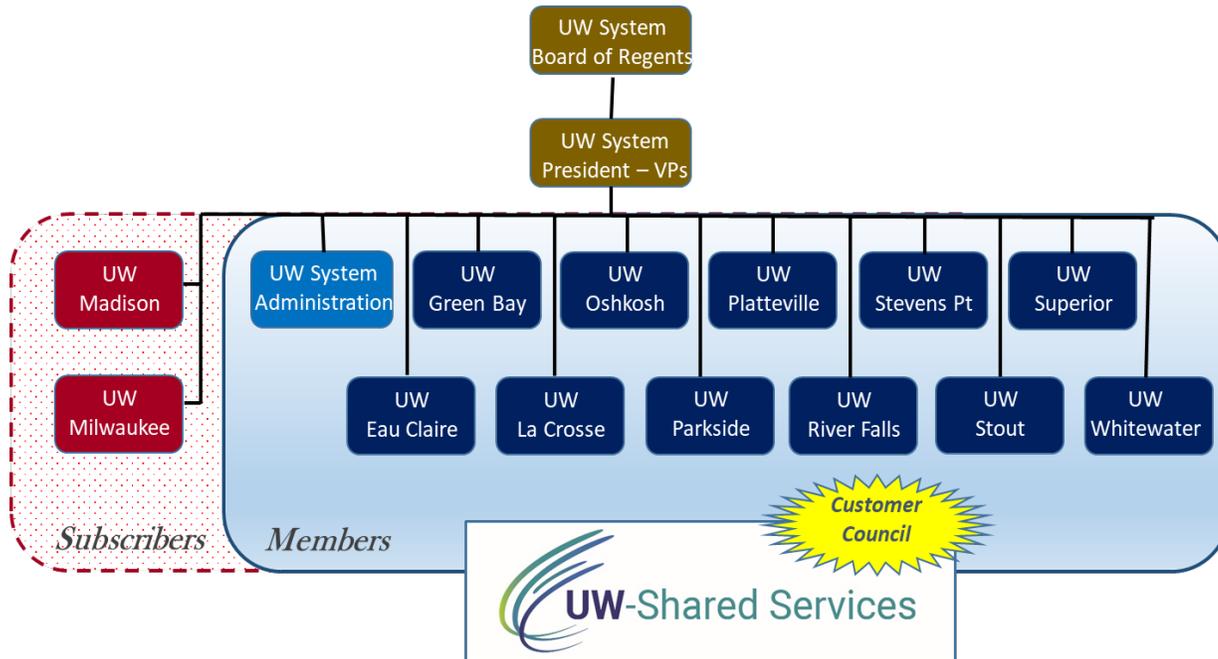
The UW-Green Bay branch campuses have begun several initiatives to foster community engagement in the surrounding areas.

Branch Campus Strategies and Activities

- Drive efforts to strengthen relationships with the community and look to build new relationships with local businesses and industry leaders
- Initiate fundraising campaigns to further develop classes and programs to help meet the hiring needs of local businesses and companies
- Direct resources to STEM fields to continue to prepare students to succeed in manufacturing and engineering careers
- Grow enrollment through recruitment of adult-learners and work with local businesses to create trainings for current employees
- Manitowoc celebrated the opening of \$7MM renovation project in February 2018 featuring state-of-the-art upgrades to the library, a new science commons, and renovations to art studios, science labs, and classrooms

Shared Service Transition

Information Technology, Human Resources, and Procurement are priorities for UW-Shared Services and align with service transition needs under the MOU.

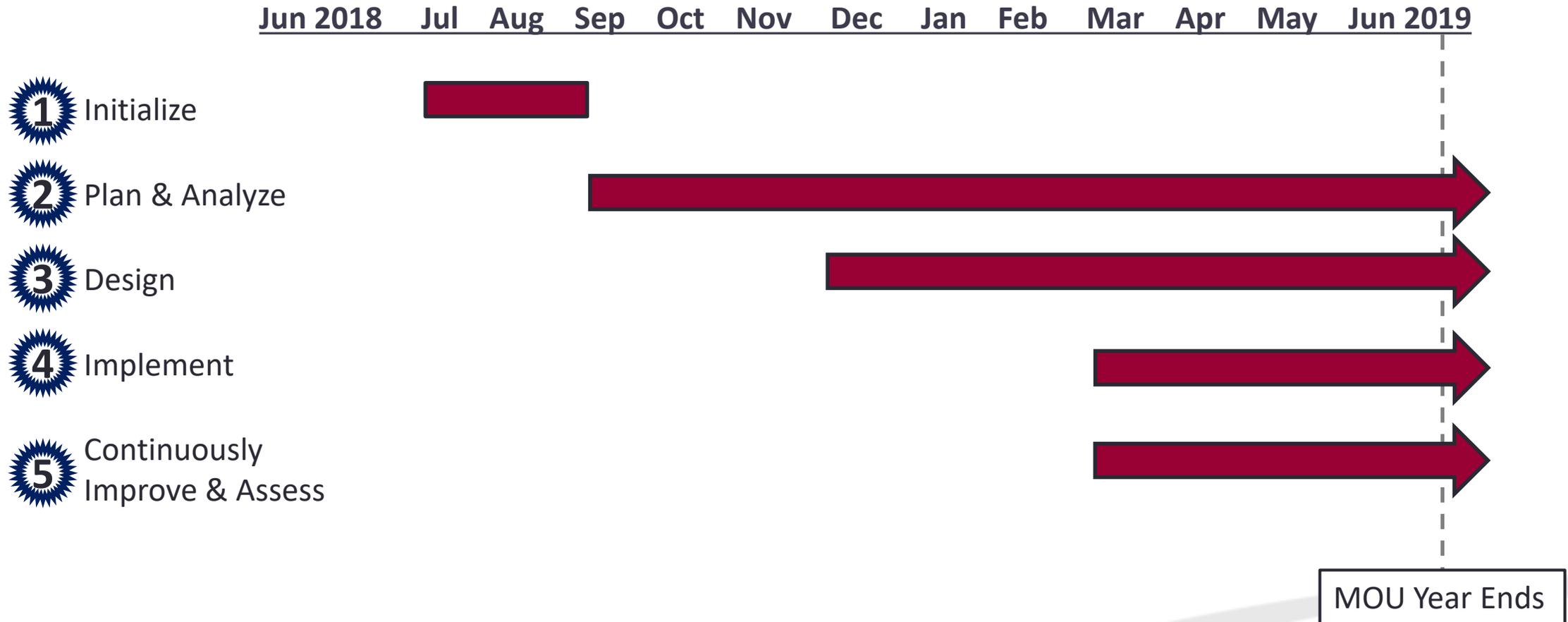


Shared Service Components (Sample Services)

- **Information Technology:** Reduce duplication of costly hardware and software, create a more deeply-skilled talent pool, manage information security risks
- **Human Resources:** Perform transactional work while also providing services such as general recruiting support and training programs
- **Procurement:** Bring a deeper and more consistent level of expertise for the comprehensive universities

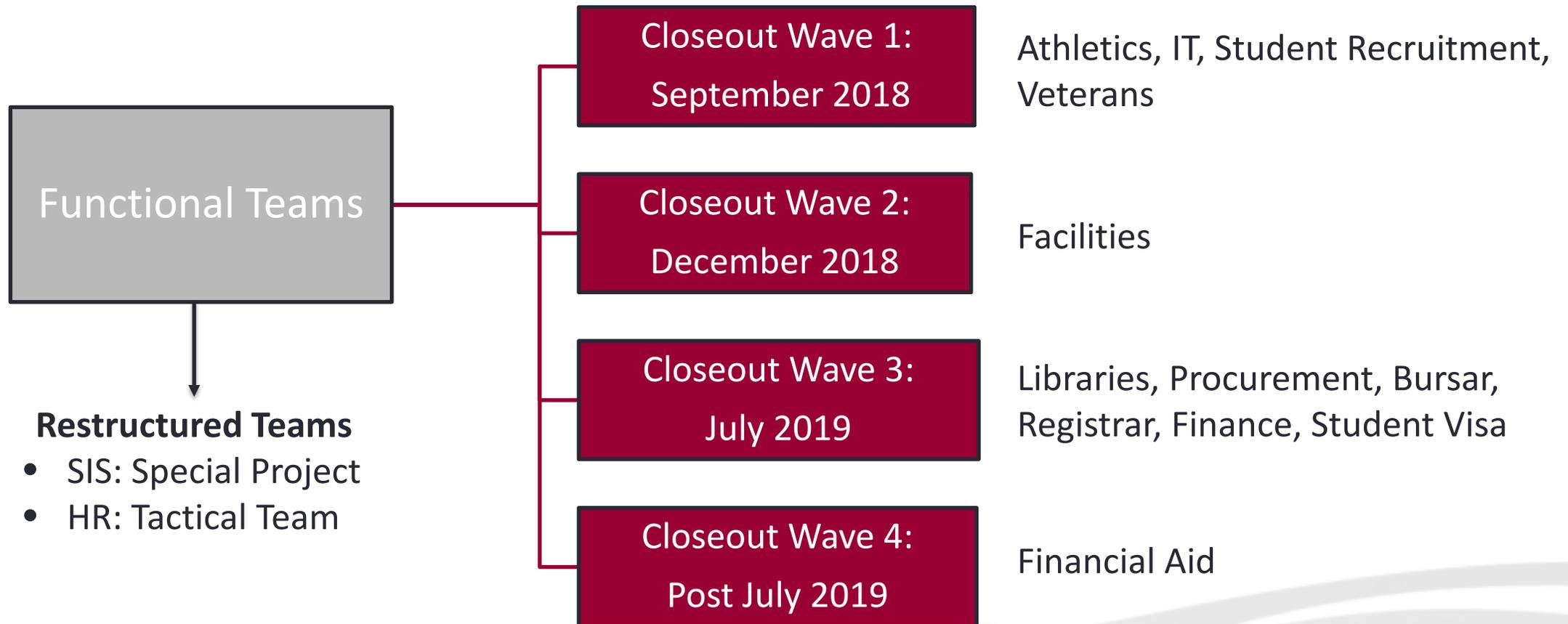
Shared Service Transition

Implementation of Shared Services is expected to begin before June 2019, the end of the MOU year.



Functional Teams – Transition and Sunsetting

Over the next year, Functional Teams completing essential tasks will officially sunset. HR and SIS teams have transitioned to a more appropriate oversight structure.



MOU — Transition of Services

An update on MOU service transitions is provided below:

- MOU amendment
 - Early transitions for Facilities, Risk, Law Enforcement and Emergency Planning, and Student Conduct
 - Transition planning for student accommodations and accessibility
- Student conduct and student accommodations and accessibility service transition update
- Service transition tracking update
 - SharePoint with access for Client Service Leads, RI Branch Administrators, Campus Relationship Leads, PMO
 - Regional dashboards complete

Next Steps

As we progress further in the Migration and Implementation Stage, essential Restructuring tasks in the near-term include:

- Prepare for HLC submission
- Monitor transition of services
- Align activities with Roadmap and Critical Path document
- Document Restructuring process



UW Colleges and UW-Extension Restructuring Steering Committee

Meeting Summary – September 14, 2018

Overview

The key objectives of the September 14, 2018, Steering Committee meeting were to receive updates on the Course Exchange; discuss the timeline and milestones for the upcoming HLC submission; highlight community engagement strategies at receiving institutions; review shared service transitions; and outline functional team sunseting and MOU transition of services.

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

Course Exchange

Aaron Brower, Executive Director of Continuing Education, Outreach, and E-Learning and UW System Senior Associate Vice President gave an update on the 2019-20 Course Exchange. Current participating partners in the 2019-20 Course Exchange include:

- UW-Green Bay
- UW-Milwaukee
- UW-Oshkosh
- UW-Stevens Point
- UW-Whitewater

Three workgroups have been established and begun work confirming assumptions and planning the framework for the 2019-20 Course Exchange. The three workgroups are:

- 1) Academic and Curricular Planning
- 2) Student Support Services
- 3) Business and Finance

A formal communication will be sent soon outlining the decisions that have been made so far for the 2019-20 Course Exchange.

Work will begin on developing the Course Exchange for 2020-21 and beyond later this fall.

Higher Learning Commission Update

Carleen Vande Zande, UW System Associate Vice President of Academic Programs and Educational Innovation gave an update on the six month HLC report. Submission of the report from UWSA will trigger a visit from HLC to UWSA, with senior leadership from the receiving institutions participating. The visit will take place December 3-4 to allow for student and faculty participation, if needed. UWSA and receiving institutions have begun preparing for the HLC visit.

All HLC Liaisons have access to a SharePoint site which will be used for data gathering and draft response. This will allow liaisons to find key documents including institutional statements, Memorandum of Understanding (MOU) – which govern the service provisions to branch campuses during 2018-19, and critical path guidelines. A Receiving Institution Campus Liaison meeting schedule and a communication plan are being developed. The goal is to align activities with MOU transition amendments to strengthen communication between UWSA and HLC Liaisons.

In the last week of September, UWSA and receiving institutions will align documentation and outline the requirements for



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UWSA and Campus reporting. This includes developing a calendar and scheduling meetings, creating a report template, organizing useful information for receiving institutions and UWSA, and engaging receiving institutions in data and evidence gathering. UWSA will work with HLC Liaisons to organize content and follow the progression. Once HLC gives clarification, Campus Liaisons will receive a timeline and report templates.

By the end of October, UWSA and receiving institutions will submit their final report. Prior to final submission, campus-level reports will be revised based on discussions with HLC Liaisons and UWSA leadership. The final draft with integrated report will be submitted to UWSA leadership for review before the final version is submitted to HLC.

HLC will create their visit schedule in November. At this point, institutions will begin preparing for the December visit by documenting progress toward HLC requirements. It is important to contextualize the visit as it comes only six months into Phase 1 of the restructuring. UW System is at the beginning of a two-phase transition period.

Receiving Institution Highlighted Practices: Green Bay Community Engagement

UW-Green Bay is taking a unified approach where all four campuses are a part of the single institution. This means that faculty and staff and the whole student body follow a single mission and vision. Additionally, all students will have access to all degree programs across all campuses.

To construct a viable plan for all four campuses, UW-Green Bay did a SWOT (strengths, weaknesses, opportunities, threats) analysis. Some of strategies and opportunities that came out of this are:

- Enhance innovative programming and services
- Increase enrollments and registrations
- Expand partnerships and collaborative projects
- Improve visibility and community immersion
- Expand dual enrollment, College Credit in High School and Early College Credit Program options
- Increase return on investment
- Create sustainability
- Endorse our mission, vision, and values

UW-Green Bay plans to engage with stakeholders at each of the campuses. The university will present a comprehensive academic plan for program mixes at branch campuses, a philanthropic database, a Community Advisory Board with community leaders with a stake in higher education, and Chief Executive Officers with backgrounds in educational, business, governmental, and communal structures.

Branch campuses have begun to promote community engagement such as fundraising campaigns to develop classes that are more tailored to local businesses' hiring needs. They have also made efforts to build new partnerships with local businesses and industry leaders as well as strengthen community relationships. Based on input from community partners, all campuses are directing resources to STEM fields and growing enrollment by recruiting adult-learners.

Shared Service Transition

Implementation of UW-Shared Services is expected to start before June 2019, the end of the restructuring MOU year. Priorities for UW-Shared Services include Information Technology, Human Resources, and Procurement. Additional service areas may transition to UW-Shared Services as operational efficiencies are identified, as well as opportunities to improve accuracy and



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information security. UW-Shared Services will standardize, streamline, and consolidate non-instructional activities.

UW-Shared Services is not part of UW Restructuring, but an opportunity that was born out of the restructuring. UW-Shared Services will be responsible for providing scalable, operational services to multiple institutions.

Functional Teams – Transition and Sunsetting

Functional Teams that are completing essential tasks will officially sunset over the course of the next year.

Closeout Wave 1 (September 2018)	Closeout Wave 2 (December 2018)	Closeout Wave 3 (July 2019)	Closeout Wave 4 (Post-July 2019)
Athletics IT Student Recruitment Veterans	Facilities	Bursar Finance Libraries Procurement Registrar Student Visa	Financial Aid

The Human Resources and Student Information Systems functional teams have transitioned to “special projects” structures to oversee transactional activities throughout the transition year.

MOU Transition of Services

The MOU has been amended to allow for the early transition of:

- Facilities
- Risk
- Law Enforcement and Emergency Planning
- Student Conduct

Student Conduct has transitioned to most receiving institutions with known areas where UW System is providing assistance until a complete transition can occur. The transition of Student Accommodations and Accessibility is still scheduled as stated in the original MOU, but receiving institutions are asked to accelerate their planning schedule in case an early transition is needed.

Regional Dashboards have been created to help track the transition of services and have been posted to the MOU site on the Restructuring SharePoint. Client Service Leads, Receiving Institution Branch Administrators, Campus Relationship Leads, and the PMO have access to their MOU SharePoint documents.

Next Steps

Before the next Steering Committee meeting, Phase 1 deliverables and work related to the Student Information Systems (SIS) migration and implementation will continue.

- Prepare for HLC submission
- Monitor transition of services



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Meeting Summary – September 14, 2018

- Align activities with Roadmap and Critical Path document
- Document Restructuring process

The next Steering Committee meeting is on **Friday, October 19**. The format of the meeting will be dependent on content and will be communicated closer to the meeting date