Proposed UW Colleges and UW-Extension Restructuring

To the Higher Learning Commission (HLC) on January 16, 2018

UW-SUPERIOR

UW-Barron County

UW-STOUT

UW-RIVER FALLS

UW-EAU CLAIRE

UW-Marathon County

UW-Marshfield/ Wood County

UW-STEVENS POINT

UW-Marinette

UW-GREEN BAY

UW-Fox Valley

UW-OSHKOSH

UW-Manitowoc

UW-LA CROSSE

UW-Fond du Lac

UW-Sheboygan

UW-Baraboo/ Sauk County

UW-Richland

UW-Washington County

UW-MADISON

UW-Waukesha

UW-MILWAUKEE

UW-WHITEWATER

UW-PLATTEVILLE

UW-Rock County

UW-PARKSIDE

UW SYSTEM ADMINISTRATION
- Division of Business and Entrepreneurship (DBE)
- Broadcasting and Media Innovation (BAMI)
- Continuing Education, Outreach and E-Learning (CEOEL)

UW-EXTENSION
- Cooperative Extension (COOP)
- UW-Extension Conference Centers

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Office of the President

1700 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin 53706-1559
(608) 262-2321 Phone
(608) 262-3985 Fax

e-mail: rcross@uwsa.edu
website: www.wisconsin.edu/

TO: Higher Learning Commission

FROM: Ray Cross, President

DATE: January 13, 2018

RE: University of Wisconsin System Institutional Change Request

Dear Higher Learning Commission:

The University of Wisconsin System respectfully submits this change of control and structure application to integrate UW Colleges with UW four-year comprehensive and research institutions, as well as restructure UW-Extension. The University of Wisconsin System's Board of Regents approved the proposal to restructure UW Colleges and UW-Extension on November 9, 2017.

Currently, the UW System is comprised of 13 four-year universities, 13 freshman-sophomore UW Colleges, and the statewide UW-Extension, which has a presence in all 72 counties. As will be further detailed in this change request, each of the freshman-sophomore UW Colleges will become a branch campus of one of the four-year institutions.

The primary objectives of integrating UW Colleges with four-year comprehensive and research institutions include:

- Expanding access to higher education by offering more courses at the two-year campuses

- Maintaining affordability by continuing existing tuition levels post-integration for courses currently offered at the two-year institutions

- Identifying and reducing barriers to transferring credits within the UW System

- Further standardizing and regionalizing administrative operations and services to more efficiently use resources

- Leveraging resources and shared talent at our institutions to get more students into and through the educational pipeline successfully, better aligning the university to meet Wisconsin's projected workforce needs

Additionally, UW-Extension will become part of UW-Madison and UW System Administration in order to more fully recognize and develop Extension's statewide role.

Enclosed in this submission are further details of this change request including the restructure resolution and goals, UW System and institution statements, enrollment projections, pro-forma budgets, transactional documents, and expected outcomes. These documents were prepared using current planning assumptions. Please contact Dr. Carleen Vande Zande, Interim Associate Vice President for Academic Programs and Educational Information, at cvandezande@uwsa.edu or (608) 262-5089 for further clarification or details regarding the submission.

On behalf of University of Wisconsin System, I am excited to present this restructuring proposal to increase access to higher education and promote educational attainment in the state. Thank you for your thoughtful consideration of this change request application.

UW SYSTEM SUBSTANTIVE CHANGE PROPOSAL SUMMARY (ABSTRACT)

In November 2017, the University of Wisconsin (UW) Board of Regents approved a resolution to restructure the accredited institution of UW Colleges and UW-Extension as proposed by the UW System. UW Colleges and UW-Extension have been led by a single chancellor since 2005, and have functioned as separate UW System institutions with consolidated administrative services. The proposed changes in structure for UW Colleges and UW-Extension would become effective July 1, 2018 and be implemented, utilizing a plan to integrate campuses in phases after that date.

This substantive change request seeks HLC approval for restructuring the accredited institution of UW Colleges by joining its thirteen campuses with seven accredited UW four-year comprehensive and research institutions ("receiving institutions") to become "branch campuses." Following the restructuring, UW Colleges will resign its separate accreditation and its former campuses will be accredited under the status of their respective UW receiving institution. The UW Colleges associate's degree (AAS) will be offered in the Online format as a Collaborative Online Degree Program (HLC consortial program); the AAS will be offered in the Flex format by UW-Milwaukee. UW-Extension will be assigned to UW-Madison and UW System Administration as a separate part of the restructuring.

The UW System Board of Regents proposes the current UW Colleges campuses be joined and operated as branch campuses under the status of the accreditation of these seven UW receiving institutions effective July 1, 2018:

1.   UW-Barron County will be joined with UW-Eau Claire
2.   UW-Manitowoc, UW-Marinette and UW-Sheboygan will be joined with UW-Green Bay
3.   UW-Washington County and UW-Waukesha will be joined with UW-Milwaukee
4.   UW-Fond du Lac and UW-Fox Valley will be joined with UW-Oshkosh
5.   UW-Baraboo/Sauk County and UW-Richland will be joined with UW-Platteville
6.   UW-Marathon County and UW-Marshfield/Wood County will be joined with UW-Stevens Point
7.   UW-Rock County will be joined with UW-Whitewater

This application for substantive change of control and structure is being submitted as a single comprehensive proposal by UW System on behalf of the seven receiving institutions to demonstrate that all of the UW Colleges branch campuses will be aligned with the missions and integrated with the planning systems of their respective receiving institutions.

Our proposal to HLC describes a phased plan for managing institutional integration to successfully join the branch campuses with their receiving institutions in order to meet the HLC Assumed Practices and Criteria. This approach will minimize operational disruptions to students and faculty on those campuses.

This proposal demonstrates the substantive changes resulting from the UW System restructuring will not have an adverse impact on outcomes related to mission, integrity, curriculum, student learning, faculty quality, planning, or financial sustainability for the branch campuses or their receiving institutions.

After the restructuring, branch campuses will benefit from joining with their receiving institutions through increased and improved access to programs and services, as well administrative efficiencies and cost savings. Appropriate institutional performance measures will be developed by the UW System, in collaboration with the UW receiving institutions, in order to monitor progress toward the goals of the restructuring.

Current measures as reported in the UW System dashboard, as well as newly developed performance metrics will, demonstrate the impact of the restructuring over time. Key Performance Indicators for the UW System restructuring will be incorporated into the UW System Accountability Dashboard (see https://www.wisconsin.edu/accountability/), and the UW System President will report progress regularly to the UW Board of Regents. Additionally, each receiving institution will integrate short-term and long-term goals into its own institutional planning processes.

PART A: GENERAL INTRODUCTION

HLC Direction and Guidance for a UW System Single Application for Restructuring

On October 11, 2017, University of Wisconsin (UW) System President Ray Cross announced a proposal to restructure UW Colleges and UW-Extension as of July 1, 2018. Central to this restructuring is President Cross' vision for educational innovation through enhancement of the statewide access to higher education and leveraging the outreach missions of UW Colleges and UW-Extension, institutions that have been administered jointly under the leadership of a single chancellor since 2005. The restructuring proposal came before the UW System Board of Regents on November 9, 2017, and President Cross received approval to proceed with implementation planning.

On October 31, 2017, Karen Solinski, HLC Executive Vice President for Legal and Governmental Affairs, sent a letter to President Cross with guidance regarding HLC's review process for the UW System restructuring proposal (see Appendix A). Based on the preliminary information from the UW System regarding this proposal, HLC staff concluded the proposed restructuring constituted a change of structure under HLC policy, and was, therefore, subject to review. HLC staff identified specific change application items and questions for UW System to address, which they defined in their letter to President Cross.

Given the nature of the UW System proposal, HLC agreed to accept a single, joint application applicable to all institutions involved in the restructuring. HLC provided content guidance and outlined the information to be included in the joint application in their letter, and this change request was prepared in accordance with HLC guidance.

The UW System supervised the preparation process of the change request, which was assembled in an iterative and collaborative process by a UW System work group consisting of all of the HLC Accreditation Liaison Officers (ALOs) from all of the involved UW institutions. These materials were compiled under the leadership of Carleen Vande Zande, UW System Interim Associate Vice President of Academic Programs and Educational Innovation.

UW Board of Regents Resolution

On November 9, 2017, the UW Board of Regents (BOR) passed Resolution 10956 approving the UW System proposal to restructure UW Colleges and UW-Extension. The resolution allowed UW System President Cross to proceed with planning and implementation to join the 13 two-year freshman-sophomore UW Colleges with seven four-year comprehensive and research institutions in the UW System as "branch campuses." The BOR resolution authorized the designated "receiving institutions" to offer those degrees currently offered by the UW Colleges (AAS and BAAS), and join UW-Extension divisions with UW-Madison and UW System Administration. See Appendix D for Resolution.

BOR Resolution 10956, Restructuring of UW Colleges and UW-Extension passed unanimously and affirms the context (WHEREAS) and directions (THEREFORE RESOLVED) for the proposed restructuring (see Table 1 below). Resolution 10956 was amended by the BOR by Resolution 10961 at the December 7, 2017, meeting to authorize the President to make restructuring decisions regarding the associate degree delivery of the UW Colleges AAS degree in the Online and Flex formats (see Table 2 below).

Table 1: Restructuring of UW Colleges and UW-Extension - Resolution 10956 November 9, 2017
[UW Colleges Context]
WHEREAS demographic trends across Wisconsin indicate the decline in the number of high school graduates currently presents and will continue to pose considerable enrollment challenges for the UW Colleges; and
WHEREAS full-time student equivalent enrollment at UW Colleges campuses has declined 32% in the past seven years, and several UW Colleges campuses currently enroll only 200 FTE students; and
WHEREAS the UW Colleges' administrative and faculty leadership has worked diligently to address financial challenges, including establishing an effective regional and consolidated shared services model; and
WHEREAS the UW Colleges provide educational opportunities for an important and valued segment of the Wisconsin population through their distinct mission of open access and transfer; and
WHEREAS the UW System has long-standing partnerships with counties and municipalities that financially invest in and support the UW Colleges campuses in their communities; and
WHEREAS UW System institutions provide an important economic, civic, and cultural presence in the communities in which UW Colleges campuses are located; and
WHEREAS the affiliated foundations of the UW Colleges and UW-Extension have contributed significantly to the students, faculty, communities and participants served by these institutions, and the restructuring process should strive to maintain and expand these important relationships; and
[UW-Extension Context]
WHEREAS UW-Extension's Cooperative Extension Division has a visible presence in all seventy-two counties in Wisconsin and close ties to UW-Madison; and
WHEREAS the State benefits when faculty research expertise is tightly linked with county extension agents around the State; and

WHEREAS UW-Extension was previously part of the State's land-grant university at Madison, and integrating the extension service as a component of the state's land-grant university is consistent with other states; and

WHEREAS the other three divisions of UW-Extension – the Division of Business and Entrepreneurship, the Division of Broadcasting and Media Innovation, and the Division of Continuing Education, Outreach, and E- Learning – and UW Colleges Online can all serve statewide audiences without being connected to a single institution, and can continue providing existing programs and services under UW System Administration; and

[UW System Context & UW System Proposal Objectives]

WHEREAS since 2005, UW Colleges and UW-Extension have functioned as separate UW System institutions led by a single chancellor with consolidated administrative services; and

WHEREAS, UW Colleges and UW-Extension exemplify the Wisconsin Idea and the UW System's commitment of providing affordable, quality higher education and programs for all Wisconsin residents who seek it, and it is crucial to take action to maintain and strengthen the UW System's connection to citizens, communities, and businesses across the state (Proposal Objective 1); and

WHEREAS, students will continue to be able to transfer credits to all institutions within the UW System, and the UW System will continue to identify and reduce barriers to credit transfer (Proposal Objective 2); and

WHEREAS, restructuring the UW Colleges and UW-Extension would allow the UW System to maintain affordability for students and families by continuing to provide courses currently taught at UW Colleges institutions, while expanding access to upper-level college courses (Proposal Objective 3); and

WHEREAS, the UW System will further standardize and regionalize administrative operations and services to more efficiently use resources (Proposal Objective 4); and

WHEREAS, the UW System aims to leverage resources at UW institutions to move more students through the educational pipeline to better meet Wisconsin's current and projected workforce needs, which is in the economic interest of Wisconsin's citizens (Proposal Objective 5); and

WHEREAS based on the foregoing, President Cross recommends restructuring the UW Colleges and UW-Extension;

[Direction to UW Colleges]

BE IT THEREFORE RESOLVED that, effective July 1, 2018, the UW Colleges campuses be joined with UW System universities and operate as units of those universities while maintaining the open access and transfer mission of the UW Colleges campuses and the strong partnerships with counties and municipalities in which the campuses are located; it is expected that these two-year programs will continue to allow open access recruiting and transfer to all UW four-year institutions; and

BE IT FURTHER RESOLVED that, effective July 1, 2018, UW-Barron County will be joined with UW-Eau Claire; UW-Manitowoc, UW- Marinette and UW-Sheboygan will be joined with UW-Green Bay; UW- Washington County and UW-Waukesha will be joined with UW-Milwaukee; UW-Fond du Lac and UW-Fox Valley will be joined with UW-Oshkosh; UW-Baraboo/Sauk County and UW-Richland will be joined with UW-Platteville; UW-Marathon County and UW- Marshfield/Wood County will be joined with UW-Stevens Point; and UW-Rock County will be joined with UW-Whitewater; and
BE IT FURTHER RESOLVED that, effective July 1, 2018, UW-Eau Claire, UW-Green Bay, UW-Milwaukee UW-Oshkosh, UW-Platteville, UW-Stevens Point, and UW-Whitewater are authorized to grant those degrees granted by the UW Colleges and are directed to amend their mission statements accordingly if necessary; and
[Direction to UW-Extension]
BE IT FURTHER RESOLVED that, effective July 1, 2018, the UW- Extension Cooperative Extension Division and the UW-Extension Conference Centers be joined with UW-Madison and operate as a component part of that institution, and that the Division of Business and Entrepreneurship, the Division of Broadcasting and Media Innovation, the Division of Continuing Education, Outreach, and E-Learning, and UW Colleges Online be moved within UW System Administration as an entity that can maintain separate accreditation
[Direction to UW System]
BE IT FURTHER RESOLVED the Board of Regents anticipates that UW Colleges and UW-Extension employees who become employees of a UW System campus or UW System Administration shall continue to enjoy job security rights and shared governance rights consistent with their current appointment at UW Colleges and UW-Extension, the particulars of which will be developed by campus administration and UW System Administration in consultation with relevant governance bodies; and
BE IT FURTHER RESOLVED that President Cross is authorized to conduct any necessary planning and implementation to effectuate this resolution; and
BE IT FURTHER RESOLVED that President Cross shall provide regular updates to the Board of Regents on the progress of the planning and implementation of this restructuring; and
BE IT FURTHER RESOLVED that, to the extent they are inconsistent with this resolution, Regent Policy Documents 18-1, 18-2, and 19-7 are superseded.

Table 2: Associate of Arts Degree in Online and Flex Format – Resolution 10961 *December 7, 2017*
[UW Colleges Online Program and Flex Format Context]

WHEREAS the Board of Regents approved Resolution 10956 in November 2017 regarding the restructuring of UW Colleges and UW-Extension, to include moving UW Colleges Online and the UW-Extension's Division of Broadcasting and Media Innovation, Division of Business and Entrepreneurship, and Division of Continuing Education, Outreach, and E-Learning, to UW System Administration; and
WHEREAS the Higher Learning Commission has subsequently advised that the institution offering the UW Colleges Associate Degree Online and the UW Colleges Associate Degree in the Flex format must be an accredited degree-granting authority; and
WHEREAS the lengthy process for UW System Administration to ensure the existence of the needed infrastructure and secure such accreditation would not allow for the seamless continuation of these two important programs;
[Direction to UW System]
BE IT THEREFORE RESOLVED that effective July 1, 2018, UW Colleges Associate Degree Online and UW Colleges Associate Degree in the Flex format will be offered by one of the accredited four-year institutions of the UW System, amending the action taken with the approval of Resolution 10956 in November 2017; and
BE IT FURTHER RESOLVED that the Board of Regents provides the UW System President with the authority to determine which four-year institution will offer the UW Colleges Associate Degree Online and the UW Colleges Associate Degree in the Flex format, subject to the approval of the Executive Committee of the Board of Regents.

Per Resolution 10961 (that amended Resolution 10956), President Cross was authorized to decide the best plan for delivery of the UW Colleges Associate of Arts & Sciences (AAS) degree in the Online and Flex formats; the decision was subject to approval of the Executive Committee of the BOR.

On January 3, 2018, the BOR Executive Committee met and approved an Executive Committee Resolution 10982 (see Table 3 below). This Resolution accepts the recommendation of the President and Chancellors and authorizes all 13 four-year institutions the ability offer the AAS degree in the Online format as a Collaborative Online Degree Program (HLC consortial program), which is to be operated through the UW System Administration's Division of Continuing Education, Outreach & E-Learning (CEOEL).

The Resolution further approves and authorizes UW-Milwaukee to offer the Associate of Arts & Sciences degree in the Flex format. See Appendix D for Resolution.

Table 3: BOR Executive Committee – Resolution 10982 *January 3, 2018*	
[Context for the decision on the Online and Flex format delivery of the Associate of Arts & Sciences Degree]	
WHEREAS Resolution 10956 authorized UW-Eau Claire, UW-Green Bay, UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-Stevens Point, and UW-Whitewater to grant those degrees granted by the UW Colleges, which includes the Associate of Arts & Sciences degree in the traditional format; and	
WHEREAS expanding the availability of the Associate of Arts & Sciences degree in the Online format by collaborating with all of the UW comprehensive institutions and UW-Milwaukee to offer this degree will provide opportunities for citizens across the state to access high-quality educational programming in a manner and format that meets their needs; and	
WHEREAS UW-Milwaukee is a leader among UW institutions in offering degree programs in the Flex format, and has developed the necessary infrastructure to expand its Flex-degree offerings;	
[Direction to UW System]	
BE IT THEREFORE RESOLVED that upon the recommendation of the Chancellors and the President of the University of Wisconsin System, that UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Madison, UW-Milwaukee, UW-Oshkosh, UW-Parkside, UW-Platteville, UW-River Falls, UW-Stevens Point, UW-Stout, UW-Superior, and UW-Whitewater are authorized to offer the Associate of Arts & Sciences degree in the Online format, as a Collaborative Online Degree Program, operated through the UW System Administration's Division of Continuing Education, Outreach & E-Learning, effective July 1, 2018; and	
BE IT FURTHER RESOLVED, that upon the recommendation of the Chancellor of UW-Milwaukee and the President of the University of Wisconsin System, the Chancellor is authorized to offer the Associate of Arts & Sciences degree in the Flex format.	

UW System Rationale for the UW Colleges Restructuring Proposal

The proposed restructuring of UW Colleges is well aligned with the UW System's *2020FWD* Strategic Framework. The *2020FWD* vision for the UW System is that it will "inspire, connect, and convene with the people, businesses, and communities of the State of Wisconsin. Through this vision, we will reinvigorate our economy and enhance the quality of life of our citizens."

During the UW System's *2020FWD* strategic framework listening sessions, business and community leaders stressed the important economic and cultural role UW institutions play in their regions.

The *2020FWD* framework clearly identifies that changing demographics are "creating significant obstacles to economic growth in Wisconsin and the trends are likely to continue." See www.wisconsin.edu/*2020FWD* for additional information. With the state at a crossroads of economic, educational, and demographic challenges, the *2020FWD* framework calls for the UW System and UW institutions, faculty, staff, and students to embrace the opportunity to lead and to take action.

To respond to this call, President Cross, in consultation with the UW BOR and Chancellors, concluded the UW System must maintain and expand access to higher education, assure affordability, simplify and streamline transferability, and grow the number of college graduates that Wisconsin needs in 2020 and beyond. At the same time, President Cross and the Chancellors engaged with county officials to discuss the proposal and to collaborate on the next steps related to their communities.

In outlining his rationale for recommending the proposal to restructure UW Colleges and UW-Extension to the BOR, President Cross explained the restructuring will ensure the UW System is prepared for the challenges of the regionalized demographic and economic conditions that lie ahead in the next 10, 15, or 20 years. The restructuring proposal is a comprehensive system strategy to position the state's universities to serve the current and future needs of all UW students and the state of Wisconsin.

UW System Restructuring Project Management

UW System Restructuring Steering Committee

The restructuring project is sponsored by President Cross and is advised by a Steering Committee that is comprised of representatives from UW System Administration, UW Colleges and UW-Extension, and each of the other UW institutions. UW System Vice President for Administration Rob Cramer chairs the Steering Committee.

Shared governance is integral to the restructuring process, and the Steering Committee includes faculty, staff, and student representatives from each governance group who attend meetings as part of the planning and implementation process. The committee also receives input from the Chancellor's Advisory Group.

President Cross identified key objectives of the restructuring initiative, which is expected to be a multi-year planning, and implementation process. The President charged the Steering Committee to identify and sort issues, provide recommendations, assist in communicating project updates with their institutions and in their regions, and identify new opportunities as the project progresses.

Regional restructuring teams have been chosen by the chancellor of each receiving institution. Functional teams delve into specific topics, such as academic affairs, communications, financial aid, human resources and information technology.

Figure 1 - Restructuring Steering Committee
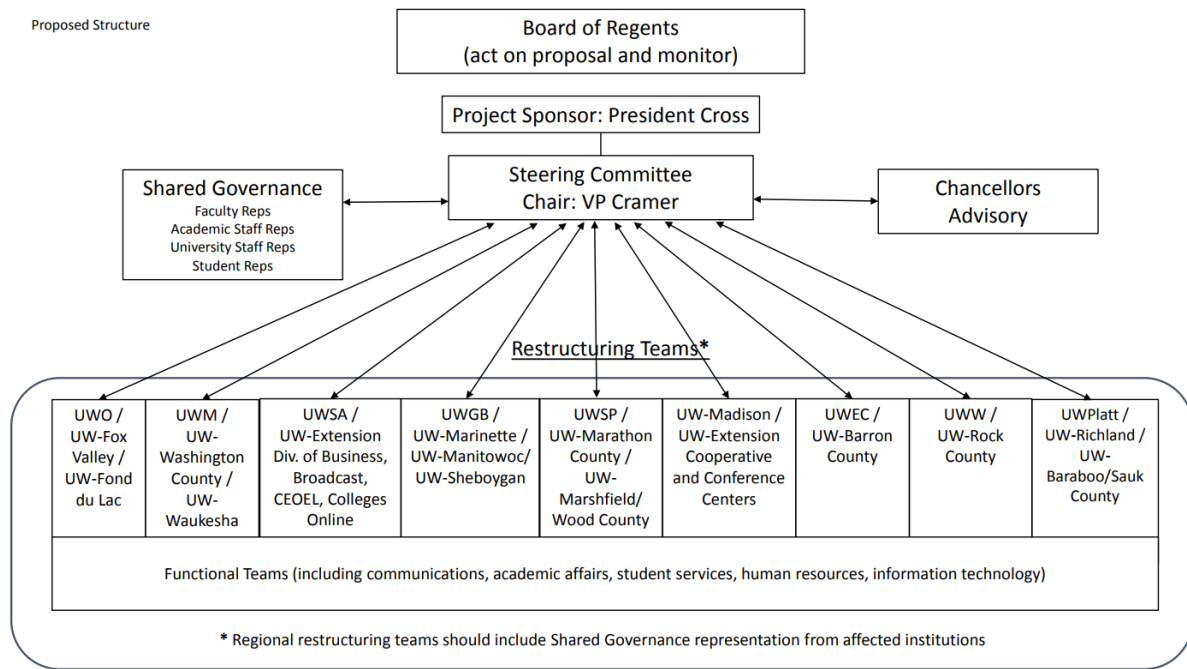
Table 4: Restructuring Steering Committee Membership		
The Steering Committee has members representing all of the institutions in the UW System, reflecting the comprehensive and collaborative nature of the UW System restructuring.		
Organization/Region Represented	**Name**	**Title**
UW System Administration	Robert G. Cramer	Vice President for Administration (Chair)
UW System Administration	James P. Henderson	Vice President for Academic and Student Affairs
UW System Administration	Sean Nelson	Vice President for Finance
UW System Administration	Jessica Tormey	Vice President for University Relations
UW Colleges & UW-Extension	Cathy Sandeen	Chancellor
UW Colleges & UW-Extension	Aaron Brower	Provost & Vice Chancellor, UW-Extension
UW Colleges & UW-Extension	Karen Schmitt	Provost & Vice Chancellor, UW Colleges
UW Colleges & UW-Extension	Steve Wildeck	Vice Chancellor for Administration & Finance
UW-La Crosse	George Cravins	Professor, Geography & Earth Science
UW-Parkside	Gary Wood	Vice Provost for Academic Affairs

Table 4: Restructuring Steering Committee Membership The Steering Committee has members representing all of the institutions in the UW System, reflecting the comprehensive and collaborative nature of the UW System restructuring.		
UW-River Falls	Dale Gallenberg	Dean, College of Agriculture, Food and Environmental Sciences
UW-Stout	Doug Mell	Executive Director of University Communications
UW-Superior	Gigi Koenig	Vice Chancellor for Finance and Administration
UW-Eau Claire, UW-Barron County	Patricia Kleine	Provost & Vice Chancellor, UW-Eau Claire
UW-Green Bay, UW-Manitowoc, UW-Marinette, UW-Sheboygan	Clif Ganyard	Associate Provost for Academic Affairs, UW-Green Bay
UW-Platteville, UW-Baraboo/Sauk County, UW-Richland	Joanne Wilson	Provost & Vice Chancellor for Academic Affairs, UW-Platteville
UW-Oshkosh, UW-Fond du Lac, UW-Fox Valley	Martin Rudd	Regional Dean, UW Colleges
UW-Madison Cooperative Extension Conference Centers	Casey Nagy	Consultant, Vice Chancellor for Research and Graduate Education, UW-Madison
UW-Milwaukee, UW-Washington County, UW-Waukesha	Ron Perez	Dean, Jospeh J. Zilber School of Public Health, UW-Milwaukee
UW-Stevens Point UW-Marathon County, UW-Marshfield/Wood County	Greg Summers	Provost & Vice Chancellor for Academic Affairs, UW-Stevens Point
UW-Whitewater, UW-Rock County	Susan Elrod	Provost, UW-Whitewater
Faculty Governance Representative	Holly Hassel	Professor, UW-Marathon County
Academic Staff Governance Representative	Stephen Beers	Instructional Designer, UW-Extension
University Staff Governance Representative	Jeremy Johanski	IS Business Automation Analyst, UW System Administration
Student Governance Representative	Nicholas Webber	Vice President, Student Senate, UW-Eau Claire

Regional Teams

The Chancellors of each receiving institution appointed a regional team and a team chair. Regional teams translate current processes, norms, and cultures into a new context; coordinate with and report to the Steering Committee at key milestones and deliverables; represent the project on campuses; and have a chair who is the primary point of contact for the region.

Functional Teams

The Steering Committee charters functional teams to consider elements of the restructuring that have a system-wide impact. Functional teams conduct implementation planning; identify common and consistent solutions across regions; and review regional work team recommendations.

Table 5. Athletics Functional Team	
Lead	Gary Karner, WIAC Commissioner
Objectives	• Develop a formal plan to configure athletic programs across the two-year institutions • Coordinate with the NCAA and other athletics bodies to ensure compliance with all regulations and standards

Table 6. Finance Functional Team	
Lead	Sean Nelson, Vice President for Finance
Team Members	• Steve Wildeck, UWEX • Renee Stephenson, UWSA • Jim Fletcher, UW-Oshkosh • Mike Kraus, UWSA • Ginger Hintz, UWSA
Objectives	• Prepare fiscal recommendations to support project decisions • Prepare fiscal recommendations to support the HLC accreditation process • Prepare financial data to support Regional / Functional teams and other stakeholders • Establish consistent baseline financial information for each institution

Table 7. Financial Aid Functional Team	
Lead	Tim Opgenorth, Director of Financial Aid, University of Wisconsin-Milwaukee
Team Members	• Nikki Andrews, UW-Eau Claire • Jim Rohan, UW-Green Bay • Kim Donat, UW-Oshkosh • Mandy Slowinski, UW-Stevens Point • William Trippett, UW Colleges • Kim O'Kelly, UW-Eau Claire • Brian Bird, UW-Platteville • Carol Miller, UW-Whitewater

Table 7. Financial Aid Functional Team	
	• Bob Jokisch, UWSA
Objectives	• Obtain all necessary approvals for 4-year institutions to offer financial aid to 2-year degree seeking students • Provide guidance to navigate the risks that the restructuring poses in terms of liability, default rates, compliance, and student benefits

Table 8. HLC Functional Team	
Co-Leads	Carleen Vande Zande, Interim Associate Vice President for Academic Programs and Educational Innovation; Karen Schmitt, Provost, UW-Colleges
Team Members	• Michael Carney, UW-Eau Claire • Mary Hoffman, UW-Eau Claire • John Stone, UW-Extension • Clifton Ganyard, UW-Green Bay • Jocelyn Milner, UW-Madison • Dev Venugopalan, UW-Milwaukee • Charlie Hill, UW-Oshkosh • Dominic Barraclough, UW-Platteville • Todd Hussein, UW-Stevens Point • Joan Cook, UW-Whitewater
Objectives	• Facilitate meetings with HLC and provide status updates and reports • Coordinate all centralized and distributive activities to support the HLC Change Request submission and approval process

Table 9. Human Resources Functional Team	
Lead	Shenita Brokenburr, Senior Associate Vice President for Human Resources
Team Members	• Margo Lessard, UWSA • Lori Fuller, UWSA • Diann Sypula, UWSA • Debbie Schwandt, UWSA • Wayne Guthrie, UW-Madison • Mark Walters, UW-Madison • Janelle Crowley, UW-Platteville • David Miller, UW-Eau Claire • Shawna Kuether, UW-Oshkosh • Christopher Paquet, UW-Green Bay • Pam Dollard, UW-Stevens Point • LaDonna Steinert, UW-Whitewater • Tim Danielson, UW-Milwaukee • Jason Beier, UW Colleges/Extension
Objectives	• Develop a post-restructure human resources services system utilizing best practices across campuses

Table 9. Human Resources Functional Team	
	• Provide technical guidance for how to transition pay systems and human resource records at scale • Oversee and support change management

Table 10. Student Recruitment Functional Team	
Lead	Chris Navia, Interim Associate Vice President for Student Success
Team Members	• Vicki Keegan, UW Colleges • Heather Kretz, UW-Eau Claire • Jennifer Jones, UW-Green Bay • Caroline Thao, UW-La Crosse • Katie Miota, UW-Milwaukee • Lana Platz, UW-Parkside • Patricia Pothour, UW-Platteville • Marc Young, UW-Stevens Point • Jackie Briggs, UW-Whitewater • Melissa Stutz, UW Colleges
Objectives	• Recommend effective deployment of UW Colleges' recruitment team to assist regional clusters • Develop set of parameters to guide regional teams' recruitment plans

Table 11. Student Visas Functional Team	
Lead	Matt Lind, System Legal Counsel, Office of General Counsel
Team Members	• Sal Carranza, UWSA • Tim Urbonya, UW Colleges • Donna Anderson, UW-Platteville • Brad Van Den Elzen, UW-Stevens Point
Objectives	• Develop a post-restructure process to ensure international students with F-1 visas are successfully transferred to the receiving institutions • Address related issues for any student's relatives in the US under an F-2 visa

UW System Restructuring Objectives

The Board of Regents Resolution 10956 approving the restructuring proposal provides the UW System with clear objectives to ensure the branch campuses and regional receiving institutions continue to provide accessible, affordable, transferable, rigorous and relevant university courses and programs for all Wisconsin residents who seek them. The restructuring will leverage resources at UW institutions to move more students through the educational pipeline to better meet Wisconsin's current and projected workforce needs, which is in the economic interest of Wisconsin's citizens and the state. In addition the UW System will provide direction for further standardizing and regionalizing administrative operations and services to more efficiently use resources as part of the *2020FWD* Commitment to Operational Reform and Excellence (CORE) initiative.

Five primary objectives for the UW System restructuring were affirmed by the Steering Committee at their November 10, 2017, meeting:

1. Maintain and expand access to higher education at the two-year campuses
2. Identify and reduce barriers to transferring credits within the UW System
3. Maintain affordability and continue current tuition levels at the two-year campuses post-integration
4. Further standardize, consolidate and regionalize administrative operations and services
5. Leverage resources and shared talent at our institutions

See www.wisconsin.edu/uw-restructure/restructuring-project-steering-committee for committee meeting agendas and meeting summaries.

The UW System's public commitment to these objectives is published on UW System restructuring website at www.wisconsin.edu/uw-restructure.

Appropriate system, institutional and branch campus accountability measures will be developed by the UW System, in collaboration with the UW receiving institutions, to monitor progress toward these restructuring objectives. Key performance indicators will be incorporated into the UW System Accountability Dashboard and reported on a regular basis to the UW Board of Regents by the UW System President (see Table 12 for a draft accountability framework).

Table 12: Draft of Accountability Framework			
UW *2020FWD* Goals	**UW System-Level Priorities**	**UW System Restructuring Objectives**	**DRAFT Key Performance Indicators For Restructuring; links to related areas of UW Accountability Dashboard**
Focus on the Educational Pipeline • Strengthening the Educational Pipeline	NEW Traditional	1. Expanding access to higher education by offering more courses at the two-year campuses	**Fall Total UW enrollments**; by institution, by branch campus **Student credit hours** for developmental, general education and upper-level courses offered at branch campuses
		3. Maintaining affordability by continuing existing tuition levels post-integration for courses currently offered at the two-year institutions	**Affordability as measured by the** cost of tuition for courses taken on branch campuses **Average total loan debt** for associate degree students graduating with loans

			Table 12: Draft of Accountability Framework		
UW *2020FWD* Goals	UW System-Level Priorities	UW System Restructuring Objectives	DRAFT Key Performance Indicators For Restructuring; links to related areas of UW Accountability Dashboard
• Meeting Wisconsin's Need for More College Graduates	Seamless Transfer	2. Identifying and reducing barriers to transferring credits within the UW System	**Transfer-out rate**: the rate at which branch campus degree-seeking students transfer to a four-year institution; to a WI technical college **Transfer-with-award rate:** the rate at which branch campus students earn an associate degree before transferring to a four-year institution **Transfer bachelor's completion rate**—the rate at which branch campus students who transfer to a four-year institution earn a bachelor's degree from any four-year institution within six years of entering higher education
	Wisconsin Workforce Needs	5. Leveraging resources and shared talent at our institutions to get more students into and through the educational pipeline successfully, better aligning the university to meet Wisconsin's projected workforce needs.	**Total associate degrees** conferred (AA, AS, AAS) **Total bachelor's completion degrees** awarded (BAAS, BAS)
Focus on Operational Excellence Commitment to Operational Reform and Excellence	Commitment to Operational Reform and Excellence (CORE)	4. Further standardizing and regionalizing administrative operations and services to more efficiently use resources	**CORE Expense Ratio** as measured for the UW System's outcomes-based funding model. **Degree Production** based on degrees awarded per 100 FTE as measured for the UW System's outcomes-based funding model.

Table 12: Draft of Accountability Framework			
UW *2020FWD* Goals	**UW System-Level Priorities**	**UW System Restructuring Objectives**	**DRAFT Key Performance Indicators For Restructuring; links to related areas of UW Accountability Dashboard**
• Administrative Excellence	Dashboard		**Key Performance Indicators** for UW System Restructuring will be added to the UW System Accountability Dashboard for system, institutional and campus reporting

- See https://www.wisconsin.edu/accountability/access to view Fall Total UW enrollments by institution, by branch campus
- See https://www.wisconsin.edu/accountability/cost-and-efficiency for courses taken on branch campuses
- See https://www.wisconsin.edu/accountability/progress-and-completion for 3-year (associate level) and 6-year (baccalaureate level) degrees
- See https://www.wisconsin.edu/accountability/cost-and-efficiency in restructured operating units due to UW System CORE initiatives seed funded by restructuring.
- See https://www.wisconsin.edu/accountability/cost-and-efficiency for UW System Restructuring will be added to the UW System Accountability Dashboard for system, institutional and campus reporting.

UW System Restructuring: A Phased Implementation Plan

UW Colleges is a regionally-accredited multi-campus undergraduate institution that offers an Associate of Arts and Science (AAS) degree and a Bachelor of Applied Arts and Sciences (BAAS) degree. The UW Colleges' two-year branch campuses serve as critical access points to higher education in Wisconsin. These campuses provide a UW education at a lower cost, and serve as a key transfer point into a four-year institution. The Online and Flex delivery modes for the UW Colleges AAS degree enable high levels of course and degree program access across the state.

The mission of UW Colleges was approved by the UW Board of Regents, June 9, 2011:

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

Currently, the UW Colleges' campuses are identified and accredited by HLC as branch campuses of a single institution. Following discussion in November 2017 with HLC, UW System President Cross determined the initial organizational relationship between the restructured UW Colleges and the UW receiving institution will be defined as a branch campus.

The UW System restructuring proposal is designed to preserve the UW Colleges' mission of open access and transfer at the two-year branch campuses after joining them with the seven designated UW receiving institutions:

1. UW-Barron County will be joined with UW-Eau Claire;
2. UW-Manitowoc, UW-Marinette, and UW-Sheboygan will be joined with UW-Green Bay;
3. UW-Washington County and UW-Waukesha will be joined with UW-Milwaukee;
4. UW-Fond Du Lac and UW-Fox Valley will be joined with UW-Oshkosh;
5. UW-Baraboo/Sauk County and UW-Richland will be joined with UW-Platteville;
6. UW-Marathon County and UW-Marshfield/Wood County will be joined with UW-Stevens Point;
7. UW-Rock County will be joined with UW-Whitewater.

The proposed restructuring of UW Colleges creates seven regions that can integrate strategic and enrollment management planning of their main and branch campuses to address the demographic and economic conditions projected for those regions of the state.

UW-Extension Summary

UW Colleges Online will move to UW System Administration under the UW-Extension's Continuing Education, Outreach and E-learning (CEOEL) umbrella and serve as the administrative home for a statewide collaborative AAS degree delivered in Online and Flex formats. UW-Extension has a statewide mission to engage the people of Wisconsin and beyond in learning, wherever they live and work. UW-Extension provides access to university resources and extends the resources of the university to all parts of Wisconsin, and increasingly, throughout the nation and the world.

The UW System restructuring includes a reorganization of UW Extension's four divisions: Cooperative Extension; the Division of Business and Entrepreneurship; the Division of Broadcasting and Media Innovation; and the Division of Continuing Education, Outreach, and E-Learning.

The purpose of these four divisions is described in more detail below.

- Cooperative Extension connects the people of Wisconsin with local leaders, lawmakers, families, scientists, and communities to address the needs of Wisconsin's people, plants, and animals, in both urban and rural areas of the state. Cooperative Extension offers timely access to University research and knowledge through educational colleagues in 72 county offices, on five 4-year campuses, and within three tribal nations. The division

works with and is funded by local, state, and federal partners to offer educational programs.

- Continuing Education, Outreach and E-Learning (CEOEL) manages funding for continuing and professional program development. CEOEL sustains professional education statewide; supports the development and management of 10 online, collaborative bachelor's and master's programs that engage all but one UW comprehensive campus; and supports eight competency-based Flexible Option degrees and certificates.
- Business and Entrepreneurship (DBE) supports entrepreneurs, businesses, researchers, and economic development professionals by providing technical assistance, consulting, training, economic data and analysis, seed funding, resources, and other services. The division works collaboratively with federal, state, regional and local organizations and other institutions to serve clients across multiple program areas.
- Broadcast and Media Innovations (BAMI) educates, informs, and entertains the citizens of Wisconsin through public radio and public television. Wisconsin Public Radio is the oldest radio station in the nation, and the division has distinguished itself as one of the best public broadcasting units in the country. Public Broadcasting reports jointly to its own board and to the state-appointed Educational Communications Board.

UW-Extension's Cooperative Extension Division is being joined with UW-Madison to take better advantage of its close faculty ties to UW-Madison, which is the State's land-grant university. The other three divisions of UW-Extension can all serve statewide audiences without being connected to a single institution, and will continue providing existing programs and services.

UW System Restructuring Project Operational Expectations

On the UW System restructuring website, President Cross has set out the following UW System operational expectations and commitments for the restructuring project implementation which are intended to minimize the operational and academic disruptions to students and faculty on the campuses and in communities during the restructuring process:

- **UW Colleges campuses will remain open.** In fact, we want to bring more classes on-site, including eventually offering upper-level courses. Our goal is to expand the opportunities available to students.
- **Students will not see any changes to academic courses or programs on the two-year campuses before July 1, 2018**. After that date, some course names may change to align with the affiliated campus.
- **Students can still transfer credits.** If you are a student at a two-year campus now or in the future, your credits will transfer to all UW institutions – just as they do now. A key goal of this plan is to make it easier to transfer credits.
- **Tuition levels stay the same.** Post-integration, we will maintain existing tuition levels for classes currently offered at the two-year institutions to keep them affordable for students and families.

- **Better use of resources.** The UW System will continue to standardize and regionalize administrative operations and services to more efficiently and effectively use resources.

See https://www.wisconsin.edu/uw-restructure to view the UW System Restructuring website.

UW System Restructuring Phased Implementation Project Oversight and Timeline

Timeline of Implementation

a) Phase 1 (Year 1): July 1, 2018 to June 30, 2019
b) Phase 2 (Year 2): July 1, 2019 to June 30, 2020

The UW System response section on "HLC Compliance" Part C Item 13 defines the phases as follows:

- **Phase 1 (July 1, 2018 –to June 30, 2019):** in year one of the restructuring initiative, all branch campus planning and budgeting will be the responsibility of the branch administrator who will report to the Chancellor or Provost at the receiving institution. During Phase 1, the branch campuses will continue to receive student support services from the local, regional and centralized student support service structure, including financial aid processing, which supported UW Colleges. In Phase 1, the UW Colleges centralized administrative services functions such as IT, HR, and procurement will also remain in place and will be integrated with UW System services.
- **Phase 2 (July 1, 2019 – June 30, 2020):** in year two of the restructuring project, the regional and centralized student and administrative services of the UW Colleges will be integrated into the branch campus and receiving institutions by their regional planning teams. During Phase 2, the receiving institutions will undertake operational planning to determine if they will keep the branch campus designation or move toward an additional location model. Changes to the branch campus designation will be a local institutional decision; any changes to the campus designation will be reported to HLC at the time of the decision.

Implementation of restructuring will take place in phases with clear milestones every six months. Table 13 outlines the planning decision points, expectations, and evidence for each phase of the project management plan.

Table 13: Restructuring Project Overview for Phase 1 to Phase 2			
	PHASE 1		**PHASE 2**
	By July 1, 2018	**By December 31, 2018**	**By July 1, 2019**
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and** **Regional Planning**	**Milestones:** **Further integration**
Administrative Oversight	Necessary administrative oversight	Advanced planning to integrate administrative structure for branch	Org. chart finalized for full administrative integration of branch

	PHASE 1		PHASE 2
	By July 1, 2018	**By December 31, 2018**	**By July 1, 2019**
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and** **Regional Planning**	**Milestones:** **Further integration**
	at branch campus in place	campus into comprehensive regional campus structure Evidence: Plans submitted to UW System for approval.	campus into a regional campus structure Evidence: Approved organizational charts and full integration of administrative oversight in place.
Assessment of Student Learning	Assessment of Student Learning in place and linked to main campus policies & processes	Continuing regional discussion of how to integrate assessment activities at branch campus into main campus assessment practices, processes, policies Evidence: Plan submitted to UW System on assessment of learning.	Integration of course assessments or outcomes assessment at branch campus into main campus practices for assessment and reporting Evidence: Approval of plan by UW System.
Budget	Budget-2-year *pro-forma* budget for branch campus and main institution; budget functions defined for only the branch campus clearly identified as well as processes associated with those at main campus	Budget and planning activities relate to new 2-year budget cycle, integrating the branch campus budget proposal with the main campus budget. Evidence: Budget proposal submitted to UW System.	Finalized student support services integrated with new PD's, budget, structure, and organizational chart. New budget in place that reflects support of branch campus activities, facilities, personnel, students, etc. Branch campus budgeting links to processes at main campus. Evidence: Biennial budget adopted for regional campus, org chart, revised PDs.
Central Services	Move those central services that are to continue to UW System oversight, including HR, Procurement and IT.	Collaborate with receiving institutions to study role/effectiveness of centralized services and propose any changes	Centralized services continue for HR, IT, Procurement, with other central services

Table 13: Restructuring Project Overview for Phase 1 to Phase 2			
	PHASE 1		**PHASE 2**
	By July 1, 2018	**By December 31, 2018**	**By July 1, 2019**
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and** **Regional Planning**	**Milestones:** **Further integration**
	Implement MOUs to formalize the provision of services from the UW System to the branch campuses.	Evidence: US System reviews centralized services in light of MOUs and needed services to determine which will continue as centralized services such as HR and IT.	identified as continuing. Evidence: Provided services for HR and IT determined to be working well within a centralized model.
Curriculum	Existing Colleges catalog in place with associated review, evaluation, processes and linked to main campus AY 2018 Catalogue joined with each main campus; Placement of Colleges Online enacted. Placement of FLEX AAS enacted. Continuity of BAAS ensured.	Decision made on the possible implementation of the proposed AAS degree changes and integration with main campuses; planning on 4 yr. degree curriculum to be offered at branch campus by receiving institutions. Evidence: HLC change requests submitted for AAS & BAAS& collaborative program AAS.	Reconfigured AAS degree adoption determination made for each regional campus, impacting entering students in Fall 2020; new curriculum, such as upper level courses from main campus offered at branch for Fall 2019. AY 2019 Catalogue. Evidence: Decision to modify curriculum submitted to UW System. HLC change request submitted for those campuses wishing to offer 4 -year degrees on branch campuses.
Faculty	Qualified faculty in place at branch campus; hiring & review processes linked to those at main campus; appropriate tenure considerations in place through main campus	Regional decisions about P&T, department affiliations, teaching assignments for former Colleges faculty integrated into main campus faculty assignments or serving as faculty for branch campus as a separate	Branch campus faculty are assigned approved P&T pathways for branch campus faculty; hiring processes for branch campus are finalized

	PHASE 1		PHASE 2
	By July 1, 2018	**By December 31, 2018**	**By July 1, 2019**
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and** **Regional Planning**	**Milestones:** **Further integration**
		college of the main campus Evidence: Statement of integration of faculty submitted to UW System.	Evidence: Integration confirmed by UW System.
Financial Aid	Financial Aid- DOE to ensure that Colleges students continue to receive fin. aid; Aid will flow through centralized financial aid office working in conjunction with main campus for first year. links established with main campus.	Plan to transition financial aid functions from centrally administered to main campus, working with the DOE where necessary. Evidence: Transition plans submitted to UW System.	Begin implementation of financial aid transition. Evidence: Approved plan in place and action items scheduled.
Governance	Governance for faculty, staff, and students at the branch campus provided consistent with administrative structure in place.	Consider options of self-contained governance structures/processes or integration of faculty, staff, and student governance at the branch campus into governance at main campus. Approve changes to governance documents as needed. Evidence: Plan for governance submitted to UW System.	Faculty, staff, and students are participants in integrated governance structures. Branch campus faculty have role in curriculum and assessment processes. Evidence: Governance structure formalized in regional university governance documents.
Grant programs	Existing grant funding distributed to relevant branch campuses from centralized office through receiving institutions	Formalize change of fiscal agents requests as needed for grants; granting agencies contacted with necessary change requests. Evidence: All agencies receive requests.	New fiscal agents in place for grants Evidence: All agencies approve new fiscal agents and disbursements
Information about requirements	Information about programs/requirements/degrees is clear, accurate, published with	Plan for integration of Associate level programs into established processes at main	Integration of branch campus offerings information into reviews, publication

Table 13: Restructuring Project Overview for Phase 1 to Phase 2

	PHASE 1		PHASE 2
	By July 1, 2018	By December 31, 2018	By July 1, 2019
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and Regional Planning**	**Milestones:** **Further integration**
	processes linked to main campus	campus for webpages, catalogues, other ways to document this information Evidence: Plan submitted to UW System	processes and offerings information at main campus Evidence: Updated websites with required information.
MOU's for appropriate student support services	Identify student support services for each branch campus and main campus partnership where centralized services provide the best student support; Develop MOUs with main campuses and centralized services through UW System.	MOU with centralized student services in the UW System fully operational and reviewed for changes needed based on first semester experience. Evidence: MOUs in place and assessed for effectiveness and timeliness of full transition.	Transition of services from central system to main institutions where appropriate. Evidence: Only those services identified in Milestone #2 as needing additional time for transition remain centrally located.
Oversight of instruction	Oversight of instruction at branch campus assigned and linked to main campus processes	Regional decisions made regarding process for curriculum and course scheduling completed for 2019-20 academic year. Evidence: Course schedule for 2019-20 completed.	Review the newly designated role and processes for oversight of instruction at branch campus Evidence: Formalization of curriculum scheduling in regional campus documentation.
Planning/Budget	Planning processes established for branch and linked to planning at main campus	Regional discussion of how and where to integrate planning for branch campus into main campus planning and/or strategic planning Evidence: Planning process proposals submitted to UW System	Planning for branch campus integrated with strategic plan, goals, metrics, and reporting for main campus Evidence: Planning process finalized and implemented
Recruitment	Recruitment-College recruiters collaborate with 4 yr. institutions' recruiting staff. Materials to reflect	Recruiting done on a regional basis and new recruiting materials developed.	Recruitment is fully integrated with 4 yr. institutions and materials reflect branch campus.

Table 13: Restructuring Project Overview for Phase 1 to Phase 2

Table 13: Restructuring Project Overview for Phase 1 to Phase 2			
	PHASE 1		**PHASE 2**
	By July 1, 2018	**By December 31, 2018**	**By July 1, 2019**
Planning Areas	**Milestones:** **What will be in place**	**Milestones:** **System-wide and** **Regional Planning**	**Milestones:** **Further integration**
	branch campus offerings.	Evidence: Recruiters are directly entirely by main campus recruiting office.	Evidence: All recruiting and recruiting material coordinated out of appropriate main campus.
Student Support	Student support and other staffing at branch campus in place including the use of centralized student support from UW System; may be linked to main campus	Advanced planning for local, regional, and main campus support integration into a seamless unit. Evidence: Plans submitted to UW System for approval	Finalized student support services integrated with new PD's, budget, structure, and organizational chart.
Transfer	Transfer of credit-policy in place, process associated with main campus	Policy and process discussions of modifications needed at main campus for branch campus offerings/courses to more easily transfer Evidence: Plans developed for improvement of transfer of credits	Finalized transfer policies at UW System and at the regional level Evidence: UW System articulates a more straightforward transfer policy improving ease of transfer

PART B: TRANSACTIONAL DOCUMENTS

Item 1: Resolutions Adopted by the Board of Regents Approving the Restructuring

On November 9, 2017, the UW System Board of Regents (BOR) passed Resolution 10956 approving the UW System President's proposal to restructure UW Colleges and UW-Extension. Resolution 10956 was amended by the BOR by Resolution 10961 at the December 7, 2017, meeting to revise directions and authorize the President to make restructuring decisions regarding the associate degree delivery of the UW Colleges Online program and Flex format. On January 3, 2018, the Executive Committee of the BOR met and approved Resolution 10982.

Item 2: New Governance Documents

The UW System does not expect that restructuring will impact the system's governance documents; therefore, there are not new documents to share at this time.

UW receiving institutions expect that institutional governance documents will be reviewed and revised as needed to integrate the branch campuses during Phase 1 of the restructuring process; they do not have any new documents that have arisen at this time.

Item 5: Confirmation from U.S. Department of Education

The letter from U.S. Department of Education is attached in Appendix E.

Item 6: System Audits, Historical and Anticipated Budgets

System-wide Audits

The two most recent System-wide audits are attached as Appendix F.

FY17 and FY18 Fiscal Year Budgets

The budgets for the two most recent fiscal years are attached as Appendix F.

FY19 and FY20 Pro Forma Fiscal Year Budgets

 Two years of anticipated pro forma budgets following the restructuring are provided below.

FY17/18 to FY18/19 Funding Crosswalk
Eau Claire, Barron County

	FY2017/2018			FY2018/2019	
				7	
	All Funds	Employee FTEs	Student FTEs	Eau Claire, Barron County	Allocation Method
Colleges	$ 53,900,130	507.20	6273	$ 2,613,433	
Baraboo	$ 2,935,762	29.07	329	$ -	
Barron County	$ 2,613,433	25.43	315	$ 2,613,433	Full transfer
Fond du Lac	$ 3,411,921	35.15	431	$ -	
Fox Valley	$ 7,417,657	67.32	948	$ -	
Manitowoc	$ 2,782,744	27.81	251	$ -	
Marathon County	$ 6,154,406	53.58	547	$ -	
Marinette	$ 3,035,388	26.86	190	$ -	
Marshfield	$ 3,239,970	31.24	282	$ -	
Richland	$ 2,577,810	25.27	203	$ -	
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ -	
Washington County	$ 4,078,518	37.94	546	$ -	
Waukesha	$ 7,716,417	76.21	1199	$ -	
Regional	$ 7,215,381	41.50		$ 538,530	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ 538,530	Proportionate
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ -	
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ -	
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ -	
Central Administration - Colleges	$ 22,270,610	153.83		$ 949,730	
Consolidated Services	$ 12,201,340	120.85		$ 455,992	
Library	$ 2,048,228	24.52		$ 86,020	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 10,962	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 48,740	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 63,842	1/13
Financial Aid Office	$ 769,912	9.00		$ 59,224	1/13
Admissions and Registration	$ 749,285	8.75		$ 37,464	Student HC
Student Accomodations	$ 365,849	1.50		$ 12,637	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 16,651	Student HC
Central Solution Center	$ 134,602	2.00		$ 10,354	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 99,011	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 8,778	1/13
Central Utilities	$ 30,000	0.00		$ 2,308	1/13

FY17/18 to FY18/19 Funding Crosswalk

Eau Claire, Barron County

Computer Rotation	$	16,500	0.00		$	-	Hold back
Pooled Expenses	**$**	**5,335,817**	**2.50**		**$**	**425,106**	
Institutional Services	$	1,628,193			$	212,553	Hold back; 1/13
Common Systems Assessment (CSRG)	$	1,292,572			$	40,034	CSRG Metric
Student Technology	$	300,000			$	23,077	Student FTE
Insurance	$	253,464			$	12,673	1/13
Computer Access	$	158,239			$	12,172	1/13
Assessment	$	120,136			$	9,241	1/13
Search and Screen	$	112,795			$	8,677	1/13
UWSA Chargebacks	$	81,050			$	6,235	Employee FTE
Accrued Leave	$	73,962			$	3,698	Employee FTE
Medical Leave Support	$	59,169			$	2,958	Employee FTE
State Chargebacks	$	55,700			$	2,785	Employee FTE
Fringe Penalty	$	50,000			$	2,500	1/13
Institutional Planning	$	29,710			$	2,285	1/13
Web/ACH Transactions	$	11,000			$	846	1/13
Split Faculty Travel	$	5,000			$	385	1/13
Collection Expenses	$	4,000			$	308	1/13
Other Program Revenue Supported Expenses	$	1,100,827	2.50		$	84,679	Rev supported
Institutional Programs	**$**	**2,565,769**	**20.98**		**$**	**28,488**	
Office of Distance Learning (NODE)	$	1,334,848	12.35		$	13,835	TBD/Hold back
Professional Development	$	173,772	0.00		$	-	Employee FTE
WIPPS	$	145,180	2.38		$	7,259	UWSA
AODE	$	70,795	0.70		$	-	Student HC
Applied Music	$	60,470	0.00		$	3,024	Student FTE
Employee Assistance Program	$	42,000	0.00		$	2,100	Employee FTE
WI Collegiate Conference	$	20,124	0.20		$	1,006	Hold back
Institutional Review Board	$	16,375	0.00		$	819	1/13
TRIO	$	5,800	0.00		$	446	Hold back
Other Program Revenue Supported Expenses	$	696,405	5.35		$	-	Rev supported
Administration	**$**	**1,645,825**	**9.50**		**$**	**-**	
Chancellor's Office	$	199,179	0.50		$	-	Hold back
University Relations	$	356,054	3.00		$	-	Hold back
Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Provost's Office	$	507,573	3.00		$	-	Hold back
Provost's Institutional Planning	$	10,000	0.00		$	-	Hold back
Administration and Finance	$	331,831	1.50		$	-	Hold back
Vice Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Student Affairs	$	221,188	1.50		$	-	Hold back
Governance	**$**	**521,859**	**0.00**		**$**	**40,143**	1/13
Sub-total:	**$**	**83,386,121**	**702.53**		**$**	**4,101,693**	←

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Eau Claire, Barron County
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWEC FY17/FY18 Total	UWEC	From UW Colleges	FY18/19 Total	UWEC and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	106,562,468	109,071,695	2,002,063	111,073,758	112,395,395	-	112,395,395
Auxiliary Operations	43,988,162	42,969,331	288,668	43,257,999	46,535,712	-	46,535,712
General Operations	7,607,879	7,607,879	139,872	7,747,751	7,747,751	-	7,747,751
Other Unrestricted Program Revenue	7,637,744	9,795,098	22,500	9,817,598	10,470,788	-	10,470,788
Federal Indirect Cost Reimbursement	289,885	289,885	2,633	292,518	292,518	-	292,518
Restricted: Federal/Gifts/Grants	59,043,653	59,043,653	157,697	59,201,350	59,201,350	-	59,201,350
UWC Regional Funding (All Funds)	-	-	538,530	538,530	538,530	-	538,530
UWC Central Administration	-	-	949,730	949,730	949,730	-	949,730
Subtotal Revenue:	225,129,791	228,777,541	4,101,693	232,879,234	238,131,774	-	238,131,774
EXPENDITURES							
GPR/Tuition	106,562,468	109,071,695	-	109,071,695	109,428,813	-	109,428,813
Auxiliary Operations	49,688,761	48,691,224	-	48,691,224	47,211,563	-	47,211,563
General Operations	7,607,879	7,607,879	-	7,607,879	7,607,879	-	7,607,879
Other Unrestricted Program Revenue	7,637,744	9,795,098	-	9,795,098	10,448,288	-	10,448,288
Federal Indirect Cost Reimbursement	289,885	289,885	-	289,885	289,885	-	289,885
Federal/Gifts/Grants	59,043,653	59,043,653	-	59,043,653	59,043,653	-	59,043,653
Service/Program Investments	-	-	-	-	-	-	-
UWC Expenditures	-	-	4,101,693	4,101,693	4,101,693	-	4,101,693
Subtotal Expenditures:	230,830,390	234,499,434	4,101,693	238,601,127	238,131,774	-	238,131,774
NET OPERATIONS	(5,700,599)	(5,721,893)	-	(5,721,893)	-	-	-
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	(1,232,000)	-	(283,422)	(283,422)	-	(311,762)	(311,762)
Performance-Based Funding Allocation (TBD)	-	-	-	-	-	-	-
Revenue Share (TBD)	-	-	-	-	-	-	-
Bridge Funding/Use of Reserves (TBD)	6,932,599	5,721,893	283,422	6,005,315	-	311,762	311,762
Subtotal Adjustments:	5,700,599	5,721,893	-	5,721,893	-	-	-
NET OPERATIONS (Less Adjustments)	-			-			-

Budget Planning Assumptions

1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/18 to FY18/FY19 Funding Crosswalk
Green Bay, Marinette, Manitowoc, Sheboygan

	FY2017/2018			FY2018/2019	
				3	
	All Funds	Employee FTEs	Student FTEs	**Green Bay, Marinette, Manitowoc, Sheboygan**	**Allocation Method**
Colleges	$ 53,900,130	507.20	6273	$ 9,038,314	
Baraboo	$ 2,935,762	29.07	329	$ -	
Barron County	$ 2,613,433	25.43	315	$ -	
Fond du Lac	$ 3,411,921	35.15	431	$ -	
Fox Valley	$ 7,417,657	67.32	948	$ -	
Manitowoc	$ 2,782,744	27.81	251	$ 2,782,744	Full transfer
Marathon County	$ 6,154,406	53.58	547	$ -	
Marinette	$ 3,035,388	26.86	190	$ 3,035,388	Full transfer
Marshfield	$ 3,239,970	31.24	282	$ -	
Richland	$ 2,577,810	25.27	203	$ -	
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ 3,220,182	Full transfer
Washington County	$ 4,078,518	37.94	546	$ -	
Waukesha	$ 7,716,417	76.21	1199	$ -	
Regional	$ 7,215,381	41.50		$ 1,706,103	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ 538,530	Proportionate
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ 501,256	Proportionate
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ 666,317	Proportionate
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ -	
Central Administration - Colleges	$ 22,270,610	153.83		$ 2,256,925	
Consolidated Services	$ 12,201,340	120.85		$ 1,402,574	
Library	$ 2,048,228	24.52		$ 278,485	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 32,887.38	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 146,221	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 191,527	1/13
Financial Aid Office	$ 769,912	9.00		$ 177,672	1/13
Admissions and Registration	$ 749,285	8.75		$ 125,880	Student HC
Student Accomodations	$ 365,849	1.50		$ 32,602	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 55,947	Student HC
Central Solution Center	$ 134,602	2.00		$ 31,062	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 297,033	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 26,333	1/13
Central Utilities	$ 30,000	0.00		$ 6,923	1/13

FY17/18 to FY18/FY19 Funding Crosswalk
Green Bay, Marinette, Manitowoc, Sheboygan

Computer Rotation	$	16,500	0.00		$ -	Hold back
Pooled Expenses	**$**	**5,335,817**	**2.50**		**$ 674,200**	
Institutional Services	$	1,628,193			$ 120,102	Hold back; 1/13
Common Systems Assessment (CSRG)	$	1,292,572			$ 298,286	CSRG Metric
Student Technology	$	300,000			$ 38,700	Student FTE
Insurance	$	253,464			$ 58,492	1/13
Computer Access	$	158,239			$ 36,517	1/13
Assessment	$	120,136			$ 27,724	1/13
Search and Screen	$	112,795			$ 26,030	1/13
UWSA Chargebacks	$	81,050			$ 13,616	Employee FTE
Accrued Leave	$	73,962			$ 12,426	Employee FTE
Medical Leave Support	$	59,169			$ 9,940	Employee FTE
State Chargebacks	$	55,700			$ 9,358	Employee FTE
Fringe Penalty	$	50,000			$ 11,538	1/13
Institutional Planning	$	29,710			$ 6,856	1/13
Web/ACH Transactions	$	11,000			$ 2,538	1/13
Split Faculty Travel	$	5,000			$ 1,154	1/13
Collection Expenses	$	4,000			$ 923	1/13
Other Program Revenue Supported Expenses	$	1,100,827	2.50		$ -	Rev supported
Institutional Programs	**$**	**2,565,769**	**20.98**		**$ 59,723**	
Office of Distance Learning (NODE)	$	1,334,848	12.35		$ -	TBD/Hold back
Professional Development	$	173,772	0.00		$ 29,194	Employee FTE
WIPPS	$	145,180	2.38		$ -	UWSA
AODE	$	70,795	0.70		$ 11,894	Student HC
Applied Music	$	60,470	0.00		$ 7,801	Student FTE
Employee Assistance Program	$	42,000	0.00		$ 7,056	Employee FTE
WI Collegiate Conference	$	20,124	0.20		$ -	Hold back
Institutional Review Board	$	16,375	0.00		$ 3,779	1/13
TRIO	$	5,800	0.00		$ -	Hold back
Other Program Revenue Supported Expenses	$	696,405	5.35		$ -	Rev supported
Administration	**$**	**1,645,825**	**9.50**		**$ -**	
Chancellor's Office	$	199,179	0.50		$ -	Hold back
University Relations	$	356,054	3.00		$ -	Hold back
Chancellor's Institutional Planning	$	10,000	0.00		$ -	Hold back
Provost's Office	$	507,573	3.00		$ -	Hold back
Provost's Institutional Planning	$	10,000	0.00		$ -	Hold back
Administration and Finance	$	331,831	1.50		$ -	Hold back
Vice Chancellor's Institutional Planning	$	10,000	0.00		$ -	Hold back
Student Affairs	$	221,188	1.50		$ -	Hold back
Governance	**$**	**521,859**	**0.00**		**$ 120,429**	1/13
Sub-total:	**$**	**83,386,121**	**702.53**		**$ 13,001,342**	←

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Green Bay, Marinette, Manitowoc, Sheboygan
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWGB FY17/FY18 Total	UWGB	From UW Colleges	FY18/19 Total	UWGB and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	$ 68,624,501	$ 68,857,986	$ 6,379,864	$ 75,237,850	$ 69,457,227	$ -	$ 69,457,227
Auxiliary Operations	$ 20,949,479	$ 21,239,030	$ 1,016,220	$ 22,255,250	$ 21,564,087	$ -	$ 21,564,087
General Operations	$ 3,501,266	$ 3,110,321	$ 984,521	$ 4,094,842	$ 3,135,582	$ -	$ 3,135,582
Other Unrestricted Program Revenue	$ 631,842	$ 1,676,010	$ 370,423	$ 2,046,433	$ 1,905,192	$ -	$ 1,905,192
Federal Indirect Cost Reimbursement	$ 238,128	$ 229,167	$ -	$ 229,167	$ 228,444	$ -	$ 228,444
Restricted: Federal/Gifts/Grants	$ 40,875,000	$ 41,375,000	$ 287,286	$ 41,662,286	$ 42,060,063	$ -	$ 42,060,063
UWC Regional Funding (All Funds)	$ -	$ -	$ 1,706,103	$ 1,706,103	$ 1,706,103	$ -	$ 1,706,103
UWC Central Administration	$ -	$ -	$ 2,256,925	$ 2,256,925	$ 2,256,925	$ -	$ 2,256,925
Subtotal Revenue:	$ 134,820,216	$ 136,487,514	$ 13,001,342	$ 149,488,856	$ 142,313,623	$ -	$ 142,313,623
EXPENDITURES							
GPR/Tuition	$ 70,509,029	$ 69,369,246	$ -	$ 69,369,246	$ 69,544,346	$ -	$ 69,544,346
Auxiliary Operations	$ 21,064,614	$ 21,615,174	$ -	$ 21,615,174	$ 21,366,834	$ -	$ 21,366,834
General Operations	$ 4,305,824	$ 3,096,423	$ -	$ 3,096,423	$ 3,479,350	$ -	$ 3,479,350
Other Unrestricted Program Revenue	$ 1,496,135	$ 1,515,612	$ -	$ 1,515,612	$ 1,745,025	$ -	$ 1,745,025
Federal Indirect Cost Reimbursement	$ 541,413	$ 366,097	$ -	$ 366,097	$ 350,183	$ -	$ 350,183
Federal/Gifts/Grants	$ 40,827,246	$ 41,342,474	$ -	$ 41,342,474	$ 42,052,636	$ -	$ 42,052,636
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 13,001,342	$ 13,001,342	$ 13,001,342	$ -	$ 13,001,342
Subtotal Expenditures:	$ 138,744,261	$ 137,305,026	$ 13,001,342	$ 150,306,368	$ 151,539,716	$ -	$ 151,539,716
NET OPERATIONS	$ (3,924,045)	$ (817,512)	$ -	$ (817,512)	$ (9,226,093)	$ -	$ (9,226,093)
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ -	$ -	$ (2,315,257)	$ (2,315,257)	$ -	$ (2,593,088)	$ (2,593,088)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ 3,924,045	$ 817,512	$ 2,315,257	$ 3,132,769	$ 9,226,093	$ 2,593,088	$ 11,819,181
Subtotal Adjustments:	$ 3,924,045	$ 817,512	$ -	$ 817,512	$ 9,226,093	$ -	$ 9,226,093
NET OPERATIONS (Less Adjustments)	$ -			$ -			$ -

Budget Planning Assumptions

1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/18 to FY18/19 Funding Crosswalk
Milwaukee, Washington County, Waukesha

	FY2017/2018			FY2018/2019	
	All Funds	Employee FTEs	Student FTEs	Milwaukee, Washington County, Waukesha (4)	Allocation Method
Colleges	$ 53,900,130	507.20	6273	$ 11,794,935	
Baraboo	$ 2,935,762	29.07	329	$ -	
Barron County	$ 2,613,433	25.43	315	$ -	
Fond du Lac	$ 3,411,921	35.15	431	$ -	
Fox Valley	$ 7,417,657	67.32	948	$ -	
Manitowoc	$ 2,782,744	27.81	251	$ -	
Marathon County	$ 6,154,406	53.58	547	$ -	
Marinette	$ 3,035,388	26.86	190	$ -	
Marshfield	$ 3,239,970	31.24	282	$ -	
Richland	$ 2,577,810	25.27	203	$ -	
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ -	
Washington County	$ 4,078,518	37.94	546	$ 4,078,518	Full transfer
Waukesha	$ 7,716,417	76.21	1199	$ 7,716,417	Full transfer
Regional	$ 7,215,381	41.50		$ 1,204,847	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ 538,530	Proportionate
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ -	
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ 666,317	Proportionate
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ -	
Central Administration - Colleges	$ 22,270,610	153.83		$ 1,982,515	
Consolidated Services	$ 12,201,340	120.85		$ 1,280,858	
Library	$ 2,048,228	24.52		$ 371,603	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 10,962	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 97,481	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 127,684	1/13
Financial Aid Office	$ 769,912	9.00		$ 118,448	1/13
Admissions and Registration	$ 749,285	8.75		$ 168,589	Student HC
Student Accomodations	$ 365,849	1.50		$ 70,259	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 74,930	Student HC
Central Solution Center	$ 134,602	2.00		$ 20,708	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 198,022	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 17,556	1/13
Central Utilities	$ 30,000	0.00		$ 4,615	1/13

FY17/18 to FY18/19 Funding Crosswalk
Milwaukee, Washington County, Waukesha

Computer Rotation	$ 16,500	0.00		$ -	Hold back
Pooled Expenses	**$ 5,335,817**	**2.50**		**$ 537,563**	
Institutional Services	$ 1,628,193			$ 80,068	Hold back; 1/13
Common Systems Assessment (CSRG)	$ 1,292,572			$ 198,857	CSRG Metric
Student Technology	$ 300,000			$ 83,400	Student FTE
Insurance	$ 253,464			$ 38,994	1/13
Computer Access	$ 158,239			$ 24,344	1/13
Assessment	$ 120,136			$ 18,482	1/13
Search and Screen	$ 112,795			$ 17,353	1/13
UWSA Chargebacks	$ 81,050			$ 18,236	Employee FTE
Accrued Leave	$ 73,962			$ 16,641	Employee FTE
Medical Leave Support	$ 59,169			$ 13,313	Employee FTE
State Chargebacks	$ 55,700			$ 12,533	Employee FTE
Fringe Penalty	$ 50,000			$ 7,692	1/13
Institutional Planning	$ 29,710			$ 4,571	1/13
Web/ACH Transactions	$ 11,000			$ 1,692	1/13
Split Faculty Travel	$ 5,000			$ 769	1/13
Collection Expenses	$ 4,000			$ 615	1/13
Other Program Revenue Supported Expenses	$ 1,100,827	2.50		$ -	Rev supported
Institutional Programs	**$ 2,565,769**	**20.98**		**$ 83,807**	
Office of Distance Learning (NODE)	$ 1,334,848	12.35		$ -	TBD/Hold back
Professional Development	$ 173,772	0.00		$ 39,099	Employee FTE
WIPPS	$ 145,180	2.38		$ -	UWSA
AODE	$ 70,795	0.70		$ 15,929	Student HC
Applied Music	$ 60,470	0.00		$ 16,811	Student FTE
Employee Assistance Program	$ 42,000	0.00		$ 9,450	Employee FTE
WI Collegiate Conference	$ 20,124	0.20			Hold back
Institutional Review Board	$ 16,375	0.00		$ 2,519	1/13
TRIO	$ 5,800	0.00		$ -	Hold back
Other Program Revenue Supported Expenses	$ 696,405	5.35			Rev supported
Administration	**$ 1,645,825**	**9.50**		**$ -**	
Chancellor's Office	$ 199,179	0.50		$ -	Hold back
University Relations	$ 356,054	3.00		$ -	Hold back
Chancellor's Institutional Planning	$ 10,000	0.00		$ -	Hold back
Provost's Office	$ 507,573	3.00		$ -	Hold back
Provost's Institutional Planning	$ 10,000	0.00		$ -	Hold back
Administration and Finance	$ 331,831	1.50		$ -	Hold back
Vice Chancellor's Institutional Planning	$ 10,000	0.00		$ -	Hold back
Student Affairs	$ 221,188	1.50		$ -	Hold back
Governance	**$ 521,859**	**0.00**		**$ 80,286**	1/13
Sub-total:	**$ 83,386,121**	**702.53**		**$ 14,982,297**	←

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Milwaukee, Washington County, Waukesha
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWM FY17/FY18 Total	UWM	From UW Colleges	FY18/19 Total	UWM and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	$ 335,506,456	$ 340,006,456	$ 9,438,919	$ 349,445,375	$ 348,877,970	$ -	$ 348,877,970
Auxiliary Operations	$ 89,549,000	$ 89,549,000	$ 949,572	$ 90,498,572	$ 90,498,572	$ -	$ 90,498,572
General Operations	$ 20,500,000	$ 19,500,000	$ 1,004,174	$ 20,504,174	$ 19,504,174	$ -	$ 19,504,174
Other Unrestricted Program Revenue	$ 10,816,300	$ 11,171,000	$ -	$ 11,171,000	$ 12,077,000	$ -	$ 12,077,000
Federal Indirect Cost Reimbursement	$ 7,811,500	$ 7,460,000	$ -	$ 7,460,000	$ 7,124,000	$ -	$ 7,124,000
Restricted: Federal/Gifts/Grants	$ 58,223,421	$ 58,635,000	$ 402,270	$ 59,037,270	$ 58,625,461	$ -	$ 58,625,461
UWC Regional Funding (All Funds)	$ -	$ -	$ 1,204,847	$ 1,204,847	$ 1,204,847	$ -	$ 1,204,847
UWC Central Administration	$ -	$ -	$ 1,982,515	$ 1,982,515	$ 1,982,515	$ -	$ 1,982,515
Subtotal Revenue:	$ 522,406,677	$ 526,321,456	$ 14,982,297	$ 541,303,753	$ 539,894,539	$ -	$ 539,894,539
EXPENDITURES							
GPR/Tuition	$ 333,506,456	$ 334,006,456	$ -	$ 334,006,456	$ 329,439,051	$ -	$ 329,439,051
Auxiliary Operations	$ 94,067,000	$ 94,067,000	$ -	$ 94,067,000	$ 94,067,000	$ -	$ 94,067,000
General Operations	$ 20,200,000	$ 20,200,000	$ -	$ 20,200,000	$ 20,200,000	$ -	$ 20,200,000
Other Unrestricted Program Revenue	$ 10,016,300	$ 10,371,000	$ -	$ 10,371,000	$ 11,277,000	$ -	$ 11,277,000
Federal Indirect Cost Reimbursement	$ 8,356,300	$ 8,000,000	$ -	$ 8,000,000	$ 8,000,000	$ -	$ 8,000,000
Federal/Gifts/Grants	$ 58,223,421	$ 58,635,000	$ -	$ 58,635,000	$ 58,223,191	$ -	$ 58,223,191
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 14,982,297	$ 14,982,297	$ 14,982,297	$ -	$ 14,982,297
Subtotal Expenditures:	$ 524,369,477	$ 525,279,456	$ 14,982,297	$ 540,261,753	$ 536,188,539	$ -	$ 536,188,539
NET OPERATIONS	$ (1,962,800)	$ 1,042,000	$ -	$ 1,042,000	$ 3,706,000	$ -	$ 3,706,000
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ (2,000,000)	$ (6,000,000)	$ (2,472,744)	$ (8,472,744)	$ (10,000,000)	$ (2,670,563)	$ (12,670,563)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ 3,962,800	$ 4,958,000	$ 2,472,744	$ 7,430,744	$ 6,294,000	$ 2,670,563	$ 8,964,563
Subtotal Adjustments:	$ 1,962,800	$ (1,042,000)	$ -	$ (1,042,000)	$ (3,706,000)	$ -	$ (3,706,000)
NET OPERATIONS (Less Adjustments)	$ -			$ -			$ -

Budget Planning Assumptions
1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/18 to FY18/FY19 Funding Crosswalk
OshKosh, Fox Valley, Fond du Lac

| | FY2017/2018 | | | FY2018/2019 | |
| | | | | 1 | |
	All Funds	Employee FTEs	Student FTEs	OshKosh, Fox Valley, Fond du Lac	Allocation Method
Colleges	$ 53,900,130	507.20	6273	$ 10,829,578	
Baraboo	$ 2,935,762	29.07	329	$ -	
Barron County	$ 2,613,433	25.43	315	$ -	
Fond du Lac	$ 3,411,921	35.15	431	$ 3,411,921	Full transfer
Fox Valley	$ 7,417,657	67.32	948	$ 7,417,657	Full transfer
Manitowoc	$ 2,782,744	27.81	251	$ -	
Marathon County	$ 6,154,406	53.58	547	$ -	
Marinette	$ 3,035,388	26.86	190	$ -	
Marshfield	$ 3,239,970	31.24	282	$ -	
Richland	$ 2,577,810	25.27	203	$ -	
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ -	
Washington County	$ 4,078,518	37.94	546	$ -	
Waukesha	$ 7,716,417	76.21	1199	$ -	
Regional	$ 7,215,381	41.50		$ 1,002,512	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ -	
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ 1,002,512	Proportionate
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ -	
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ -	
Central Administration - Colleges	$ 22,270,610	153.83		$ 1,817,556	
Consolidated Services	$ 12,201,340	120.85		$ 1,149,605	
Library	$ 2,048,228	24.52		$ 268,939	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 21,925	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 97,481	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 127,684	1/13
Financial Aid Office	$ 769,912	9.00		$ 118,448	1/13
Admissions and Registration	$ 749,285	8.75		$ 151,356	Student HC
Student Accomodations	$ 365,849	1.50		$ 55,601	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 67,270	Student HC
Central Solution Center	$ 134,602	2.00		$ 20,708	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 198,022	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 17,556	1/13
Central Utilities	$ 30,000	0.00		$ 4,615	1/13
Computer Rotation	$ 16,500	0.00		$ -	Hold back
Pooled Expenses	$ 5,335,817	2.50		$ 513,956	

FY17/18 to FY18/FY19 Funding Crosswalk
OshKosh, Fox Valley, Fond du Lac

Institutional Services	$	1,628,193			$	80,068	Hold back; 1/13
Common Systems Assessment (CSRG)	$	1,292,572			$	198,857	CSRG Metric
Student Technology	$	300,000			$	66,000	Student FTE
Insurance	$	253,464			$	38,994	1/13
Computer Access	$	158,239			$	24,344	1/13
Assessment	$	120,136			$	18,482	1/13
Search and Screen	$	112,795			$	17,353	1/13
UWSA Chargebacks	$	81,050			$	16,372	Employee FTE
Accrued Leave	$	73,962			$	14,940	Employee FTE
Medical Leave Support	$	59,169			$	11,952	Employee FTE
State Chargebacks	$	55,700			$	11,251	Employee FTE
Fringe Penalty	$	50,000			$	7,692	1/13
Institutional Planning	$	29,710			$	4,571	1/13
Web/ACH Transactions	$	11,000			$	1,692	1/13
Split Faculty Travel	$	5,000			$	769	1/13
Collection Expenses	$	4,000			$	615	1/13
Other Program Revenue Supported Expenses	$	1,100,827	2.50		$	-	Rev supported
Institutional Programs	**$**	**2,565,769**	**20.98**		**$**	**73,709**	
Office of Distance Learning (NODE)	$	1,334,848	12.35		$	-	TBD/Hold back
Professional Development	$	173,772	0.00		$	35,102	Employee FTE
WIPPS	$	145,180	2.38		$	-	UWSA
AODE	$	70,795	0.70		$	14,301	Student HC
Applied Music	$	60,470	0.00		$	13,303	Student FTE
Employee Assistance Program	$	42,000	0.00		$	8,484	Employee FTE
WI Collegiate Conference	$	20,124	0.20		$	-	Hold back
Institutional Review Board	$	16,375	0.00		$	2,519	1/13
TRIO	$	5,800	0.00		$	-	Hold back
Other Program Revenue Supported Expenses	$	696,405	5.35		$	-	Rev supported
Administration	**$**	**1,645,825**	**9.50**		**$**	**-**	
Chancellor's Office	$	199,179	0.50		$	-	Hold back
University Relations	$	356,054	3.00		$	-	Hold back
Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Provost's Office	$	507,573	3.00		$	-	Hold back
Provost's Institutional Planning	$	10,000	0.00		$	-	Hold back
Administration and Finance	$	331,831	1.50		$	-	Hold back
Vice Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Student Affairs	$	221,188	1.50		$	-	Hold back
Governance	**$**	**521,859**	**0.00**		**$**	**80,286**	1/13
Sub-total:	**$**	**83,386,121**	**702.53**		**$**	**13,649,646**	←

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Oshkosh, Fox Valley, Fond du Lac
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWOSH FY17/FY18 Total	UWOSH	From UW Colleges	FY18/19 Total	UWOSH and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	$ 113,000,311	$ 114,432,678	$ 8,379,037	$ 122,811,715	$ 122,811,715	$ -	$ 122,811,715
Auxiliary Operations	$ 47,951,301	$ 47,951,301	$ 1,377,080	$ 49,328,381	$ 49,328,381	$ -	$ 49,328,381
General Operations	$ 11,611,901	$ 11,611,901	$ 621,864	$ 12,233,765	$ 12,233,765	$ -	$ 12,233,765
Other Unrestricted Program Revenue	$ 10,378,279	$ 10,378,279	$ -	$ 10,378,279	$ 10,378,279	$ -	$ 10,378,279
Federal Indirect Cost Reimbursement	$ 375,616	$ 375,616	$ -	$ 375,616	$ 375,616	$ -	$ 375,616
Restricted: Federal/Gifts/Grants	$ 88,402,036	$ 88,402,036	$ 451,597	$ 88,853,633	$ 88,853,633	$ -	$ 88,853,633
UWC Regional Funding (All Funds)	$ -	$ -	$ 1,002,512	$ 1,002,512	$ 1,002,512	$ -	$ 1,002,512
UWC Central Administration	$ -	$ -	$ 1,817,556	$ 1,817,556	$ 1,817,556	$ -	$ 1,817,556
Subtotal Revenue:	$ 271,719,444	$ 273,151,811	$ 13,649,646	$ 286,801,457	$ 286,801,457	$ -	$ 286,801,457
EXPENDITURES							
GPR/Tuition	$ 113,000,311	$ 108,847,072	$ -	$ 108,847,072	$ 105,763,660	$ -	$ 105,763,660
Auxiliary Operations	$ 53,835,282	$ 43,900,255	$ -	$ 43,900,255	$ 43,900,255	$ -	$ 43,900,255
General Operations	$ 11,611,901	$ 11,611,901	$ -	$ 11,611,901	$ 11,611,901	$ -	$ 11,611,901
Other Unrestricted Program Revenue	$ 10,378,279	$ 10,378,279	$ -	$ 10,378,279	$ 10,378,279	$ -	$ 10,378,279
Federal Indirect Cost Reimbursement	$ 375,616	$ 375,616	$ -	$ 375,616	$ 375,616	$ -	$ 375,616
Federal/Gifts/Grants	$ 88,402,036	$ 88,402,036	$ -	$ 88,402,036	$ 88,402,036	$ -	$ 88,402,036
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 13,649,646	$ 13,649,646	$ 13,649,646	$ -	$ 13,649,646
Subtotal Expenditures:	$ 277,603,425	$ 263,515,159	$ 13,649,646	$ 277,164,805	$ 274,081,393	$ -	$ 274,081,393
NET OPERATIONS	$ (5,883,981)	$ 9,636,652	$ -	$ 9,636,652	$ 12,720,064	$ -	$ 12,720,064
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ (7,000,000)	$ (8,524,600)	$ (3,067,037)	$ (11,591,637)	$ (9,242,800)	$ (3,450,576)	$ (12,693,376)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ 12,883,981	$ -	$ 3,067,037	$ 3,067,037	$ -	$ 3,450,576	$ 3,450,576
Subtotal Adjustments:	$ 5,883,981	$ (8,524,600)	$ -	$ (8,524,600)	$ (9,242,800)	$ -	$ (9,242,800)
NET OPERATIONS (Less Adjustments)	$ -			$ 1,112,052			$ 3,477,264

Budget Planning Assumptions

1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/18 to FY18/19 Funding Crosswalk
Platteville, Richland, Baraboo

	FY2017/2018			FY2018/2019	
	All Funds	Employee FTEs	Student FTEs	Platteville, Richland, Baraboo (6)	Allocation Mehod
Colleges	$ 53,900,130	507.20	6273	$ 5,513,572	
Baraboo	$ 2,935,762	29.07	329	$ 2,935,762	Full transfer
Barron County	$ 2,613,433	25.43	315	$ -	
Fond du Lac	$ 3,411,921	35.15	431	$	
Fox Valley	$ 7,417,657	67.32	948	$ -	
Manitowoc	$ 2,782,744	27.81	251	$ -	
Marathon County	$ 6,154,406	53.58	547	$ -	
Marinette	$ 3,035,388	26.86	190	$ -	
Marshfield	$ 3,239,970	31.24	282	$ -	
Richland	$ 2,577,810	25.27	203	$ 2,577,810	Full transfer
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ -	
Washington County	$ 4,078,518	37.94	546	$ -	
Waukesha	$ 7,716,417	76.21	1199	$ -	
Regional	$ 7,215,381	41.50		$ 1,039,028	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ -	
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ -	
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ -	
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ 1,039,028	Proportionate
Central Administration - Colleges	$ 22,270,610	153.83		$ 1,878,986	
Consolidated Services	$ 12,201,340	120.85		$ 892,988	
Library	$ 2,048,228	24.52		$ 180,930.00	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 10,962	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 97,481	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 127,684	1/13
Financial Aid Office	$ 769,912	9.00		$ 118,448	1/13
Admissions and Registration	$ 749,285	8.75		$ 80,173	Student HC
Student Accomodations	$ 365,849	1.50		$ 21,482	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 35,633	Student HC
Central Solution Center	$ 134,602	2.00		$ 20,708	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 198,022	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 17,556	1/13
Central Utilities	$ 30,000	0.00		$ 4,615	1/13

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FY17/18 to FY18/19 Funding Crosswalk
Platteville, Richland, Baraboo

Computer Rotation	$	16,500	0.00		$	-	Hold back
Pooled Expenses	**$**	**5,335,817**	**2.50**		**$**	**845,953**	
Institutional Services	$	1,628,193			$	422,976	Hold back; 1/13
Common Systems Assessment (CSRG)	$	1,292,572			$	80,068	CSRG Metric
Student Technology	$	300,000			$	46,154	Student FTE
Insurance	$	253,464			$	21,544	1/13
Computer Access	$	158,239			$	24,344	1/13
Assessment	$	120,136			$	18,482	1/13
Search and Screen	$	112,795			$	17,353	1/13
UWSA Chargebacks	$	81,050			$	12,469	Employee FTE
Accrued Leave	$	73,962			$	7,914	Employee FTE
Medical Leave Support	$	59,169			$	6,331	Employee FTE
State Chargebacks	$	55,700			$	5,960	Employee FTE
Fringe Penalty	$	50,000			$	5,350	1/13
Institutional Planning	$	29,710			$	4,571	1/13
Web/ACH Transactions	$	11,000			$	1,692	1/13
Split Faculty Travel	$	5,000			$	769	1/13
Collection Expenses	$	4,000			$	615	1/13
Other Program Revenue Supported Expenses	$	1,100,827	2.50		$	169,358	Rev supported
Institutional Programs	**$**	**2,565,769**	**20.98**		**$**	**59,759**	
Office of Distance Learning (NODE)	$	1,334,848	12.35		$	28,620	TBD/Hold back
Professional Development	$	173,772	0.00		$	-	Employee FTE
WIPPS	$	145,180	2.38		$	15,534	UWSA
AODE	$	70,795	0.70		$	-	Student HC
Applied Music	$	60,470	0.00		$	6,470	Student FTE
Employee Assistance Program	$	42,000	0.00		$	3,570	Employee FTE
WI Collegiate Conference	$	20,124	0.20		$	2,153	Hold back
Institutional Review Board	$	16,375	0.00		$	2,519	1/13
TRIO	$	5,800	0.00		$	892	Hold back
Other Program Revenue Supported Expenses	$	696,405	5.35		$	-	Rev supported
Administration	**$**	**1,645,825**	**9.50**		**$**	**-**	
Chancellor's Office	$	199,179	0.50		$	-	Hold back
University Relations	$	356,054	3.00		$	-	Hold back
Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Provost's Office	$	507,573	3.00		$	-	Hold back
Provost's Institutional Planning	$	10,000	0.00		$	-	Hold back
Administration and Finance	$	331,831	1.50		$	-	Hold back
Vice Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Student Affairs	$	221,188	1.50		$	-	Hold back
Governance	**$**	**521,859**	**0.00**		**$**	**80,286**	1/13
Sub-total:	$	83,386,121	702.53		$	8,431,586	←

Planning Notes and Assumptions:
1) Data is provided as a planning aid for meeting the intial HLC information request
2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds
3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.
4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding
5) Fringe costs are allocated within the 13 College budget lines
6) Federal Financial Aid is not included in the funding crosswalk assumptions

Platteville, Richland, Baraboo
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWP FY17/FY18 Total	UWP	From UW Colleges	FY18/19 Total	UWP and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	$ 84,217,318	$ 83,187,000	$ 4,397,709	$ 87,584,709	$ 86,067,709	$ -	$ 86,067,709
Auxiliary Operations	$ 32,671,148	$ 32,279,000	$ 402,942	$ 32,681,942	$ 33,640,442	$ -	$ 33,640,442
General Operations	$ 9,693,050	$ 9,700,000	$ 290,956	$ 9,990,956	$ 9,990,956	$ -	$ 9,990,956
Other Unrestricted Program Revenue	$ 7,251,127	$ 7,300,000	$ -	$ 7,300,000	$ 7,300,000	$ -	$ 7,300,000
Federal Indirect Cost Reimbursement	$ 95,000	$ 95,000	$ 12,689	$ 107,689	$ 107,689	$ -	$ 107,689
Restricted: Federal/Gifts/Grants	$ 56,243,164	$ 56,000,000	$ 409,276	$ 56,409,276	$ 56,409,276	$ -	$ 56,409,276
UWC Regional Funding (All Funds)	$ -	$ -	$ 1,039,028	$ 1,039,028	$ 1,039,028	$ -	$ 1,039,028
UWC Central Administration	$ -	$ -	$ 1,878,986	$ 1,878,986	$ 1,878,986	$ -	$ 1,878,986
Subtotal Revenue:	$ 190,170,807	$ 188,561,000	$ 8,431,586	$ 196,992,586	$ 196,434,086	$ -	$ 196,434,086
EXPENDITURES							
GPR/Tuition	$ 86,482,318	$ 87,000,000	$ -	$ 87,000,000	$ 87,519,000	$ -	$ 87,519,000
Auxiliary Operations	$ 33,612,600	$ 34,380,900	$ -	$ 34,380,900	$ 35,440,600	$ -	$ 35,440,600
General Operations	$ 9,693,050	$ 9,700,000	$ -	$ 9,700,000	$ 9,700,000	$ -	$ 9,700,000
Other Unrestricted Program Revenue	$ 7,251,127	$ 7,300,000	$ -	$ 7,300,000	$ 7,300,000	$ -	$ 7,300,000
Federal Indirect Cost Reimbursement	$ 95,000	$ 95,000	$ -	$ 95,000	$ 95,000	$ -	$ 95,000
Federal/Gifts/Grants	$ 56,243,164	$ 56,000,000	$ -	$ 56,000,000	$ 56,000,000	$ -	$ 56,000,000
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 8,431,586	$ 8,431,586	$ 8,431,586	$ -	$ 8,431,586
Subtotal Expenditures:	$ 193,377,259	$ 194,475,900	$ 8,431,586	$ 202,907,486	$ 204,486,186	$ -	$ 204,486,186
NET OPERATIONS	$ (3,206,452)	$ (5,914,900)	$ -	$ (5,914,900)	$ (8,052,100)	$ -	$ (8,052,100)
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ -	$ -	$ (1,504,745)	$ (1,504,745)	$ -	$ (1,685,012)	$ (1,685,012)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ 3,206,452	$ 5,914,900	$ 1,504,745	$ 7,419,645	$ 8,052,100	$ 1,685,012	$ 9,737,112
Subtotal Adjustments:	$ 3,206,452	$ 5,914,900	$ -	$ 5,914,900	$ 8,052,100	$ -	$ 8,052,100
NET OPERATIONS (Less Adjustments)	$ -			$ -			$ -

Budget Planning Assumptions
1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/FY18 to FY18/19 Funding Crosswalk
Stevens Point, Marathon, Marinette

	All Funds	Employee FTEs	Student FTEs	Stevens Point, Marathon, Marshfield	Allocation Method
FY2017/2018				**2**	
Colleges	$ 53,900,130	507.20	6273	$ 9,394,376	
Baraboo	$ 2,935,762	29.07	329	$ -	
Barron County	$ 2,613,433	25.43	315	$ -	
Fond du Lac	$ 3,411,921	35.15	431	$ -	
Fox Valley	$ 7,417,657	67.32	948	$ -	
Manitowoc	$ 2,782,744	27.81	251	$ -	
Marathon County	$ 6,154,406	53.58	547	$ 6,154,406	Full transfer
Marinette	$ 3,035,388	26.86	190	$ -	
Marshfield	$ 3,239,970	31.24	282	$ 3,239,970	Full transfer
Richland	$ 2,577,810	25.27	203	$ -	
Rock County	$ 4,715,922	40.54	661	$ -	
Sheboygan	$ 3,220,182	30.78	371	$ -	
Washington County	$ 4,078,518	37.94	546	$ -	
Waukesha	$ 7,716,417	76.21	1199	$ -	
Regional	$ 7,215,381	41.50		$ 1,077,061	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00		$ 1,077,061	Proportionate
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50		$ -	
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00		$ -	
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00		$ -	
Central Administration - Colleges	$ 22,270,610	153.83		$ 1,818,172	
Consolidated Services	$ 12,201,340	120.85		$ 1,056,238	
Library	$ 2,048,228	24.52		$ 235,693	Actual by campus
Library Support Services	$ 472,708	5.00		$ -	Hold back
Institutional Research	$ 142,512	1.20		$ 21,924.92	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00		$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00		$ -	Hold back
Human Resources	$ 1,144,749	12.50		$ -	Hold back
Risk Management	$ 63,601	1.08		$ -	Hold back
Marketing	$ 1,267,252	11.00		$ 97,481	50/50 hold-1/13
Recruitment	$ 829,949	10.00		$ 127,684	1/13
Financial Aid Office	$ 769,912	9.00		$ 118,448	1/13
Admissions and Registration	$ 749,285	8.75		$ 125,131	Student HC
Student Accomodations	$ 365,849	1.50		$ 33,361	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70		$ 55,614	Student HC
Central Solution Center	$ 134,602	2.00		$ 20,708	1/13
Veteran Services	$ 95,440	1.50		$ -	Hold back
Financial Services	$ 1,287,145	12.60		$ 198,022	1/13
Environmental Health and Safety	$ 133,243	0.50		$ -	Hold back
Budget and Planning	$ 114,111	1.00		$ 17,556	1/13
Central Utilities	$ 30,000	0.00		$ 4,615	1/13
Computer Rotation	$ 16,500	0.00		$ -	Hold back
Pooled Expenses	$ 5,335,817	2.50		$ 478,110	

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Draft for planning purposes only

FY17/FY18 to FY18/19 Funding Crosswalk
Stevens Point, Marathon, Marinette

Institutional Services	$	1,628,193			$	80,068	Hold back; 1/13
Common Systems Assessment (CSRG)	$	1,292,572			$	198,857	CSRG Metric
Student Technology	$	300,000			$	39,600	Student FTE
Insurance	$	253,464			$	38,994	1/13
Computer Access	$	158,239			$	24,344	1/13
Assessment	$	120,136			$	18,482	1/13
Search and Screen	$	112,795			$	17,353	1/13
UWSA Chargebacks	$	81,050			$	13,535	Employee FTE
Accrued Leave	$	73,962			$	12,352	Employee FTE
Medical Leave Support	$	59,169			$	9,881	Employee FTE
State Chargebacks	$	55,700			$	9,302	Employee FTE
Fringe Penalty	$	50,000			$	7,692	1/13
Institutional Planning	$	29,710			$	4,571	1/13
Web/ACH Transactions	$	11,000			$	1,692	1/13
Split Faculty Travel	$	5,000			$	769	1/13
Collection Expenses	$	4,000			$	615	1/13
Other Program Revenue Supported Expenses	$	1,100,827	2.50		$	-	Rev supported
Institutional Programs	**$**	**2,565,769**	**20.98**		**$**	**203,538**	
Office of Distance Learning (NODE)	$	1,334,848	12.35		$	-	TBD/Hold back
Professional Development	$	173,772	0.00		$	29,020	Employee FTE
WIPPS	$	145,180	2.38		$	145,180	UWSA
AODE	$	70,795	0.70		$	11,823	Student HC
Applied Music	$	60,470	0.00		$	7,982	Student FTE
Employee Assistance Program	$	42,000	0.00		$	7,014	Employee FTE
WI Collegiate Conference	$	20,124	0.20		$	-	Hold back
Institutional Review Board	$	16,375	0.00		$	2,519	1/13
TRIO	$	5,800	0.00		$	-	Hold back
Other Program Revenue Supported Expenses	$	696,405	5.35		$	-	Rev supported
Administration	**$**	**1,645,825**	**9.50**		**$**	**-**	
Chancellor's Office	$	199,179	0.50		$	-	Hold back
University Relations	$	356,054	3.00		$	-	Hold back
Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Provost's Office	$	507,573	3.00		$	-	Hold back
Provost's Institutional Planning	$	10,000	0.00		$	-	Hold back
Administration and Finance	$	331,831	1.50		$	-	Hold back
Vice Chancellor's Institutional Planning	$	10,000	0.00		$	-	Hold back
Student Affairs	$	221,188	1.50		$	-	Hold back
Governance	**$**	**521,859**	**0.00**		**$**	**80,286**	1/13
Sub-total:	**$**	**83,386,121**	**702.53**		**$**	**12,289,609**	

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Stevens Point, Marathon, Marshfield
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
REVENUE	UWSP FY17/FY18 Total	UWSP	From UW Colleges	FY18/19 Total	UWSP and UW Colleges	From UW Colleges	FY19/FY20 Total
GPR/Tuition	$ 84,171,415	$ 81,671,415	$ 7,135,593	$ 88,807,008	$ 86,807,008	$ -	$ 86,807,008
Auxiliary Operations	$ 42,436,441	$ 41,486,241	$ 1,172,350	$ 42,658,591	$ 42,658,591	$ -	$ 42,658,591
General Operations	$ 10,070,519	$ 10,070,519	$ 390,628	$ 10,461,147	$ 10,461,147	$ -	$ 10,461,147
Other Unrestricted Program Revenue	$ 9,179,668	$ 9,179,668	$ 83,000	$ 9,262,668	$ 9,262,668	$ -	$ 9,262,668
Federal Indirect Cost Reimbursement	$ 568,037	$ 568,037	$ 1,000	$ 569,037	$ 569,037	$ -	$ 569,037
Restricted: Federal/Gifts/Grants	$ 61,290,642	$ 61,290,642	$ 611,805	$ 61,902,447	$ 61,902,447	$ -	$ 61,902,447
UWC Regional Funding (All Funds)	$ -	$ -	$ 1,077,061	$ 1,077,061	$ 1,077,061	$ -	$ 1,077,061
UWC Central Administration	$ -	$ -	$ 1,818,172	$ 1,818,172	$ 1,818,172	$ -	$ 1,818,172
Subtotal Revenue:	**$ 207,716,722**	**$ 204,266,522**	**$ 12,289,609**	**$ 216,556,131**	**$ 214,556,131**	**$ -**	**$ 214,556,131**
EXPENDITURES							
GPR/Tuition	$ 87,217,712	$ 83,717,712	$ -	$ 83,717,712	$ 79,671,415	$ -	$ 79,671,415
Auxiliary Operations	$ 42,436,441	$ 41,486,241	$ -	$ 41,486,241	$ 41,486,241	$ -	$ 41,486,241
General Operations	$ 10,070,519	$ 10,070,519	$ -	$ 10,070,519	$ 10,070,519	$ -	$ 10,070,519
Other Unrestricted Program Revenue	$ 9,179,668	$ 9,179,668	$ -	$ 9,179,668	$ 9,179,668	$ -	$ 9,179,668
Federal Indirect Cost Reimbursement	$ 568,037	$ 568,037	$ -	$ 568,037	$ 568,037	$ -	$ 568,037
Federal/Gifts/Grants	$ 61,290,642	$ 61,290,642	$ -	$ 61,290,642	$ 61,290,642	$ -	$ 61,290,642
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 12,289,609	$ 12,289,609	$ 12,289,609	$ -	$ 12,289,609
Subtotal Expenditures:	**$ 210,763,019**	**$ 206,312,819**	**$ 12,289,609**	**$ 218,602,428**	**$ 214,556,131**	**$ -**	**$ 214,556,131**
NET OPERATIONS	**$ (3,046,297)**	**$ (2,046,297)**	**$ -**	**$ (2,046,297)**	**$ -**	**$ -**	**$ -**
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ -	$ -	$ (3,295,204)	$ (3,295,204)	$ -	$ (3,459,750)	$ (3,459,750)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ 3,046,297	$ 2,046,297	$ 3,295,204	$ 5,341,501	$ -	$ 3,459,750	$ 3,459,750
Subtotal Adjustments:	**$ 3,046,297**	**$ 2,046,297**	**$ -**	**$ 2,046,297**	**$ -**	**$ -**	**$ -**
NET OPERATIONS (Less Adjustments)	**$ -**			**$ -**			**$ -**

Budget Planning Assumptions

1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

FY17/18 to FY18/19 Funding Crosswalk
Whitewater, Rock County

	FY2017/2018				FY2018/2019	
					5	
	All Funds	Employee FTEs	Student FTEs		Whitewater, Rock County	Allocation Method
Colleges	$ 53,900,130	507.20	6273		$ 4,715,922	
Baraboo	$ 2,935,762	29.07	329		$ -	
Barron County	$ 2,613,433	25.43	315		$ -	
Fond du Lac	$ 3,411,921	35.15	431		$ -	
Fox Valley	$ 7,417,657	67.32	948		$ -	
Manitowoc	$ 2,782,744	27.81	251		$ -	
Marathon County	$ 6,154,406	53.58	547		$ -	
Marinette	$ 3,035,388	26.86	190		$ -	
Marshfield	$ 3,239,970	31.24	282		$ -	
Richland	$ 2,577,810	25.27	203		$ -	
Rock County	$ 4,715,922	40.54	661		$ 4,715,922	Full transfer
Sheboygan	$ 3,220,182	30.78	371		$ -	
Washington County	$ 4,078,518	37.94	546		$ -	
Waukesha	$ 7,716,417	76.21	1199		$ -	
Regional	$ 7,215,381	41.50			$ 519,514	
North: Barron County, Marathon, Marshfield, Marinette	$ 2,154,121	11.00			$ -	
Northeast: Fond du Lac, Fox Valley, Manitowoc	$ 1,503,768	10.50			$ -	
Southeast: Sheboygan, Washington County, Waukesha	$ 1,998,950	10.00			$ -	
Southwest: Baraboo, Richland, Rock County	$ 1,558,542	10.00			$ 519,514	Proportionate
Central Administration - Colleges	$ 22,270,610	153.83			$ 872,111	
Consolidated Services	$ 12,201,340	120.85			$ 551,623	
Library	$ 2,048,228	24.52			$ 135,282	Actual by campus
Library Support Services	$ 472,708	5.00			$ -	Hold back
Institutional Research	$ 142,512	1.20			$ 10,962	1/13
Curricular Design/Development (CITS)	$ 71,886	0.00			$ -	Hold back
Central Information Technology Services	$ 2,131,348	15.00			$ -	Hold back
Human Resources	$ 1,144,749	12.50			$ -	Hold back
Risk Management	$ 63,601	1.08			$ -	Hold back
Marketing	$ 1,267,252	11.00			$ 48,740	50/50 hold-1/13
Recruitment	$ 829,949	10.00			$ 63,842	1/13
Financial Aid Office	$ 769,912	9.00			$ 59,224	1/13
Admissions and Registration	$ 749,285	8.75			$ 59,943	Student HC
Student Accomodations	$ 365,849	1.50			$ 26,537	Portion hold-SHC
Conduct and Compliance	$ 333,020	3.70			$ 26,642	Student HC
Central Solution Center	$ 134,602	2.00			$ 10,354	1/13
Veteran Services	$ 95,440	1.50			$ -	Hold back
Financial Services	$ 1,287,145	12.60			$ 99,011	1/13
Environmental Health and Safety	$ 133,243	0.50			$ -	Hold back
Budget and Planning	$ 114,111	1.00			$ 8,778	1/13
Central Utilities	$ 30,000	0.00			$ 2,308	1/13

FY17/18 to FY18/19 Funding Crosswalk

Whitewater, Rock County

Computer Rotation	$ 16,500	0.00	$ -	Hold back
Pooled Expenses	**$ 5,335,817**	**2.50**	**$ 249,810**	
Institutional Services	$ 1,628,193		$ 40,034	Hold back; 1/13
Common Systems Assessment (CSRG)	$ 1,292,572		$ 99,429	CSRG Metric
Student Technology	$ 300,000		$ 31,500	Student FTE
Insurance	$ 253,464		$ 19,497	1/13
Computer Access	$ 158,239		$ 12,172	1/13
Assessment	$ 120,136		$ 9,241	1/13
Search and Screen	$ 112,795		$ 8,677	1/13
UWSA Chargebacks	$ 81,050		$ 6,484	Employee FTE
Accrued Leave	$ 73,962		$ 5,917	Employee FTE
Medical Leave Support	$ 59,169		$ 4,734	Employee FTE
State Chargebacks	$ 55,700		$ 4,456	Employee FTE
Fringe Penalty	$ 50,000		$ 3,846	1/13
Institutional Planning	$ 29,710		$ 2,285	1/13
Web/ACH Transactions	$ 11,000		$ 846	1/13
Split Faculty Travel	$ 5,000		$ 385	1/13
Collection Expenses	$ 4,000		$ 308	1/13
Other Program Revenue Supported Expenses	$ 1,100,827	2.50	$ -	Rev supported
Institutional Programs	**$ 2,565,769**	**20.98**	**$ 30,534**	
Office of Distance Learning (NODE)	$ 1,334,848	12.35	$ -	TBD/Hold back
Professional Development	$ 173,772	0.00	$ 13,902	Employee FTE
WIPPS	$ 145,180	2.38	$ -	UWSA
AODE	$ 70,795	0.70	$ 5,664	Student HC
Applied Music	$ 60,470	0.00	$ 6,349	Student FTE
Employee Assistance Program	$ 42,000	0.00	$ 3,360	Employee FTE
WI Collegiate Conference	$ 20,124	0.20		Hold back
Institutional Review Board	$ 16,375	0.00	$ 1,260	1/13
TRIO	$ 5,800	0.00	$ -	Hold back
Other Program Revenue Supported Expenses	$ 696,405	5.35	$ -	Rev supported
Administration	**$ 1,645,825**	**9.50**	**$ -**	
Chancellor's Office	$ 199,179	0.50	$ -	Hold back
University Relations	$ 356,054	3.00	$ -	Hold back
Chancellor's Institutional Planning	$ 10,000	0.00	$ -	Hold back
Provost's Office	$ 507,573	3.00	$ -	Hold back
Provost's Institutional Planning	$ 10,000	0.00	$ -	Hold back
Administration and Finance	$ 331,831	1.50	$ -	Hold back
Vice Chancellor's Institutional Planning	$ 10,000	0.00	$ -	Hold back
Student Affairs	$ 221,188	1.50	$ -	Hold back
Governance	**$ 521,859**	**0.00**	**$ 40,143**	1/13
Sub-total:	**$ 83,386,121**	**702.53**	**$ 6,107,547**	←

Planning Notes and Assumptions:

1) Data is provided as a planning aid for meeting the intial HLC information request

2) Budget and FTE data is compiled from the UWC 2017-18 REDBOOK Budget for all funds

3) Hold back amounts may be reallocated to campuses as a result of future decisions on service delivery etc.

4) Structural deficits embedded in the respective College budgets will be mitigated through revenue sharing and one-time funding

5) Fringe costs are allocated within the 13 College budget lines

6) Federal Financial Aid is not included in the funding crosswalk assumptions

Whitewater, Rock County
Restructuring Budget Pro Forma
FY 2018/2019 and FY2019/FY2020

	FY2017-2018	FY2018-2019			FY2019-2020		
	UWW FY17/FY18 Total	UWW	From UW Colleges	FY18/19 Total	UWW and UW Colleges	From UW Colleges	FY19/FY20 Total
REVENUE							
GPR/Tuition	$ 116,963,354	$ 116,963,354	$ 3,504,099	$ 120,467,453	$ 120,467,453	$ -	$ 120,467,453
Auxiliary Operations	$ 43,637,253	$ 43,637,253	$ 494,192	$ 44,131,445	$ 44,131,445	$ -	$ 44,131,445
General Operations	$ 10,052,917	$ 10,052,917	$ 402,193	$ 10,455,110	$ 10,455,110	$ -	$ 10,455,110
Other Unrestricted Program Revenue	$ 10,388,358	$ 10,388,358	$ -	$ 10,388,358	$ 10,388,358	$ -	$ 10,388,358
Federal Indirect Cost Reimbursement	$ 407,865	$ 407,865	$ 2,821	$ 410,686	$ 410,686	$ -	$ 410,686
Restricted: Federal/Gifts/Grants	$ 83,949,717	$ 83,949,717	$ 312,617	$ 84,262,334	$ 84,262,334	$ -	$ 84,262,334
UWC Regional Funding (All Funds)	$ -	$ -	$ 519,514	$ 519,514	$ 519,514	$ -	$ 519,514
UWC Central Administration	$ -	$ -	$ 872,111	$ 872,111	$ 872,111	$ -	$ 872,111
Subtotal Revenue:	$ 265,399,464	$ 265,399,464	$ 6,107,547	$ 271,507,011	$ 271,507,011	$ -	$ 271,507,011
EXPENDITURES							
GPR/Tuition	$ 116,963,354	$ 116,963,354	$ -	$ 116,963,354	$ 116,963,354	$ -	$ 116,963,354
Auxiliary Operations	$ 41,955,471	$ 41,955,471	$ -	$ 41,955,471	$ 41,955,471	$ -	$ 41,955,471
General Operations	$ 10,052,917	$ 10,052,917	$ -	$ 10,052,917	$ 10,052,917	$ -	$ 10,052,917
Other Unrestricted Program Revenue	$ 10,388,358	$ 10,388,358	$ -	$ 10,388,358	$ 10,388,358	$ -	$ 10,388,358
Federal Indirect Cost Reimbursement	$ 407,865	$ 407,865	$ -	$ 407,865	$ 407,865	$ -	$ 407,865
Federal/Gifts/Grants	$ 83,949,717	$ 83,949,717	$ -	$ 83,949,717	$ 83,949,717	$ -	$ 83,949,717
Service/Program Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -
UWC Expenditures	$ -	$ -	$ 6,107,547	$ 6,107,547	$ 6,107,547	$ -	$ 6,107,547
Subtotal Expenditures:	$ 263,717,682	$ 263,717,682	$ 6,107,547	$ 269,825,229	$ 269,825,229	$ -	$ 269,825,229
NET OPERATIONS	$ 1,681,782	$ 1,681,782	$ -	$ 1,681,782	$ 1,681,782	$ -	$ 1,681,782
OPERATING FUND ADJUSTMENTS*							
Tuition Revenue Adjustments	$ -	$ -	$ (35,682)	$ (35,682)	$ -	$ (38,547)	$ (38,547)
Performance-Based Funding Allocation (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Share (TBD)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridge Funding/Use of Reserves (TBD)	$ -	$ -	$ 35,682	$ 35,682	$ -	$ 38,547	$ 38,547
Subtotal Adjustments:	$ -	$ -	$ -	$ -	$ -	$ -	$ -
NET OPERATIONS (Less Adjustments)	$ 1,681,782			$ 1,681,782			$ 1,681,782

Budget Planning Assumptions

1. Budgetary "hold back" amounts that are due to the delivery of centralized services are not included in these budget estimates.
2. Structural deficits, inclusive of tuition enrollment declines, addressed under "Operating Fund Adjustments" will be mitigated through revenue sharing and one-time bridge funding.
3. Campuses are also actively seeking expenditure reductions to manage forecasted deficits.
4. Federal Financial Aid is not included in the revenue and expenditure assumptions.
5. Program revenue supported programs and services are subject to the allocation of receiving campuses.
6. Additional investment may be necessary to augment services or programs by the receiving institutions.
7. Budget planning figures reflect information provided by the University of Wisconsin System office and the UW Colleges.

Item 7: Current and Proposed Organizational Charts

UW System

The current organizational charts for the UW System is attached as Appendix C. The organizational chart for the UW System is not anticipated to change post-restructuring.

UW Institutions

The current and proposed post-restructuring organizational charts for each UW receiving institution are attached as Appendix C.

PART C: UW SYSTEM STATEMENTS

Item 1: Alignment of Missions

UW Colleges Mission Overview

The University of Wisconsin (UW) System Board of Regents (BOR), the entity responsible for governing the UW System, approved the most recently revised mission statement of the UW Colleges on June 9, 2011, following UW Colleges Senate action in the prior year. See http://www.uwc.edu/about/overview/mission-goals-and-vision-uw-colleges for the most recently revised mission statement of the UW Colleges.

The UW Colleges is committed to shared governance, and the mission statement was developed collaboratively between the UW Colleges Central, Regional and Campus Administration and the UW Colleges Senate. The mission of UW Colleges is informed, as are all UW institutions' missions, by the UW System tradition of the Wisconsin Idea. See https://www.wisconsin.edu/idea-summit/the-wisconsin-idea for more information on the Wisconsin Idea. The UW Colleges and the BOR-approved select mission reads as follows:

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

All of the seven receiving four-year comprehensive and research UW institutions have reviewed the UW Colleges mission and evaluated its alignment with their own institutional missions. The receiving four-year institutions have found the essential components of the UW Colleges mission are contained within their own institutional missions to the extent that no changes are necessary to accommodate joining with the branch campus(es). The UW receiving four-year institutions will support the continuity of the UW Colleges mission after restructuring by integrating and leveraging the programs and resources of their associated branch campus(es).

At the same time, three receiving institutions (UW-Green Bay, UW-Stevens Point, UW-Oshkosh) plan to initiate collaborative processes to engage in a review of their mission statements during Phase 1 of the restructuring to ensure their new branch campuses are fully incorporated into their planning process. UW-Stevens Point and UW-Oshkosh have proposed specific draft modifications to be considered to enhance their mission statements with regard to access and affordability in order to ensure appropriate visibility and commitment to these components of the UW Colleges mission.

Mission statements for all of the receiving institutions can be found in Appendix B. Specific information about mission alignment can be found in the statements submitted by each institution summarized in Table 14.

Table 14: General Overview of How Receiving Institutions Will Align With UW Colleges' Mission		
Institution	Part C: Institutional Statements, Item 1	Alignment Plan
UW-Eau Claire	The joining of UW-Eau Claire and the Barron County campus is consistent with UW-Eau Claire's approved mission statement. Specifically, adding the UW-Barron County branch campus allows UW-Eau Claire to support "rigorous, intentional and experiential undergraduate liberal education for life and livelihood" to a larger geographic and demographic population, thus engaging in "educational opportunities responsive to the needs of our communities, state, region and beyond." The degree currently offered at the Barron County branch campus is consistent with those outlined in UW-Eau Claire's current mission statement.	No change necessary or planned
UW-Green Bay	The Mission, Goals and Vision of the UW Colleges align well with the Mission and Vision of UW-Green Bay (UWGB). We do not anticipate having to alter the University's Mission or Vision to accommodate the addition of the College campuses. It should be noted, however, that Chancellor Miller announced in the summer of 2017 that UW-Green Bay would review its mission in the near future, the first time the Mission has been reviewed in more than a decade. During that process, representatives from the branch campuses will be engaged to ensure the values of the branch campuses are reflected in any new UWGB documents that are developed.	Phase 1: No change necessary, but will review mission and engage branch campuses
UW-Milwaukee	Although the nature of the two institutions is different, there is excellent alignment of the mission of the UW Colleges with that of UW-Milwaukee. The elements articulated in the UW Colleges mission statement are a subset of those found in the mission statement of UW-Milwaukee. As such, there is no need for any change to the mission of UW-Milwaukee as it joins with UW-Waukesha and UW-Washington County.	No change necessary or planned
UW-Oshkosh	Both UW-Oshkosh and UW Colleges' mission statements highlight the liberal arts and the importance of serving the community and the state through high quality educational programs, outreach, and community engagement. The UW Colleges mission statement highlights the accessibility and affordability of its programs, and UW-Oshkosh is dedicated to maintaining these two important features of the branch campus programs. Therefore, working with faculty, staff and administrators from all three campuses, we will assess the current UW-Oshkosh mission statement and collaboratively	Phase 1:Will consider minor revisions to clarify access and affordability on multiple campuses

Table 14: General Overview of How Receiving Institutions Will Align With UW Colleges' Mission		
Institution	**Part C: Institutional Statements, Item 1**	**Alignment Plan**
	determine whether it should be revised to better reflect the goals of all three campuses.	
UW-Platteville	The educational mission of the UW Colleges is very similar to that of UW-Platteville's, and in fact, both have operated as access institutions for quite some time. Both offer associate degrees, as well as bachelor's degrees, that meet local needs. Both also have an emphasis on providing an individualized, "hands on" education that enables students to be successful.

The two mission statements contain similar purpose statements and reflect values and vision that are mutually accepted by both institutions. Therefore, we have no plans to change or add new phrases into our mission. We consider this an easy integration of different campuses when it comes to our missions. | No change necessary or planned |
| **UW-Stevens Point** | As we compare the mission of the UW Colleges with UW-Stevens Point's current select mission statement, we do not believe any change to our current mission is necessary to assume responsibility for the branch campuses. Our mission already includes explicit reference to offering the associate degree, and to providing exactly the kind of broad-based training in a liberal arts foundation that defines a UW Colleges degree. | Phase 1: No change necessary, but will consider minor revisions to clarify access and affordability |
| **UW-Whitewater** | UW-Whitewater and the UW-Rock County campus mission statements are in harmony. Each entity will retain its existing statement for the immediate future. Both include language related to the Associate Degree and access to higher education.

The UW-Whitewater mission statement will serve both campuses. The Rock County campus will be encouraged to develop its own mission statement and strategic plan in alignment with the UW-Whitewater strategic plan. | No change necessary or planned |

Item 2: Continuity of Education Programs after Restructuring

At present, UW Colleges offers two accredited degrees: the Associate of Arts and Science (AAS) degree and the Bachelor of Applied Arts and Sciences (BAAS) degree. The AAS is approved for offering in the regular (classroom-based), online and flex modalities. The BAAS is approved for offering on six UW Colleges branch campuses (UW-Barron, UW-Richland, UW-Baraboo, UW-Marshfield, UW-Rock, and UW-Waukesha).

The UW Colleges institutional oversight of curriculum and the enrollment management planning for instruction (i.e. sequence of course offerings, class schedule, instructional modality) to support these two degree programs is provided by the faculty of the seventeen

academic departments and two interdisciplinary programs. The AAS degree in the Flex format is supported additionally with an institutionally funded faculty program coordinator. The UW Colleges regional and campus administrators work collaboratively a year in advance with the department chairs and faculty coordinators to complete annual scheduling and faculty workload plans for each branch campus that supports delivery of the AAS and the BAAS (as needed).

At the first UW System Restructuring Steering Committee meeting on November 10, 2017, the committee recognized that AAS and BAAS program continuity required utilization of UW Colleges' existing planning and operational processes. See www.wisconsin.edu/uw-restructure/restructuring-project-steering-committee for committee meeting agendas and meeting summaries.

The Steering Committee advised the Project Sponsor (President Cross) to confirm two decisions:

1. Curricular planning at the two-year institutions should continue to proceed for the 2018-19 academic year. Curricular planning should be done in coordination with the Provost or designee at the receiving four-year or research institution; and
2. Class scheduling and faculty assignments for the 2018-19 academic year should continue to be handled by UW Colleges. Spring 2019 class schedules and assignments should be planned collaboratively with the receiving institution's Provost or designee.

President Cross approved both recommendations.

Program Continuity—UW System Restructuring Project Phased Approach

With these two initial decisions in place to ensure continuity of all UW Colleges programs on all branch campuses, the UW System has worked to develop a two-phase approach to implementing the restructuring project over a period of five years. This phased approach will allow for program continuity of the UW Colleges' AAS and BAAS degree programs as they are joined and integrated with their receiving institutions. The phased approach will also provide time to ensure an orderly and institutionally-driven process with minimal operational disruptions for students, faculty and staff at the branch campuses.

In Phase 1 (July 1, 2018 –to June 30, 2019), the operational continuity (sequence, schedule, modality) of courses and program offerings at the branch campuses will be maintained in accordance with the curriculum and enrollment management plans put in place by UW Colleges' faculty and administration during 2017-2018 (prior to the July 1, 2018) by the customary regional, departmental and campus-based planning processes.

Other Phase 1 project expectations to ensure continuity of programs includes:

- The faculty currently appointed at the branch campuses are expected to continue in their positions,

- Budget allocations to the branch campus receiving institutions will include funds sufficient for instructional staffing and student support services at the levels appropriate for the expected enrollments in 2018-19, and
- Current advising and counseling staff, library staff, and other instructional and student support resources will continue to be available on the branch campuses in 2018-19.

Project Decisions for the AAS Program Online and Flex Modalities

The November 7, 2017, BOR Resolution 10956 provided flexibility for moving the UW Colleges' Associate of Arts and Sciences (AAS) degree in both Online and Flex formats to UW System Administration (UWSA) because the statewide mission of those two programs aligns with UWSA's statewide functions.

As part of the ongoing planning process, the UW discussed this approach with HLC, each institution, and the Restructuring Steering Committee. The Steering Committee met via teleconference on December 4, 2017, to discuss restructuring options for maintaining the delivery of both the Online and Flex Format modalities of the UW Colleges Associate Degree (AAS). The Steering Committee was requested to consult with their institution and provide brief proposals regarding interest in providing continuity of the AAS program in the Online and Flex modalities.

After consulting with HLC, the Steering Committee, and UW institutions, it was concluded that a multi-campus or consortia approach is best option for students, and meets HLC's requirements that the UW Colleges' AAS degree is offered in the Online and Flex Format by an accredited institution(s).

President Cross recommended to the BOR that they adopt Resolution 10961 which authorizes the President to make restructuring decisions regarding the associate degree delivery of the UW Colleges Online program and Flex format (subject to approval by the BOR Executive Committee). The President's criteria for making this decision were that the receiving institution(s) must ensure that: faculty owns the curriculum; the separate pricing/tuition for online courses is kept in place; a continued focus on serving Wisconsin residents; and the revenue sharing model, which currently exists with the two-year campuses, is maintained. The resolution was approved by the BOR on December 7, 2017.

On January 3, 2018, the BOR Executive Committee met and approved an Executive Committee Resolution 10982. This Resolution accepts the recommendation of the President and Chancellors and authorizes all 13 universities to offer the AAS degree in the online format as a Collaborative Online Degree Program, which is to be operated through the UW System Administration's Division of Continuing Education, Outreach & E-Learning (which is moving from UW-Extension). The Resolution further approves and authorizes UW-Milwaukee to offer the AAS degree in the Flex format.

Project Decision on the Reimagined AAS Curriculum

At the December 15, 2017, meeting, the Steering Committee discussed several issues related to the UW Colleges' planning for implementation of its reimagined AAS degree in 2018-2019. (See www.wisconsin.edu/uw-restructure/restructuring-project-steering-committee for committee meeting agendas and meeting summaries.)

In addition to the reimagined AAS, two new associate degrees (Associate of Arts and Associate of Science) were previously developed by UW Colleges through its reimagining process and were submitted to HLC as substantive change requests on October 2, 2017. On November 16, 2017 UW System was advised that HLC planned to suspend peer review activities regarding the evaluation of these two new degree programs (AA/AS) until more information was available regarding the impacts of restructuring on UW Colleges.

The Steering Committee members from several receiving institutions and the faculty governance representative raised significant issues related to managing the implementation of the reimagined/revised AAS curriculum during Phase 1 of the restructuring in 2018-2019. Specific issues included faculty workload, enrollment management, and student advising.

After discussion with the Steering Committee and consultation with the provosts of the receiving institutions, President Cross confirmed a decision to defer implementation of the reimagined AAS curriculum until after July 1, 2019. This decision will allow time for faculty at the receiving institutions to collaborate with the faculty on their branch campuses to give thoughtful and deliberate consideration to integrating the reimagined AAS degree program through established institutional planning and governance processes and procedures.

Project Decisions for BAAS Program Continuity

There has been some discussion of the Bachelor of Arts and Associate of Science (BAAS) degree and six campus locations where it is currently offered. Enrollments in this program are very low, and concern has been raised about its viability.

- The BAAS will move to all five of the receiving institutions in Phase 1; provosts were consulted regarding status of admissions to the program that will be in place on July 1, 2018.
- UW Colleges has requested suspension of admissions prior to January 2018 to allow for revisions of the program by the four-year institution.
- During Phase 1, a program review and integration plan will be developed, with the possibility of discontinuing the BAAS as currently structured is under consideration.

Item 4: Post-Restructuring Enrollments and
Item 5: Revised Enrollment and Recruitment Projections

The tables below represent both the post-restructuring enrollments for 2018-2019 as well as revised enrollment and recruitment projections. The receiving institutions collaborated with the branch campuses and the UW Colleges enrollment management team and institutional research to determine enrollment projections.

University of Wisconsin System
Restructuring Enrollments
UW-Eau Claire

Overall Enrollment			ACTUAL Fall Semester				PROJECTED Fall	
		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Eau Claire	Full-time	9,616	9,396	9,360	9,499	9,573		
	Part-time	1,307	1,325	1,232	1,248	1,331		
	Total	10,923	10,721	10,592	10,747	10,904	10,998	11,055
Undergraduate	Full-time	9,508	9,282	9,265	9,396	9,476		
	Part-time	896	914	752	689	707		
	Total	10,404	10,196	10,017	10,085	10,183		
Graduate	Full-time	108	114	95	103	97		
	Part-time	411	411	480	559	624		
	Total	519	525	575	662	721		
UW-Barron County	Full-time	346	320	273	230	239		
	Part-time	256	288	300	263	271		
	Total	602	608	573	493	510	435	389
Combined	Full-time	9,962	9,716	9,633	9,729	9,812		
	Part-time	1,563	1,613	1,532	1,511	1,602		
	Total	11,525	11,329	11,165	11,240	11,414	11,433	11,444

Distance Education Only

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Eau Claire	Full-time	46	39	18	23	13		
	Part-time	493	546	528	637	678		
	Total	539	585	546	660	691	729	772
Undergraduate	Full-time	45	33	14	11	2		
	Part-time	228	283	197	192	174		
	Total	273	316	211	203	176		
Graduate	Full-time	1	6	4	12	11		
	Part-time	265	263	331	445	504		
	Total	266	269	335	457	515		
UW-Barron County	Full-time			1	1	2		
	Part-time	26	31	132	129	113		
	Total	26	31	133	130	115	108	96
Combined	Full-time	46	39	19	24	15		
	Part-time	519	577	660	766	791		
	Total	565	616	679	790	806	837	868

Dual Enrollment

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Eau Claire								
UW-Barron County					33	18		
Combined					33	18		

Enrollment data based on IPEDS methodology.

*Preliminary

University of Wisconsin System
Restructuring Enrollments
UW-Green Bay

		ACTUAL Fall Semester					PROJECTED Fall	
Overall Enrollment		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Green Bay	Full-time	4,388	4,293	4,084	4,149	4,199		
	Part-time	2,280	2,634	2,700	2,880	2,975		
	Total	6,668	6,927	6,784	7,029	7,174	7,318	7,462
Undergraduate	Full-time	4,330	4,233	4,026	4,076	4,095		
	Part-time	2,115	2,441	2,507	2,681	2,716		
	Total	6,445	6,674	6,533	6,757	6,811		
Graduate	Full-time	58	60	58	73	104		
	Part-time	165	193	193	199	259		
	Total	223	253	251	272	363		
UW-Manitowoc	Full-time	393	318	320	244	212		
	Part-time	131	135	152	111	112		
	Total	524	453	472	355	324	302	281
UW-Marinette	Full-time	271	269	241	165	153		
	Part-time	230	217	217	123	133		
	Total	501	486	458	288	286	229	183
UW-Sheboygan	Full-time	446	402	390	306	282		
	Part-time	290	356	329	319	269		
	Total	736	758	719	625	551	489	435
Combined	Full-time	5,498	5,282	5,035	4,864	4,846		
	Part-time	2,931	3,342	3,398	3,433	3,489		
	Total	8,429	8,624	8,433	8,297	8,335	8,338	8,361

Distance Education Only

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Green Bay	Full-time	183	205	204	214	224		
	Part-time	995	1,068	1,111	1,173	1,180		
	Total	1,178	1,273	1,315	1,387	1,404	1,460	1,519
Undergraduate	Full-time	180	199	196	204	209		
	Part-time	961	1,019	1,056	1,041	993		
	Total	1,141	1,218	1,252	1,245	1,202		
Graduate	Full-time	3	6	8	10	15		
	Part-time	34	49	55	132	187		
	Total	37	55	63	142	202		
UW-Manitowoc	Full-time							
	Part-time	2	6	6	2	7		
	Total	2	6	6	2	7	4	4
UW-Marinette	Full-time							
	Part-time	10	14	22	12	28		
	Total	10	14	22	12	28	19	19
UW-Sheboygan	Full-time							
	Part-time	2		6	23	4		
	Total	2	-	6	23	4	6	6
Combined	Full-time	183	205	204	214	224		
	Part-time	1,009	1,088	1,145	1,210	1,219		
	Total	1,192	1,293	1,349	1,424	1,443	1,489	1,548

Dual Enrollment

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Green Bay		570	875	848	1,081	1,199		
UW-Manitowoc								
UW-Marinette					48	30		
UW-Sheboygan					25	2		
Combined		570	875	848	1,154	1,231		

Enrollment data based on IPEDS methodology.

*Preliminary

University of Wisconsin System
Restructuring Enrollments
UW-Milwaukee

Overall Enrollment		ACTUAL Fall Semester					PROJECTED Fall	
		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Milwaukee	Full-time	21,548	21,421	20,964	20,250	19,726		
	Part-time	5,868	6,175	5,762	5,351	5,262		
	Total	27,416	27,596	26,726	25,601	24,988	24,716	24,503
Undergraduate	Full-time	18,942	18,793	18,316	17,598	17,076		
	Part-time	3,706	3,881	3,582	3,370	3,284		
	Total	22,648	22,674	21,898	20,968	20,360		
Graduate	Full-time	2,606	2,628	2,648	2,652	2,650		
	Part-time	2,162	2,294	2,180	1,981	1,978		
	Total	4,768	4,922	4,828	4,633	4,628		
UW-Washington County	Full-time	671	629	569	509	493		
	Part-time	308	292	291	242	224		
	Total	979	921	860	751	717	668	602
UW-Waukesha	Full-time	1,327	1,281	1,195	1,036	965		
	Part-time	832	964	875	825	755		
	Total	2,159	2,245	2,070	1,861	1,720	1,608	1,350
Combined	Full-time	23,546	23,331	22,728	21,795	21,184		
	Part-time	7,008	7,431	6,928	6,418	6,241		
	Total	30,554	30,762	29,656	28,213	27,425	26,992	26,455

Distance Education Only								
UW-Milwaukee	Full-time	333	339	426	444	429		
	Part-time	1,357	1,523	1,413	1,381	1,418		
	Total	1,690	1,862	1,839	1,825	1,847	1,919	1,978
Undergraduate	Full-time	234	227	315	321	312		
	Part-time	721	842	764	826	799		
	Total	955	1,069	1,079	1,147	1,111		
Graduate	Full-time	99	112	111	123	117		
	Part-time	636	681	649	555	619		
	Total	735	793	760	678	736		
UW-Washington County	Full-time							
	Part-time	9	16	11	10	11		
	Total	9	16	11	10	11	10	9
UW-Waukesha	Full-time	4		1				
	Part-time	28	34	33	40	24		
	Total	32	34	34	40	24	22	19
Combined	Full-time	337	339	427	444	429		
	Part-time	1,394	1,573	1,457	1,431	1,453		
	Total	1,731	1,912	1,884	1,875	1,882	1,952	2,006

Dual Enrollment								
UW-Milwaukee								
UW-Washington County								
UW-Waukesha						69	72	
Combined						69	72	

Enrollment data based on IPEDS methodology.
*Preliminary

University of Wisconsin System
Restructuring Enrollments
UW-Oshkosh

Overall Enrollment		ACTUAL Fall Semester					PROJECTED Fall	
		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Oshkosh	Full-time	9,375	9,200	8,919	8,599	8,299		
	Part-time	4,525	5,341	5,132	5,359	5,365		
	Total	13,900	14,541	14,051	13,958	13,664	13,520	13,655
Undergraduate	Full-time	9,193	9,018	8,714	8,379	8,044		
	Part-time	3,429	4,293	3,988	4,105	4,094		
	Total	12,622	13,311	12,702	12,484	12,138		
Graduate	Full-time	182	182	205	220	255		
	Part-time	1,096	1,048	1,144	1,254	1,271		
	Total	1,278	1,230	1,349	1,474	1,526		
UW-Fond du Lac	Full-time	489	430	369	353	378		
	Part-time	216	192	222	169	183		
	Total	705	622	591	522	561	508	476
UW-Fox Valley	Full-time	1,180	1,106	1,022	877	836		
	Part-time	571	588	527	486	438		
	Total	1,751	1,694	1,549	1,363	1,274	1,208	1,132
Combined	Full-time	11,044	10,736	10,310	9,829	9,513		
	Part-time	5,312	6,121	5,881	6,014	5,986		
	Total	16,356	16,857	16,191	15,843	15,499	15,236	15,263

Distance Education Only								
UW-Oshkosh	Full-time	183	168	155	155	145		
	Part-time	713	626	637	583	679		
	Total	896	794	792	738	824	793	811
Undergraduate	Full-time	174	160	150	146	135		
	Part-time	431	381	393	352	372		
	Total	605	541	543	498	507		
Graduate	Full-time	9	8	5	9	10		
	Part-time	282	245	244	231	307		
	Total	291	253	249	240	317		
UW-Fond du Lac	Full-time							
	Part-time	17	8	9	9	12		
	Total	17	8	9	9	12	11	10
UW-Fox Valley	Full-time							
	Part-time	36	31	25	14	18		
	Total	36	31	25	14	18	17	16
Combined	Full-time	183	168	155	155	145		
	Part-time	766	665	671	606	709		
	Total	949	833	826	761	854	821	837

Dual Enrollment								
UW-Oshkosh		1,906	2,896	2,677	2,852	2,939		
UW-Fond du Lac								
UW-Fox Valley						36		
Combined		1,906	2,896	2,677	2,852	2,975		

Enrollment data based on IPEDS methodology.
*Preliminary

University of Wisconsin System
Restructuring Enrollments
UW-Platteville

Overall Enrollment		ACTUAL Fall Semester					PROJECTED Fall	
		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Platteville	Full-time	7,136	7,250	7,196	7,032	6,781		
	Part-time	1,576	1,651	1,749	1,747	1,767		
	Total	8,712	8,901	8,945	8,779	8,548	8,376	8,155
Undergraduate	Full-time	7,033	7,147	7,109	6,965	6,723		
	Part-time	829	900	869	896	888		
	Total	7,862	8,047	7,978	7,861	7,611		
Graduate	Full-time	103	103	87	67	58		
	Part-time	747	751	880	851	879		
	Total	850	854	967	918	937		
UW-Baraboo	Full-time	400	381	321	329	283		
	Part-time	166	173	210	185	170		
	Total	566	554	531	514	453	424	397
UW-Richland Center	Full-time	341	288	245	183	185		
	Part-time	212	278	282	95	86		
	Total	553	566	527	278	271	220	178
Combined	Full-time	7,877	7,919	7,762	7,544	7,249		
	Part-time	1,954	2,102	2,241	2,027	2,023		
	Total	9,831	10,021	10,003	9,571	9,272	9,020	8,730

Distance Education Only								
UW-Platteville	Full-time	83	59	53	68	65		
	Part-time	1,155	1,243	1,287	1,285	1,302		
	Total	1,238	1,302	1,340	1,353	1,367	1,377	1,387
Undergraduate	Full-time	60	42	38	48	47		
	Part-time	488	543	515	529	531		
	Total	548	585	553	577	578		
Graduate	Full-time	23	17	15	20	18		
	Part-time	667	700	772	756	771		
	Total	690	717	787	776	789		
UW-Baraboo	Full-time		2	3	3			
	Part-time	8	20	22	21	24		
	Total	8	22	25	24	24	22	22
UW-Richland Center	Full-time		1	2				
	Part-time	9	3	6	12	13		
	Total	9	4	8	12	13	11	11
Combined	Full-time	83	62	58	71	65		
	Part-time	1,172	1,266	1,315	1,318	1,339		
	Total	1,255	1,328	1,373	1,389	1,404	1,410	1,420

Dual Enrollment								
UW-Platteville								
UW-Baraboo								
UW-Richland Center						27	36	
Combined						27	36	

Enrollment data based on IPEDS methodology.
*Preliminary

University of Wisconsin System
Restructuring Enrollments
UW-Stevens Point

Overall Enrollment		ACTUAL Fall Semester					PROJECTED Fall	
		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Stevens Point	Full-time	8,770	8,455	8,275	7,797	7,339		
	Part-time	891	875	990	830	883		
	Total	9,661	9,330	9,265	8,627	8,222	8,100	8,100
Undergraduate	Full-time	8,650	8,343	8,172	7,685	7,224		
	Part-time	663	663	697	612	670		
	Total	9,313	9,006	8,869	8,297	7,894		
Graduate	Full-time	120	112	103	112	115		
	Part-time	228	212	293	218	213		
	Total	348	324	396	330	328		
UW-Marathon County	Full-time	886	726	580	531	481		
	Part-time	359	360	379	285	268		
	Total	1,245	1,086	959	816	749	650	650
UW-Marshfield-Wood County	Full-time	378	329	278	236	210		
	Part-time	269	291	370	299	329		
	Total	647	620	648	535	539	560	560
Combined	Full-time	10,034	9,510	9,133	8,564	8,030		
	Part-time	1,519	1,526	1,739	1,414	1,480		
	Total	11,553	11,036	10,872	9,978	9,510	9,310	9,310

Distance Education Only

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Stevens Point	Full-time	38	29	25	32	29		
	Part-time	253	232	283	228	250		
	Total	291	261	308	260	279	281	282
Undergraduate	Full-time	36	28	22	26	22		
	Part-time	118	123	108	84	98		
	Total	154	151	130	110	120		
Graduate	Full-time	2	1	3	6	7		
	Part-time	135	109	175	144	152		
	Total	137	110	178	150	159		
UW-Marathon County	Full-time							
	Part-time	4	6	21	30	43		
	Total	4	6	21	30	43	55	67
UW-Marshfield-Wood County	Full-time			1	1	1		
	Part-time	5	8	162	139	139		
	Total	5	8	163	140	140	125	113
Combined	Full-time	38	29	26	33	30		
	Part-time	262	246	466	397	432		
	Total	300	275	492	430	462	461	462

Dual Enrollment

UW-Stevens Point								
UW-Marathon County					77	84		
UW-Marshfield-Wood County					42	47		
Combined					119	131		

Enrollment data based on IPEDS methodology.
*Preliminary

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University of Wisconsin System
Restructuring Enrollments
UW-Whitewater

		ACTUAL Fall Semester					PROJECTED Fall	
Overall Enrollment		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Whitewater	Full-time	10,308	10,414	10,400	10,561	10,230		
	Part-time	1,719	1,762	1,960	2,096	2,204		
	Total	12,027	12,176	12,360	12,657	12,434	12,460	12,509
Undergraduate	Full-time	9,889	10,017	9,995	10,128	9,830		
	Part-time	975	971	1,156	1,281	1,303		
	Total	10,864	10,988	11,151	11,409	11,133		
Graduate	Full-time	419	397	405	433	400		
	Part-time	744	791	804	815	901		
	Total	1,163	1,188	1,209	1,248	1,301		
UW-Rock	Full-time	772	689	673	612	580		
	Part-time	443	453	473	417	319		
	Total	1,215	1,142	1,146	1,029	899	888	872
Combined	Full-time	11,080	11,103	11,073	11,173	10,810		
	Part-time	2,162	2,215	2,433	2,513	2,523		
	Total	13,242	13,318	13,506	13,686	13,333	13,348	13,381

Distance Education Only

		2013-14	2014-15	2015-16	2016-17	2017-18*	2018-19	2019-20
UW-Whitewater	Full-time	72	91	99	127	139		
	Part-time	544	653	686	794	854		
	Total	616	744	785	921	993	1,062	1,132
Undergraduate	Full-time	52	60	56	80	104		
	Part-time	143	216	203	319	355		
	Total	195	276	259	399	459		
Graduate	Full-time	20	31	43	47	35		
	Part-time	401	437	483	475	499		
	Total	421	468	526	522	534		
UW-Rock	Full-time	9	3	6	12	13		
	Part-time	8	8	9	10	15		
	Total	17	11	15	22	28	32	37
Combined	Full-time	81	94	105	139	152		
	Part-time	552	661	695	804	869		
	Total	633	755	800	943	1,021	1,095	1,168

Dual Enrollment

						2016-17	2017-18*		
UW-Whitewater						361	342		
UW-Rock						53	7		
Combined						414	349		

Enrollment data based on IPEDS methodology.

*Preliminary

Item 7: Revised Planning Processes

Process for Transferring Funding from the UW Colleges to the Receiving Institutions

Planning for the transition of funding and the provision of services from UW Colleges to four-year receiving campuses is following the phased approach used in the overall restructuring. 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, at either the campus level, regionally, or centrally.

Background: Annual Budget Development Process

The UW System's Office of Finance leads the development of the annual budget for the 13 four-year UW campuses, as well as UW Colleges and UW Extension. The budget includes the aggregation of all revenue sources: general purpose revenue (state support), tuition, gifts and grants, federal support, auxiliary revenue, etc., as well as planned expenditures as reported by the institutions. The budget is reviewed by the UW System and is ultimately approved by the UW System Board of Regents.

Process for Reallocating Resources

The starting point for reallocating UW College resources was a line-by-line review of all budgeted expenses in the current fiscal year (FY17/18) as detailed in the budget (see Attachment F). The UW System created a funding crosswalk for every expenditure line and mapped how those resources would be transferred to the respective new regions (see Part B, Item 6 above). It is important to note the UW Colleges have centralized services for the vast majority of functions that are supported through the Madison central office.

As noted in the funding crosswalk (see Part B, Item 6 above), different allocation methods had to be employed depending on whether a service was being retained by the UW System, being absorbed within the existing capacity of the new region, or in some cases, being held back until a further determination could be made.

There were several principles adhered to in reallocating the current resources:

- All funding allocated to the individual UW College in FY17/18 will be fully transferred to the receiving institution.
- Funding allocated to the four UW College administrative regions (North, Northeast, Southeast, Southwest) in FY17/18 will be proportionately transferred to the receiving institutions.
- Funding for services and programs that are currently supported by the receiving institutions would be allocated based on employee headcount, student headcount, and student FTE, or an equal 1/13th share. Each service or program was reviewed by both UW System and UW College staff to determine the appropriate metric for reallocation.
- Funding for services or programs that would be supported centrally, or are planned to be supported centrally in the future by UW System Administration, have a "hold back"

designation and funding will be retained at UWSA. Examples of those services include human resources, information technology, veterans' services, and risk management.

Process for Developing Pro Forma Budgets

The seven new regions were provided with funding crosswalks that mapped the current fiscal year resources to the respective regions as a planning tool to develop pro-forma budgets for FY18/FY19 and FY19/FY20. Several assumptions were provided by the UW System to guide the process of developing the pro forma budgets, notably:

- Structural deficits: a drop in estimated tuition revenue will be mitigated through either use of UW System reserves or UW College reserves as bridge funding. The continuation of revenue-sharing will also help offset current and future deficits.
- Hold back amounts are primarily for the delivery of centralized services. Any additional spending in the identified areas of centralized services going forward will need to be justified.
- Federal financial aid is not included as either a revenue or an expense. Financial aid is effectively pass-through funding that is reflective of actual enrollments.

The funding crosswalks were provided to the regions on December 16, 2017 and reflected allocations based on the decisions known at that time. All of the pro forma budgets submitted by the regions are in conformance with the initial expectations of the planning process to date. Subsequent decisions not captured in the funding crosswalks are reflected in the following UW Colleges Consolidated Services narrative. Further budget refinements by the regions will be necessary as future decisions and funding assumptions are determined.

Budgets and associated staffing allocated within the budgets at the campus level are being transferred July 1, 2018, to the receiving campuses as part of Phase 1. Regional and central budgets and services were reviewed with an emphasis on *2020FWD* and the Commitment to Operational Reform and Excellence (CORE) initiative. Several service areas and budgets are being transferred to UW System Administration to continue the shared service model of UW Colleges in 2018-19 and to expand it further.
UW Colleges and UW System Administration (UWSA) made two-year employment commitments to the majority of UW Colleges' regional and central employees to promote continuity during the restructuring. UW System Administration will fund these positions during Phase 1 and into Phase 2. In Phase 2, the decision was made to allocate associated budgets to receiving institutions to smooth the restructuring process and retain critical employees, while providing them time to be employed by four-year institutions where possible.

The distribution of central budgets and planning for service provision are summarized below. Each item describes the 2017-18 budgeting by UW Colleges, the number of employees budgeted (full time equivalent), and the planned funding distribution in 2018-19.

1.   UW Colleges Consolidated Services ($12,201,340 – 120.85 FTE)

A. **Library:** Library functions are currently provided centrally and on each branch campus.

July 1, 2018 ($2,048,228) (24.52 Employee FTE): The budget allocation for each branch campus library will be re-allocated to each receiving campus. The personnel assigned to the libraries within each of the branch campuses will become employees of the receiving campus. The actual amounts allocated to each campus will be distributed within the 2018-19 annual institutional budgets. Leadership at each receiving campus will determine the appropriate organizational reporting structure for the existing branch campus library employees.

July 1, 2018 ($472,708) (5.00 Employee FTE): The UW Colleges central office provides "Library Support Services" for all thirteen campuses. These functions will continue to be provided to all thirteen branch campuses during 2018-19 while each of the receiving campuses assume responsibility for those support services during 2018-19. UWSA will budget funding for these staffing and the base budgets will be distributed to receiving campuses starting in 2019-20.

B. **Institutional Research:** This function is located within the academic affairs division of the UW Colleges' Central Administration.

July 1, 2018 ($142,512) (1.20 Employee FTE): Responsibility and funding for this function will proportionally (1/13) shift to each of the receiving main campuses. However, the receiving main campuses may choose to contract with the existing UW Colleges' institutional research staff through an MOU to provide these services as they gradually transition these functions into their existing organizations. UWSA will budget funding for the staffing and the base budgets will be distributed.

C. **Curricular Design/Development**

July 1, 2018 ($71,886) (0.00 Employee FTE): This function will become the responsibility of each receiving main campus. UWSA will retain these base budget funds to support information services.

D. **Central Information Technology Services (CITS)**

July 1, 2018 ($2,131,348) (15.00 Employee FTE): This functional area will become part of UWSA and will continue to provide IT support for all thirteen branch campuses. CITS will be joined with existing UWSA information technology staff to create a new organization charged with developing and offering IT services to other institutions within the UW System. These services are part of the CORE agenda outlined in the *2020FWD* Strategic Framework as the entire UW System moves to standardize and consolidate IT systems. All funding will be retained by UWSA for this purpose.

E. Human Resources

July 1, 2018 ($1,144,749) (12.50 Employee FTE): This functional area will be joined with UWSA's Human Resources unit and continue to provide HR services to the thirteen branch campuses. UW System Administration will retain all funding for this purpose. Additionally, this unit will form the foundation for handling those HR functions that can be shared for all UW System institutions. This is part of the 2020*FWD* CORE agenda.

F. Risk Management

July 1, 2018 ($63,601) (1.08 Employee FTE): This function will become the responsibility of UWSA, which will hold back the budget for this function. The employee will report to UW System Risk Management and maintain services at the branch campuses and develop/enhance services to other institutions.

G. Marketing

July 1, 2018 ($1,267,252) (11.00 Employee FTE): Half of this budget will be distributed proportionally (1/13th per branch campus) to the receiving main campuses, and the other half will be held initially by UWSA. UWSA will distribute additional funding as staffing declines due to natural attrition. All funding will be distributed by November 2019.

H. Recruitment

July 1, 2018 ($829,949) (10.00 Employee FTE): The responsibility for recruitment and the associated funds and employees will be transferred to the four-year institutions for 2018-19.

I. Financial Aid Office

July 1, 2018 ($769,912) (9.00 Employee FTE): The responsibility and budget for handling financial aid will remain a central service. UW Colleges' financial aid employees will be organized to meet U.S. Department of Education (USDE) requirements for 2018-19, and will transfer to the receiving main campuses in 2019-20. Final organization planning and structure for 2018-19 will be defined by April 1, 2018, in conjunction with the USDE and HLC. Base funding will be distributed to receiving institutions and UW System Administration will allocate budget funds to support this in 2018-19.

J. Admissions and Registration

July 1, 2018 ($749,285) (8.75 Employee FTE): Service will be planned in conjunction with financial aid planning for 2018-19. The budget will be distributed to receiving institutions and UW System Administration will allocate budget funds to support this, as well as manage UW Colleges' student records. Funds will be distributed to receiving institutions for 2019-20.

K. Student Accommodations

July 1, 2018 ($365,849) (1.50 Employee FTE): This responsibility will be transferred to the receiving main campuses. UWSA will hold $113,117 of the budget funds and the rest will be distributed proportionally to the receiving main campuses. There may be future possibility of providing services from one of the four-year institutions under a 'center of excellence' model.

L. Conduct and Compliance

July 1, 2018 ($333,020) (3.70 Employee FTE): This will be done centrally by UW Colleges for one year and then transferred to UWSA in 2019-20. Services will be offered to branch campuses through an opt-in model with chargebacks in the future. UWSA will fund the staffing with one-time funds and the base budgets will be distributed.

M. Central Solution Center

July 1, 2018 ($134,602) (2.00 Employee FTE): The services provided by the Central Solution Center will shift to the receiving four-year institutions. UW System Administration will fund the staffing with one-time funds and the base budgets will be distributed.

N. Veteran Services

July 1, 2018 ($95,440) (1.50 Employee FTE): UWSA will be responsible for providing these services to the thirteen branch campuses, unless responsibility is transferred to each campus. The employees will become part of the UW System Administration and offer services to branch campuses and other institutions. UWSA will hold the funding in 2018-19. An opt-in service model will be offered with chargebacks.

O. Financial Services

July 1, 2018 ($1,287,145) (12.60 Employee FTE): The financial services budget allocation will be distributed to each of the receiving main campuses. UWSA will fund the staffing with one-time funds. Services will be offered if needed in 2018-19.

P. Environmental Health and Safety

July 1, 2018 ($133,243) (.50 Employee FTE): The funding and position will transfer to UWSA Risk Management and will provide services to branch campuses in 2018-19. UWSA will work with all campuses to assess shared service models for 2019-20.

Q. Budget and Planning

July 1, 2018 ($114,111) (1.00 Employee FTE): This budget allocation will be distributed proportionally (1/13th) to each of the receiving main campuses. UWSA will budget funds for the existing staffing.

R. Central Utilities

<u>July 1, 2018</u> ($30,000) (0.00 Employee FTE): This budget allocation will be distributed proportionally (1/13th) to each of the receiving main campuses.

S. Computer Rotation

<u>July 1, 2018</u> ($16,500) (0.00 Employee FTE): This budget allocation will be retained by UW System Administration.

2.   Institutional Programs ($2,565,769 – 20.98 FTE)

A. Office of Distance Learning (Non-Online Distance Education)

<u>July 1, 2018</u> ($1,334,848) (12.35 Employee FTE): The Non-Online Distance Education (NODE) program is a support service, which provides technology services for teaching at a distance, will be provided by UWSA as part of the IT services consolidated at System. The long-term need for the program will be assessed during 2018-19. The budget will be retained at UW System Administration for this purpose.

B. Wisconsin Institute for Public Policy and Service (WIPPS)

<u>July 1, 2018</u> ($145,180) (2.38 Employee FTE): This program will transfer to UWSA. The institute operated with self-generated program revenue and will continue to generate 100% of operating funds.

C. TRIO Grant Program

<u>July 1, 2018</u> ($5,800) (0.00 Employee FTE): These funds will be held by UWSA to fulfill the obligations of the grant.

D. WI Collegiate Conference

<u>July 1, 2018</u> ($20,124) (.20 Employee FTE): These funds will be held within UWSA until it is determined how the athletic conference programs will be handled within the receiving campuses. Much of how this is structured will depend on the HLC submission/approval.

E. Other Pooled Expense Programs (Professional Development, AODE, Applied Music, Employee Assistance Program, Institutional Review Board, TRIO, and Other)

<u>July 1, 2018</u> ($1,059,817) (0.70 Employee FTE and 5.35 FTE Program Revenue FTE): These allocations will be distributed to the receiving main campuses via student head count, student FTE, employee FTE, or proportionally (1/13th). The 5.35 FTE program revenue positions will be supported through revenue generation.

3.   Administration

<u>July1, 2018</u> ($1,645,825) (9.50 Employee FTE): The funds and positions will be held by UWSA during through November 2019.

4. **Governance**

July 1, 2018 ($521,859) (0.00 Employee FTE): The receiving main campuses will assume responsibility for shared governance in accordance with the model determine by faculty, staff and students. The funds allocated for shared governance operations within the UW Colleges will be distributed proportionally (1/13th) to the receiving main campuses.

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

Seamless Transfer

As the branch campuses are integrated with the four-year comprehensive and research institutions in the short-term, the UW System will have further opportunities to advance a long-range *2020FWD* strategic plan goal associated with improving transfer for students within the UW System: enacting transfer policies and processes that serve the best interest of students. Through its *2020FWD* strategy framework, the UW System seeks to ensure that its transfer process fosters educational attainment, accommodates student mobility, and provides equitable treatment of transfer and continuing students.

Throughout both phases of the restructuring process, the UW System will expand its transfer initiatives to ensure that its transfer process is seamless, smooth, and easily navigable for all students during their educational journey. In addition, UW System faculty and staff will identify degree pathways that eliminate barriers to transfer and reduce time and credits to degree for all students.

For example, the Math Pathways project engages faculty and staff from across the System to identify common learning outcomes for foundational mathematics courses associated with distinct curricular pathways. After the restructuring takes place, faculty and staff at both the branch campuses and the four-year institutions will collaborate to review associate degree level courses, learning outcomes, and high impact practices to propose common outcomes and curricular designs across the system.

In the first two years following the restructuring, the UW System will develop a system-wide framework for common lower division general education requirements, which will particularly benefit students who are enrolled at UW System branch campuses. As students transition to a four-year institution after taking courses at any branch campus within the System, to ensure high transferability of general education course requirements.

360 Advising

The UW System selected the 360 Advising initiative because advisors play a critical role in assisting all of our students to navigate their educational experiences and engage in career planning. The overall goal of the 360 Advising initiative (2020FWD goal) is: By 2020, the UW System will have established a strong network of institutional advisors and advising centers providing timely, high touch, and intensive support for all UW students as a means of ensuring their overall academic success. The team hopes to identify institutional experts and institutions that will benefit from greater support from UW system for this area. System has plans to reconvene the Advising Council to help shape this work system wide. Looking Ahead this team will conduct a landscape analysis of advising services across the UW System. The team will continue defining goals, deliverables, and metrics for the 360 Advising operational plan. Lastly, this year the team will review and revise UWSA webpages related to advising in the UW System.

High Impact Practices

During the first two phases of restructuring, the UW System will engage with faculty, staff, and students from all institutions to determine how to optimize the delivery and resulting student success related to High Impact Practices (HIPs). These practices are courses or other educational experiences where students have an opportunity to apply knowledge and work with faculty members on large scale projects. Scaling the delivery of HIPs as a key priority of the UW System's 2020FWD strategic framework, which will be contextualized within the branch and four-year institutions. By building upon the reimagined AAS degree work with high impact practices already underway at UW Colleges, the System will leverage this work with combined professional development across the System.

First, UW System Administration will provide support and resources to optimize institutional outcomes so that every undergraduate student has the opportunity to participate in at least two HIPs. Second, outcomes will include expansion of undergraduate research and internship opportunities for students in alignment with the UW System's strategic goals to promote innovation within each institution and the broader community. Last, recognizing the needs of business and industry, initiative outcomes will demonstrate that HIPs support student integrated learning. That is, the ability of graduates to apply, connect, and extend their learning; communicate within and across disciplines; and demonstrate self-efficacy to identify emerging learning needs. This work will also be supported by a recent grant from the National Association of System Heads (NASH) to support the 2020*FWD* strategic framework emphasis on HIPs.

The joining of the UW Colleges campuses to four-year UW institutions will produce synergies to advance the attainment of these goals. For example:

1. Four-year comprehensive and research institutions can benefit from the HIPs curricular policy developed by the UW Colleges to support integration of HIPs into associate degree program curricula. The guidelines explain the criteria for developing courses with HIP designations, and outline a methodology to track HIPs participation.
2. Activities will support work to identify, examine, and develop shared principles that support creation or revision of institutional frameworks that coordinate the delivery of HIPs across the curricula, and promote quality assessment practices. As a result, students attending the branch campus will have early and equitable access to HIPs that are embedded into general education programs, as well as their entire college experience.
3. Activities will engage institution-based teaching and learning centers as a means to provide faculty and instructional development and learning assessment tools, and facilitate cross-campus/cross-discipline collaboration.

4. As faculty, academic departments, and programs at the branch campuses join with those at the four-year campuses, students attending the branch campuses will gain greater access to discipline-based HIPs and those offered as part of baccalaureate programs, such as undergraduate research opportunities.

5. The joining of branch campuses to four-year institutions will also join communities, thus creating the potential to expand academic and community partnerships. These partnerships are the basis for developing new internship or community-based/service learning opportunities.

6. Activities will support the collaborative examination of student performance and equity. Together, faculty and administrators from the joined campuses will have the opportunity to consider the students who are participating in HIPs, identify the successful learning outcomes, examine what students are demonstrating success, and determine how the delivery of HIPs may impact student learning.

Item 9: Explanation of the Impact of the Revised Structure

Relationship of Restructuring and UW System *2020FWD* CORE Goals

The *2020FWD* strategic framework identified operational excellence as one of four areas of emphasis for the UW System. This includes the UW System's Commitment to Operational Reform and Excellence (CORE). The CORE initiative is helping shape the restructuring project to create operational efficiencies that will allow for resources to be directed towards instructional services for students and other *2020FWD* strategic priorities.

The restructuring of UW Colleges and UW-Extension has five broad objectives, one of which is to "further standardizing and regionalizing administrative operations and services to more efficiently use resources." This goal aligns with and supports the CORE element of *2020FWD* and is being pursued in conjunction with the restructuring in several ways.

- The non-academic units of UW System Administration, UW Colleges, and UW-Extension will be integrated during the restructuring to support programs UWSA and across the UW System. Central administrative services from units that support UW Colleges and UW-Extension will continue to be provided to the branch campuses after restructuring in several area, including information technology, human resources, procurement, risk management, and environmental safety.
As an example, planning will begin in spring 2018 to join the information technology offices of UW Colleges and UW-Extension with UWSA. This will lead to standardized operations within the UW System and provide a services group that can support select IT services at other campuses. Planning and assessment to build on the current blend of campus and shared IT services will be conducted between the new centralized office and several comprehensive campuses in spring 2018. This team will identify priority areas to standardize and regionalize information technology services, such as shared hosting, local network services, training, and PeopleSoft development.

- Human Resource services is a second area that will be assessed during spring 2018 in conjunction with the restructuring initiative for further standardization and regionalization. Currently, human resource functions are provided at campuses and through a service center in the UWSA Human Resources department. UW Colleges and UW-Extension already have a consolidated human resource function; this office will merge with the UWSA Human Resources department to form a new organization that will work with other UW campuses to develop standardized processes and technologies to deliver shared and regionalized services.
- Procurement, risk management, and environmental safety services will be assessed spring 2018 as additional elements of the CORE project that can be advanced through the restructuring process. Several UW institutions have reduced staffing already in these areas to address past budget challenges. Offering shared and regional services, by building on the shared service model and capabilities of UW Colleges and UW-Extension, should enhance services at comprehensive campuses and allow them to focus on instructional and student services during the restructuring.

Planning and assessment will be conducted between the new organization and several comprehensive campuses in spring 2018 to identify priority areas for the standardization and regionalization of information technology services, such as shared hosting, local network services, training, and PeopleSoft development.

Institutional Impact Statement Summaries

The impact on the UW institutions engaged in the restructuring process is wide-ranging. In general, each institution has identified opportunities to enhance the work they are already doing in terms of access, affordability, diversity, community engagement, recruitment, and mission expansion.

Institutions will integrate planning for the branch campus into existing strategic goals, as well as participate in new initiatives related to curriculum reform, student success and support, governance, and faculty development. As the UW System continues to promote its strategic priorities related to transfer, high impact practices, and operational efficiencies, the institutions will also integrate their work with the advancement of system goals.

Mission: Each receiving four-year institution has examined the mission of UW Colleges and their own institution. The institutions are embracing future opportunities to increase access for new communities added to their service areas in order to provide an even greater array of educational programs. In general, the mission statements already articulate the main concepts found in the existing UW Colleges' mission.

Governance: The governance structures at the four-year institutions will change as a result of restructuring. For some of the four-year institutions, faculty and staff from the branch campus will be integrated into existing governance structures, such as senates and university-wide committees. Other governance configurations at four-year institutions after restructuring will

reflect a distinct governance structure for faculty and staff at the branch campus to focus on branch campus issues.

These structures will resemble a separate college model at the branch campus, which will have its own committee and governance bodies that link to policies, practices, and procedures at the main institution. The four-year institutional statements affirm that the addition of branch campus faculty and staff will diversify the membership of the faculty and staff, as well as provide new perspectives for ongoing curriculum and policy initiatives.

During spring 2018, prior to the restructuring, governance leaders at all institutions will collaborate to transition faculty and staff from the branch campus into existing or new governance structures, which will require governance votes to finalize.

Curriculum: The continuity of curriculum is discussed in more depth in a separate section in this application. A major impact for the four-year institutions will be the addition of online courses for general education. This represents an opportunity to expand the online course array for students across the state.

The addition of a branch campus will provide additional venues to offer four-year degree programs. This enhances access to more educational programs for people across the state, especially in smaller communities where the branch campuses are located.

Lastly, the addition of branch campus faculty to the four-year institutions brings even more disciplinary expertise to academic departments by enhancing the quality of current offerings, expanding research collaborations across the institutions, and giving students greater access to more faculty and staff members for career guidance, advising, and undergraduate research opportunities.

Students: The institutions recognize the many opportunities the restructuring will bring to students. First, the current dual enrollment offerings provided by UW Colleges (see www.uwc.edu/admissions/concurrent-dual-enrollment or more information) will be joined with the dual enrollment curriculum at the four-year institutions to provide an expanded array of courses for high school students. High schools students can take advantage of dual enrollment offerings to gain college credits while reducing the time and credits to degree once they are enrolled at a UW institution.

Students at the branch campuses will have greater access to academic learning support and other student support services through an affiliation with a four-year institution. Advising at the branch campus will help ease the transfer of students across institutions within the System. The continuation of reduced tuition for branch campus courses will continue to provide an affordable associate degree or general education program for more students in Wisconsin. Barriers to transfer will be removed because students will take courses that more readily transfer as a part of a degree pathway.

Lastly, students at the branch campus will have the opportunity to engage with faculty who teach in the upper division courses as four-year degree programs are offered at the branch campus in the future.

Community relationships: Many institutions will fulfill their mission to serve the community by taking steps to serve other areas through the restructuring's expansion efforts. As community leaders unite with institution leaders, faculty, and staff, the universities will promote mutually beneficial relationships to serve the communities' needs, collaborate with business and industry, and advance access to educational opportunities for more of WI's population.

Through the addition of a branch campus, some institutions will expand access to more diverse populations. In turn, students at the four-year institutions will have more opportunities to engage in community-based learning or internships in locations with diverse populations.

Organizational changes: The way a branch campus will be joined to the four-year institution varies across the seven receiving institutions. Although all of the four-year institutions will change their institutional structures through the addition of a branch campus, some of the institutions will also add a college to their existing structures.

A review of the organizational charts found in the Appendix C of this application, shows that three of the seven four-year institutions will add a college structure to incorporate faculty, staff, students, and operations of the branch campus. The college structure will require the addition of new governance committees to focus on the needs and planning for the branch campus. The remaining four-year institutions will integrate the operations, planning, staffing, faculty, and students of the branch campus into the current similar activities of the main campus. More specific details related to each institution are included in the institutional statements.

Item 13: Continued Compliance with HLC

Eligibility Requirements

The responses for this section are in the form a summary for all of the institutions involved in the restructuring change request application. UW System policies will guide the restructuring to ensure that all institutions continue to meet the eligibility requirements.

1. Jurisdiction of the Commission - All of the institutions involved in the UW Colleges restructuring proposal are accredited and meet the eligibility requirements as outlined in policy CRRT.A. 10.010. All of the four-year institutions, and each of the branch campuses of the UW Colleges that will be joined to a four-year UW institution, fall under the jurisdiction of the Commission because they are incorporated and operate in the State of Wisconsin, as defined in the Commission's Bylaws (Article III). See https://www.wisconsin.edu/about-the-uw-system for additional information regarding the UW System.

2. Legal Status - All of the institutions involved in the UW Colleges restructuring are appropriately authorized in the State of Wisconsin to award degrees and conduct activities as

an institution of higher education. Likewise, the branch campuses of the UW Colleges are currently a part of one accredited institution which awards degrees.

3. Governing Board - The Board of Regents of the UW System (BOR) is the governing board for all of the institutions that constitute the University of Wisconsin System. The Board has the legal power to establish, review, and approve the restructuring proposal and all associated resolutions. The Board receives regular updates on the restructuring process during BOR meetings. The BOR has been actively involved in reviewing any institution policy changes as needed. See https://www.wisconsin.edu/regents for additional information regarding the UW System Board of Regents.

4. Stability - Each of the institutions involved in the restructuring has a history of stable operations and consistent control preceding this change request. Each institution has retained its accreditation through the last HLC reviews. Only UW-Oshkosh is on notice with the HLC at this time due to actions of the former chancellor and vice chancellor, with its next comprehensive visit scheduled for May 2018.

5. Mission Statements - The governing board, the Board of Regents, has approved the mission statements for each of the institutions. The Regents ensure the mission statements clearly define the purpose of the institution, the students whom they serve, as well as the program array at each institution. Revisions to the mission statements are also submitted to the Board for review per policy. Regent Policy Document (RPD) 1-2: Approval of Mission Statements. See https://www.wisconsin.edu/regents/policies/approval-of-mission-statements.

For the purposes of this change request, each institution has undertaken a review of their mission statement and the mission of the branch campus to look for congruence. Where needed, the institution will seek Board approval for the required changes to the mission statement. See institutional statements for more details.

6. Educational Programs - The degrees granted and other educational programs across each of the seven four-year institutions involved in this change request are appropriate for an institution of higher education. The educational program for UW Colleges, such as the AAS degree, is an appropriate degree for a two-year institution.

As accredited institutions, each university has clearly articulated learning goals for each academic program and has assessment practices and systems in place. Each institution has met the federal requirements for credit transcription. The general education program for each institution meets the minimum requirement of 30 credits for bachelor's degrees and 15 credits for the AAS degree. The minimum program length for the four-year institutions that offer a bachelor's degree is 120 credits, whereas the minimum program length for the associate degree is 60 credits. Master's degree program length is 30 credits at a minimum.

Lastly, the program for general education at each of the four-year and the branch campuses is grounded in a framework associated with the shared learning goals framework. For many

institutions, the outcomes endorsed by the American Association of Colleges & Universities (AAC&U) serve as a basis for the general education curriculum.

7. Information to the Public - Each of the institutions makes public its mission documents, program requirements, admissions requirements, transfer policies, and articulation agreements that outline accepted credits. The institutions publish information associated with costs, typically on institution websites, along with cost calculators. Policies related to refunds, academic standing and associated actions, and complaint and grievance policies are publicly shared on webpages and through the institution's academic bulletin. The institutions involved in this change request have all been reviewed for HLC compliance through the peer review process.

8. Financial Capacity - The UW System Office of Finance and the UW System Office of Administration reviewed the financial information for all institutions involved in this change request to examine for capacity to participate in this work. Each four-year institution has a demonstrated record for financial management. UW-Oshkosh is on notice by the HLC for financial management issues related to the former Chancellor and Vice Chancellor transactions with the foundation. However, in a recent advisory visit from the HLC, the institution was found to have addressed the areas of concern. UW-Oshkosh is reporting quarterly to the HLC and to UW System on this matter. (See Part C: UW Institutional Statements for UW-Oshkosh institutional statement for this information and disclosure.) Each institution follows UW System guidelines for the preparation of a budget and undergoes external financial audits as required by the State of Wisconsin. Moving forward, the state will require a separate audit from the LAB audits. References for these processes are presented in another section of this narrative in criteria 2 and 5 of the HLC Compliance narrative.

9. Administration - A Chief Executive Officer with the title of Chancellor, appointed by the Board, is in place for each four-year institution. The appropriate governance and administrative structures are also in place to carry out its operations. Governance and administrative structures are guided by the UW System Board of Regents and UW System administrative policies.

The branch campus will have an administrator in place for oversight of the activities at the branch campus. This administrator will report to the four-year institution. See Appendix C for organizational charts that represent the administrative structure.

10. Faculty and Other Academic Personnel - Each institution employs faculty and other academic staff who are qualified to support its academic programs. Specific faculty qualifications policies are in place at each institution and conform to the HLC related policies for faculty qualifications. Each institution has sufficient numbers of faculty and staff members to carry out the academic programs. These faculty requirements are reviewed at the point of hiring. A review of faculty is a part of accreditation visits by HLC and by specialty accreditations. A list of faculty for each institution is available upon request.

11. Learning resources - Each of the receiving institutions has a center for the purpose of providing faculty and staff with teaching and learning programming resources. Additionally, each institution has appropriate library, computer lab, and online resources for distance education students, science labs, writing and reading resource centers, tutoring centers, and career centers to serve students. All of these learning resource facilities are staffed with qualified personnel and they adhere to standards of practice from their specialty fields.

12. Student Support Services - The array of student support services at each institution is appropriate for undergraduate and graduate programming and has been reviewed by HLC during past accreditation visits. A review of current and future student support services was conducted as a part of the development of this change request by each of the four-year institutions. In particular, planning for the delivery of student support services at the branch campuses and collaboration with the main campus is in place and will continue to be monitored as the implementation of the restructuring continues. Support services include, but are not limited to, library access and support, IT, academic learning support, advising, financial aid, and counseling.

13. Planning - Although each of the four-year institutions has established planning processes in place, the restructuring process includes the identification and implementation of a UW System Steering Committee, as well as regional functional planning teams for each four-year and two-year campus. The functional teams are listed in the overview section of this change request.

Faculty, staff, and the administration at the four-year institutions examined their long-term and short-term goals for the restructuring, as well as their current strategic plans, to identify how the addition of the branch campus would allow the institution to meet its goals. See institutional statements for goals associated with restructuring. Each institution has strategic plans in place, along with budgeting processes aligned to planning. Lastly, the UW System 2020*FWD* strategic plan guides institutional planning. See the UW System's *2020FWD s*trategic framework at www.wisconsin.edu/2020FWD.

14. Policies and Procedures - Policies are in place at the four-year institutions that align with the Board of Regents and UW System established policies. In addition, each institution has institution level policies related to hiring, operations, student learning, curriculum, faculty and staff, planning and budgeting. See https://www.wisconsin.edu/regents/policies and https://www.wisconsin.edu/uw-policies for Regent and UW System policies.

15. Current Activity - All of the institutions involved in the restructuring proposal currently are actively providing instruction and continuing to enroll students in their degree programs.

16. Integrity of Business and Academic Operations - All of the institutions in the UW System undergo an independent audit to ensure the ethical integrity of business and finance operations. In addition, the System has an audit office that regularly conducts audits of business operations, budget, and compliance with Board and System policies. Currently, UW Oshkosh is on notice by the HLC for a financial management issues related to the former

Chancellor and Vice Chancellor transactions with the foundation; however in a recent advisory visit from the HLC, the institution was found to have addressed the areas of concern. Its next comprehensive visit scheduled for May 2018. Related Policies:

1. For governing board members: RPD 2-2 Statement of Expectations of Board Members and Bylaws of the Board of Regents
2. For senior administrative personnel: Wis. Admin Code Ch. UWS 8, RPD 20-2, : Code of Ethics, and University Personnel System (UPS) Operational Policy WE-1: Code of Ethics

17. Consistency of Description among Agencies - Institutions within the UW System use the mission and description of their academic programs as noted in their academic bulletins to external agencies. In addition, the UW System has information about programming, governance, and finances available for these institutions.

18. Accreditation Record - All of the institutions in this restructuring proposal are accredited by the Higher Learning Commission. UW Oshkosh is on notice with the HLC.

Assumed Practices

The responses for this section are a summary for all of the institutions involved in the UW Colleges restructuring change request application. As accredited institutions, all UW System institutions adhere to the Assumed Practices as articulated by HLC, and will continue to be aligned to these practices while implementing the changes of structure for the UW Colleges branch campuses. Institution statements document how the assumed practices are met in the sections discussing mission, governance, curriculum, faculty, planning, and budget.

Integrity: Ethical and Responsible Conduct

Code of Ethics

As public officials, the members of the UW System Board of Regents are beholden to a code of ethics codified in Wisconsin Statutes. This code was created to help state employees and officials avoid conflicts of interests as stated in the Wis. Stat. § 19.41, et seq., Code of Ethics for Public Officials and Employees. See http://docs.legis.wisconsin.gov/statutes/statutes/19/III/41 to review Code of Ethics for Public Officials and Employees.

Within statutory language responsible for governing the UW System is a provision to prohibit Regents and others employed by the system from acting as agents for others that would present conflicts of interest. Additionally, the Regents follow an Ethical Code of Conduct and have documented Expectations of the Board of Regents policies in place to restrict the possibility of personal interests from influencing their duties. See Appendix H for RPD 20-22 Code of Ethics.

Related Policies:

1. For governing board members: RPD 2-2: Statement of Expectations of Board Members and Bylaws of the Board of Regents

2. For senior administrative personnel: Wis. Admin Code Ch. UWS 8, RPD 20-2: Code of Ethics, and University Personnel System (UPS) Operational Policy WE-1: Code of Ethics

At the UW System level, the Board of Regents has created a code of ethics to guide UW System employees to "avoid activities which cause, or tend to cause, conflicts between their personal interests and their public responsibilities, and to improve standards of public service." See Appendix H for RPD 20-22 Code of Ethics. Further the UW System policy includes Chapter UWS 8 of the Wisconsin Administrative Code, the Unclassified Staff Code of Ethics.

Drawing from the UW System code of ethics, the faculty/ academic staff handbooks at each of the system institutions provide policies that guide the ethical behavior and decision-making of faculty and staff. Finally, in accordance with UW System policy, UW institutions require an institutional ethics committee whose function is to provide to any member of the unclassified staff consultation and advice on the application of Wis. Admin Code Ch. UWS Chapter 8 and campus policies on code of ethics.

Each University of Wisconsin institution holds itself accountable for all policies established by the State of Wisconsin, the UW System Board of Regents, and the UW System Administration that prescribe ethical conduct for the administration, faculty, staff, and students. The Chancellors of each university is accountable to and reports to the UW System President and the Board of Regents for the overall administration of the institution. Established policies and procedures guide the ethical behavior of administrators, faculty, staff, and students at each institution to ensure transparency, respect, integrity, and responsibility in decision-making and in performance of their duties.

Each officer of the university must submit a Statement of Economic Interests to the State Ethics Office on an annual basis. Wis. Admin. Code. § UWS 8.03 covers Standards of Conduct for all unclassified employees. Policy UWS 7 governs dismissal of faculty for ethical and other types of misconduct. University Personnel developed an Unclassified Staff Code of Ethics, and each college has bylaws that outline ethical principles.

Both the UW System and each university have in place a number of procedures to process general grievances and complaints. See Appendix H for Policy Wis. Admin. Code § UWS 6.01 – 6.02.

Complaints and allegations regarding discriminatory or harassing behavior are handled through the following procedures, for all employees. See Appendix H for RPD 14--6: Discrimination, Harassment, and Retaliation, and Wis. Admin. Code. Ch. UWS 4: Procedures for Dismissal, as examples.

At UW System, the Office of Academic Programs and Educational Innovation oversees complaints about distance education programs. See https://www.wisconsin.edu/student-complaints/ to review information regarding Distance Learning Education – State Authorization Reciprocity Agreement.

Conflict of Interest

The Board of Regents requires all UW System unclassified staff, (faculty, academic staff, and limited appointees) with half-time appointments or more, to report annually on outside activities and interests related to their areas of professional responsibility and for which they receive remuneration. Offices of Sponsored Programs at the institutions follow policies for submitting the Financial Conflict of Interest in Federal Research form, which requires disclosure of all significant financial interests that relate to an investigator's institutional responsibilities. See Appendix H for RPD 20-22: Code of Ethics and Wis. Admin. Code Ch. 8.

Information to the General Public

The UW System Office of Policy Analysis and Research adopted a system-wide Accountability Dashboard to provide the public with information on several key performance indicators for each UW System institution focusing on access, program and completion, cost and efficiencies, undergraduate experiences, faculty and staff, and economic development. The dashboard is available to the public via a web portal. See https://www.wisconsin.edu/accountability to access the UW System Accountability Dashboard.

The universities involved in the restructuring typically have a webpage section called "About UW X" that provides a broad array of facts and information "ranging from accreditation, strategic planning, fast facts, history, student outcomes and information about costs and programs. For examples, see http://uwm.edu and https://www.uwplatt.edu/about.

Student consumer information web pages at provide prospective students and their parents with relevant information about the campus and student success rates and outcomes. An example can be found here: https://www.uwsp.edu/chancellor/heoa/Pages/default.aspx.

Each year, institutions publish information about enrollment, retention, graduation, a common data set, and learning outcome data typically on assessment and institutional research websites. The UW institutions also have a common data set contains information about general information, enrollment and persistence, first-time first-year freshman admission, transfer admission, academic offerings and policies, student life, annual expenses, financial aid, instructional faculty and class size, degrees conferred, and common data set definitions. This information is available to the public and the pages also serves as a portal for the Common Data Set, data tables, information requests, student outcomes, assessment data, as well as links to the UW System Informational Memoranda, student statistics, and the System Fact book. Pass rates for licensure programs are displayed on department web pages. An example is found at: http://www.uwosh.edu/oir and https://www.uwec.edu/news/nursing/bsn-graduates-achieve-95-pass-rate-on-nclex-453.

The institutions' strategic plans also provide significant information about the future direction of the institutions and their strategic priorities for the next three-five years. The elements of the plan reference the community and region, as well as campus initiatives, priorities and

programs. Examples are found at: https://uwm.edu/strategicopportunities/strategicplanning and http://www.uww.edu/strategic-plan.

Programs and Requirements

Information related to programs, policies, and requirements are found in the online Undergraduate and Graduate Academic Bulletins that contain the most current information about programs, degree requirements, course descriptions, academic policies, and requirements. The Registrar and department chairpersons review bulletins information prior to its publication. Changes to programs, policies, and requirements are updated only after curriculum and policy changes have been approved through shared governance processes.

Information about academic programs is found on program specific webpages hosted by academic departments in the colleges. Each program page contains student information, alumni news, specific information about programs (majors, minors, and emphases), careers, faculty members, internships and practicum experiences, syllabi, and general department news. More information about course offerings is available on institution websites. Information for transfer students is provided through both online and printed materials.

Transfer students may use the UW System Transfer Information System Credit Transfer Wizard to find out about transfer requirements and course transfers. See https://www.wisconsin.edu/transfer/wizards to access the UW System's Transfer Information System Credit Transfer Wizards.

Transfer guides are also available for students who transfer among UW System institutions and are easily available on the transfer student website. See https://www.wisconsin.edu/transfer/transfer-guides to review transfer guides. The institution's articulation agreements with other institutions are available on the transfer website so that prospective students can see how their credits and programs earned at other institutions will articulate with programs at an institution.

Other Academic Information: University websites contain information for future students, parents, current students, faculty and staff, and community visitors. A list of instructors and their academic credentials is presented in academic bulletins and, in some cases, it is available on the Office of the Registrar's webpage. Policies related to academic standing, probation, and dismissals are available in the academic bulletin and on the academic affairs web pages at the institutions.

Costs to Students: The websites for the offices of Undergraduate and Graduate Admissions and Financial Aid provide easily-accessible information for prospective and current students and their parents across the institutions involved in the restructuring. Information on these sites includes admission, financial aid and financial services, scholarships, application, net price cost calculators, status checks, and orientation details. Student tuition and fees as well as financial aid are available to the public on a University website. Students who are newly admitted to the

institution receive print and electronic materials with basic information related to student support services, financial aid, housing, and academic programming.

Accreditation Relationships:

UW universities strive to maintain accreditation for many professional programs in addition to the Higher Learning Commission reaffirmation of accreditation processes. These accreditations are listed on webpages in academic affairs as well as in the institution's Academic Bulletin. Programs with specialized accreditation post information on their program webpage. The HLC accreditation mark of affiliation is displayed on institution web pages.

Governing Board:

The Board of Regents of the UW System, an 18-member body that includes the state superintendent of public instruction, the president or designee of the technical college system board, 14 citizens, and two students of UW System institutions is intended to represent a diverse group of shareholders, most particularly, business and community leaders from across the state. To ensure geographic diversity, Wisconsin Statutes require one citizen member on the Board to be from each of Wisconsin's congressional districts. In addition to these individuals, two student members are required to be from separate institutions, only one of which at any one time can be from System's two largest Universities (UW-Madison and UW-Milwaukee). In addition, one student must be considered nontraditional (24 years old or older) (SEC. 15.91,Wis. Stats.).

The Board has as its charge "to plan for the future needs of the state for university education" and to do so "with the widest degree of institutional autonomy." According to Chapter 36.09(1), Wis. Stats., the Board of Regents has primary responsibility for governance of the University of Wisconsin System. See Appendix H for Ch. 36 Wis. Stats.

The structure of the Board provides a means to have appropriate focus and overview of specific administrative and operational oversight. To conduct its business, the Board organizes itself into eight standing committees: education, business and finance, capital planning and budgets, audit, executive, personnel matters, collective bargaining, and research, economic development and innovation.

The Board's responsibilities and powers are defined in Wisconsin Statutes (§§36.09-36.11). The governing board has the authority to approve the annual budget and to engage and dismiss the chief executive officer. See Appendix H for UW System Administrative Policy 304 and UW System Administrative Procedure 304 A related to fiscal misconduct.

To ensure the effective execution of its chief responsibilities, the Board considers, develops, and releases periodic strategic plans that reflect its goals. In 2016, the Board approved its most current strategic framework known as "2020*FWD:* Moving Wisconsin and the World Forward." The administrator, faculty, staff, and student handbooks at each institution outline their rights and responsibilities within the institution.

Teaching and Learning: Resources and Support

All institutions have identified a minimum program length of 60 credits for the associate's degree, 120 credits for bachelor's degrees, and 30 credits for master's degrees. All degree requirements are published online and in academic bulletins at all UW institutions. Program and course requirements conform to the commonly accepted minimums of duration.

Each institution has governance structures in place to ensure coherence and quality for academic programs at the department, college and university levels. Institutional statements contain descriptions of these structures and practices that include academic standards related to rigor. Online and dual enrollment courses are reviewed with the same standards as other courses taught in face to face format.

Courses at the branch campuses will conform to standards established at the main campus, the four-year comprehensive or research institution. Policies are in place and published in academic bulletins to establish minimums for credits earned at the institution and for student academic load as it related to full time and part-time status. Each institution has policies about the percentage of graduate level courses required for graduate programming. See Appendix H for UW System Administrative Policy 185: College Credit in High School. See http://www.uwc.edu/admissions/concurrent-dual-enrollment for UW Colleges Concurrent & Dual Enrollment information for high school students.

The UW System has policies in place to guide transfer at system institutions including specific language about transfer policies to demonstrate equivalence. See Appendix H for UW System Administrative Policy 135: UW System Transfer Policy.

UW System policy related to Credit for Prior Learning (CPL) provides a foundation for each institution's policies, including the maximum credits allowed under this type of credit review. The policies are published as a part of the academic bulletin. The process to evaluate CPL is articulated at each institution. See Appendix H for UW System Administrative Policy 135 Appendix A: Principles and Guidelines for Quality Prior Learning Assessment.

The institutions have all established minimum general education requirements that are posted online and shared in the academic bulletins.

Each institution established a policy related to the most recent HLC policy about faculty qualifications. All faculty positions require that faculty meet the minimum faculty qualifications for the program or college, and faculty must possess academic credentials at one degree level above the level for which they are instructing. The institution policies also specify tested experience in the case that a faculty member does not have the specified credential. Faculty hiring policies require that undergraduate faculty possess a minimum of 18 graduate credits in the academic discipline in their master's level credentials for both dual enrollment faculty, academic instructional staff, and tenure track faculty.

Graduate faculty members possess a terminal degree. Graduate level faculty qualifications are defined for each institution, which include a record of scholarship, research or achievement

appropriate for graduate program. Faculty credentials are posted online or in the institution's academic bulletin. Doctoral level faculty eligibility is noted in graduate policies and listed in the institution's graduate bulletin or handbooks. Doctoral faculty members possess recognized professional and creative contributions commensurate with doctoral program expectations.

Institutions have extensive search and screen processes in place for hiring unclassified staff as well for university staff to ensure candidates are qualified. Typically, the authorization to hire a position must be approved by the Vice Chancellor for the division and undergo a review by Administrative Services and Human Resources for a resources, titling, salary range and position description. All posted position descriptions include required credentials and preferred skills.

Faculty members participate in oversight of curriculum, student learning assessment, establish academic qualifications for instructional personnel, and assure quality of instruction and rigor for students. Each institution involves faculty in the governance of the curriculum and the assessment of student learning through the establishment of governance committees in these areas. Faculty members have the responsibility to review the curriculum for quality and rigor at the program, department, and college levels, as well as through university level reviews. Faculty members engage in setting the academic qualifications for hiring through search processes and position description reviews.

Each institution has an assessment committee either at the program, college, or university levels to analyze student learning outcome data. Faculty use data to make improvements to programs and instruction through the guidance of assessment committees and the activities at the Centers for Teaching and Learning at each institution.

Financial aid advising takes place through the activities sponsored by the Offices of Financial Aid. Various web-based materials are available to students to promote financial literacy and to show cost projections related to student debt. These offices also provide open sessions, appointments, and presentations to assist students to understand their debt and costs associated with higher education. Financial aid advising will be available to students at the branch campus through local, regional, and central function offices.

Typically, the registrar monitors the procedures related to transcript and records services at each of the institutions. Information about these services is posted on web pages and practices are in place to share records through secure electronic formats, thus enhancing the rate of service.

Teaching and Learning: Evaluation and Improvement

The instructors have authority to assign grades as described in the academic policies and in the faculty and staff handbooks related to the role of the faculty. For the branch campuses, each faculty member who teaches a course at the branch campus will have the authority and responsibility to assign grades.

Transfer policies are in place for the courses taken at the branch campus to transfer to the four-year institution. The principles of accommodation guide the transfer of coursework from the

UW Colleges to the UW universities. Transfer guides and articulation agreements are in place to document how transfer will take place. See Appendix H for UW System Administrative Policy 135: UW System Transfer Policy.

Faculty members communicate course requirements in a syllabus for each course. Institutions have syllabi policies in place to guide this work.

Programs that have clinical rotations and internships maintain agreements with external agencies. UW System has policies in place to direct campus work in these types of agreements. . See RPD 13-1: General Contract Approval, Signature Authority, and Reporting.

The Board of Regents for the UW System has policies that guide the assessment of student learning. See Appendix H for RPD 5-1 Academic Quality Program Assessment.

Assessment data is collected, analyzed, and used to improve instruction and/or programs as a part of the institutions' assessment plans. Each institution has assessment policies and practices in place to ensure that all students are assessed at the course and program levels. Examples can be found at http://www.uww.edu/assessment and http://www.uwgb.edu/assessment.

The UW System and the institutions provide data about retention, persistence, and completion for all students. See https://www.wisconsin.edu/education-reports-statistics/reports-by-topic for in-depth reports and other resources on UW System students.

Resources, Planning, and Institutional Effectiveness

Each UW institution involved in this restructuring proposal has the infrastructure, established budget processes, and reporting practices in place to ensure that the institution has appropriate support for its operations for all programs and services.

During the planning for the restructuring response to HLC, the Finance functional team reviewed the budget for UW Colleges and reviewed a plan for the distribution of Colleges current funds through a local, regional, and centralized reallocation model.

The UW System has a team of internal auditors who conduct audits on the various campuses. The results are publicly reported to the Regents and are available on the UW System webpage at https://www.wisconsin.edu/internal-audit-report-archive. The Audit Bureau reports typically contain reviews of financial transactions, analyses of agency performance or public policy issues, conclusions regarding the causes of problems found and recommendations for improvement. See https://www.wisconsin.edu/internal-audit for more information.

The Wisconsin Legislative Audit Bureau (LAB) provides an independent auditor's report on the UW System institutions. The LAB is a nonpartisan legislative service agency responsible for conducting financial and program evaluation audits of state agencies, including UW System universities. The Bureau's purpose is to provide assurance to the Legislature those financial transactions and management decisions are made effectively, efficiently and in compliance with state law and that state agencies carry out the policies of the Legislature and the governor. See http://legis.wisconsin.gov/lab for information on the LAB.

For fiscal years 2017-18 and 2018-19, the Governor and Legislature require the UW System to contract with an independent accounting firm, which has been licensed by the State of Wisconsin for purposes of conducting the annual financial statement audit. Specifically, the independent accounting firm will be contracted by, and will report to, the UW Board of Regents. The independent audit firm will provide all of the following to the Board of Regents, the Governor, Joint Legislative Audit Committee, and the Joint Finance Committee: (a) the audited financial statements; (b) performance improvement observations; and (c) a management letter complete with internal control deficiencies and audit differences. This provision applies only applies to the fiscal years ending June 30, 2018, and June 30, 2019. The LAB will also be conducting audits during this time.

The UW System is considered part of the State of Wisconsin, and the State's biennial budget process establishes an institution's budget development process. Each campus in the UW System follows System policies to prepare the annual budget submission to UW System. UW System provides oversight and guidelines to each campus budget office, which then distributes the instructions to campus for budget development. See https://www.wisconsin.edu/budget-planning/annual-and-biennial-budgets for UW System's Annual and Biennial Budget overviews and documents.

The System allocates general purpose revenue and the campus distributes funds to campus units. All institutions have a process in place to monitor transfers of funding between System and the campus and among campus entities. See https://www.wisconsin.edu/budget-planning/annual-operating-budget for additional resources regarding the UW System Annual Operating Budget.

The campus programs and departments run reports through a shared financial reporting system (WISDM) and other campus-specific reporting to ensure that program revenue accounts are positive and that deficits are addressed. Program revenue balance reporting requires each UW System institution to justify balances that exceed 12% of the previous year's expenditures by fund. See https://www.wisconsin.edu/sfs/reporting/wisdm-and-wiser for information on WISDM and WISER.

Monitoring institutional revenue and expenses takes place at both the campus and System levels. Staff members and administrators at each institution have access to WISDM to execute core business processes. All UW institutions adhere to the UW System purchasing policies and monitors expenses throughout the year utilizing the Shared Financial System (SFS) and WISDM.

In order to create the financial model for the restructuring proposal, UW System and regional teams (branch campus and four-year institution teams) created pro-forma financial projections to address the long-term financial sustainability of the restructuring. The reallocation of local, regional, and central funding of the Colleges to the receiving four-year institutions includes funding for the operational, personnel, and academic activities required for the branch campuses to be successful. Pro-forma budgets at the four-year institutions provide for additional costs to deliver instruction and student services at the branch campus. The pro-

forma budgets for each four-year institution for two years after the restructuring are included in the institutional statements and in Part B, Item 6 of this narrative.

All of the institutions associated with the restructuring have in place effective systems for collecting, analyzing, and utilizing institution information. Each institution has an Office of Institutional Research to assist with the collection, analysis, and use of data at the campus level. The UW System Office of Policy Analysis and Research also provides data in a variety of formats including analyzing and using the information from the UW System Accountability Dashboard, newly articulated performance metrics, financial information, institution and System strategic goals and metrics, annual reports, as well as information about enrollment and persistence, retention, and graduate rates. The Chancellors prepare an annual report based on system metrics for these measures. See https://www.wisconsin.edu/accountability and https://www.wisconsin.edu/education-reports-statistics for additional information.

The administrative structure at each of the UW institutions includes a chief executive officer called a Chancellor, a chief financial officer typically with the title of Vice Chancellor, and a chief academic officer who is also a Vice Chancellor. Each of these officers has appropriate credentials and experiences to hold this position. These requirements are a part of the position description and are used in the hiring processes to select the best-suited candidates to ensure appropriate leadership and oversight at the institution.

Compliance as Branch Campuses

This portion of the narrative summarizes how the UW four-year comprehensive and research receiving institutions will join with the UW Colleges branch campuses. The summaries below follow the HLC branch campus change request questions. More specific responses related to the HLC criteria are documented in the institutional statements and summarized in the System statement.

1. Oversight of the branch campus

Administrative oversight-Each UW receiving institution has identified an administrative position to provide administrative oversight for the branch campus. The specific titles are identified in the branch campus organizational charts and described in the institutional statements for each UW receiving institution. The branch campus administrator will represent the interests of the branch campus to the administration and administrative bodies of the receiving institution. The branch campus administrator will have autonomy in hiring, planning and budgeting at the branch campus with authorities for these administrative functions delegated to them by the receiving institution. Processes, procedures, and policies for work completed at the branch campus will be directly linked to those of the main campus of the receiving institution.

Oversight of instruction-The institutional statements of the seven UW receiving institutions delineate models for the oversight of instruction at the branch campuses. In the first model, the branch campus administrator is granted oversight responsibilities for instruction at the branch campus that is equivalent to a college dean at that institution. The second model designates the

department chairperson and department faculty members across both the main and branch campuses to have oversight responsibilities for instruction offered at the branch campus. In this latter model, faculty members hired at the branch campus will also have an appointment within the department at the receiving institution.

For all UW receiving institutions, faculty members are charged with oversight of the curriculum and assessment of student learning on the branch campuses as outlined in descriptions of governance committees. Faculty from the branch campus will serve on governance groups that have oversight for the development, evaluation, and approval of the curriculum, as well as program review. Policies and processes associated with these major areas of responsibility will be linked to those at the receiving university.

Planning and budgeting-The branch campus administrator will have authority over the planning and budgeting activities conducted at the branch campus. Planning and budgeting activities will be conducted by the branch campus administrator in order to develop priorities and set goals that align with the receiving institution's annual planning and budgeting processes. The branch campus administrator will have responsibilities and authorities granted by the receiving institution related to hiring, planning and budgeting at the branch campus. Historical and pro-forma budgets for branch and receiving institutions are available in an appendix.

For Phase 1 (year one; July 1, 2018 to July 1, 2019) of the restructuring, all branch campus planning and budgeting will be the responsibility of the branch administrator who will report to the Chancellor or Provost at the receiving institution. During Phase 1, the branch campuses will continue to receive student support services from the local, regional and centralized student support service structure, including financial aid processing, which supported UW Colleges. In Phase 1, the UW Colleges centralized administrative services functions such as IT, HR, and procurement will also remain in place at UW System Administration.

During Phase 2 of the restructuring (July 1, 2019 to July 1, 2020), the regional and some centralized student and administrative services of the UW Colleges will be integrated into the branch campus and receiving institutions by their regional planning teams. During Phase 2, the receiving institutions will undertake operational planning to determine if they will keep the branch campus designation or move toward an additional location model. Changes to the branch campus designation will be a local institutional decision; any changes to the campus designation will be reported to the HLC at the time of the decision.

Information about degree and program requirements- For Phase 1 of the restructuring, the AY18 (2017-2018) catalog for the UW Colleges programs will remain in place for all instruction offered by former UW Colleges faculty members on the branch campuses. The UW Colleges catalog and programs will be joined with the receiving institution's catalog during the Phase 1 academic year (2018-2019). Upper level (300-400) coursework offered at the branch campuses will be subject to the regular catalog requirements of the receiving institution.

During Phase 1, faculty and staff from the branch campus and the receiving institution will collaborate to ensure integration of the two catalogs and curriculum as well as the accuracy of the information about degree programs and requirements. Established institutional and shared governance review processes for academic and other degree requirements will be used to involve faculty and staff and the Office of the Registrar in this integration.

The reimagined AAS reform of the UW Colleges' associate degrees was planned for implementation in AY19; this implementation was put on hold until after Phase 1 of the restructuring to allow time for review by the receiving institutions. If receiving institutions decide to proceed to implement and/or integrate the reimagined AAS in Phase 2 of restructuring, then appropriate institutional curriculum change processes will be used to revise degree and program requirements. This work will be part of a UW System-facilitated discussion about undergraduate general education curriculum, transfer, and mathematics pathways.

Faculty and staff qualifications-All UW institutions have policies for minimum faculty qualifications. Faculty hiring at the branch campus will be subject to both the institutional and UW System policies and procedures. Faculty must possess an academic credential a level higher than the level of instruction or meet tested experience criteria. If faculty have a master's degree outside of the discipline in which they are teaching, the faculty member must have at least 18 graduate credits in the teaching discipline. Hiring processes include a check of relevant academic credentials as a part of the credential review of hiring. If faculty do not meet this requirement, each institution has policies for tested experience. Local hiring policies and procedures will be those of the UW receiving institution. Additionally, faculty members will be reviewed by the academic departments where they will be affiliated or have a tenure home. All faculty members will be evaluated using department or college and institutional criteria in established review cycles. See http://www.uwc.edu/employees/senate/policies and http://www.uwc.edu/employees/admin/hr/policies-handbooks for UW Colleges Policies, Procedures and Handbooks and Senate Policies.

Monitor overall effectiveness/operations- Branch campus administrators will be responsible to the receiving institution's budget and planning oversight structures for annual review and assessment of branch campus operations. Student enrollment and financial integrity will be closely monitored to ensure that sufficient resources are allocated to branch campuses to ensure success. UW System measures will be developed collaboratively with the receiving institutions to monitor the successful implementation of and accountability for the restructuring.

Assessment of student learning-The UW Colleges currently has an institutional assessment system in place for student learning outcomes at the course and program levels; this assessment system will be maintained at the branch campus during Phase 1 of the restructuring. During Phase 1 of the restructuring, faculty will evaluate the student learning outcomes for courses offered at the branch campuses in order to align and/or consolidate with equivalent courses offered by the receiving institution. For these assessment activities, the

four-year institution will align relevant branch campus courses with learning outcomes found in the university assessment plan. In Phase 1, the degree program and course-level assessments policies, plans and processes in place at the branch campuses prior to restructuring will be integrated with those of the receiving institution using the assessment policies and practices of the receiving institution. See http://www.uwc.edu/employees/assessment for additional information regarding UW Colleges Assessment Program.

Curriculum-For Phase 1, the UW Colleges' AAS degree curriculum is already scheduled for fall 2018 and scheduling is being finalized for spring 2019 at the branch campuses. The AY18 (2017-2018) UW Colleges catalog's curriculum will remain in place for all instruction offered by former UW Colleges faculty members on the branch campuses. The curriculum is already approved and qualified faculty are in place to teach the curriculum. See http://www.uwc.edu/academics/majors-degrees/associate-degree for additional information regarding UW Colleges Associate of Arts & Sciences Degree.

Student support services-During Phase 1, the UW Colleges structure for student support services to be provided at the campus, regional and centralized levels will remain in place. Supplemental support will be provided as determined by each receiving institution. The UW Colleges student services provided for Phase 1 include advising, career counseling, financial aid, technology, library, registration, and academic learning support. The financial support for these shared services are documented in the budget information provided in the appendix. See http://www.uwc.edu/students for the UW Colleges Student Resources Center.

Criteria and Core Components

The following narrative related to the criteria and core components is a summary of how all of the four-year UW receiving institutions participating in the UW Colleges restructuring proposal meet the criteria and core components as restructured entities. The institutional statements outline specific aspects of the criteria to show who the institution will meet the criteria after restructuring. These areas include: mission, governance, short and long range planning, budget, past or current HLC areas for monitoring, curriculum and assessment. The System statements for each of these areas also highlights how as a system, the institutions meet the criteria.

The receiving institutions are UW-Eau Claire, UW-Green Bay, UW-Milwaukee, UW-Oshkosh, UW-Platteville, UW-Stevens Point, and UW-Whitewater. All of these receiving institutions are comprehensive four-year institutions with the exception of UW-Milwaukee, which is an R-1 institution. Collectively, the seven receiving institutions offer Associate, Bachelor, Master's and Doctoral degrees and serve more than 86,250 students across their service areas.

The branch campuses involved in the restructuring are a part of the University of Wisconsin Colleges. UW Colleges is a multi-campus institution that serves more than 12,000 students across the state. UW Colleges is made up of 14 two-year freshman/sophomore campuses (including UW Colleges Online) that offer an Associate of Arts and Sciences degree and prepare

students of all ages and backgrounds to transfer into baccalaureate and professional programs. Six of the UW Colleges branch campuses offer a Bachelor of Applied Arts and Sciences.

The Higher Learning Commission currently accredits UW Colleges and all of the receiving institutions associated with the UW System restructuring proposal.

Criteria 1: Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A. Core Component 1.A

The institution's mission is broadly understood within the institution and guides its operations.

Within the UW System, each UW institution articulates a mission statement that guides its operations and aligns with the UW System mission. Each UW institution shares in the mission of the UW System:

> *The mission of this System is to develop human resources; to discover and disseminate knowledge; to extend knowledge and its application beyond the boundaries of its campuses; and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities, scientific, professional, and technological expertise, and a sense of value and purpose. Inherent in this mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the System is the search for truth. (RPD1-1)*

The development of an institution's mission statement consists of several steps that include gathering input from internal and external stakeholders. For the purposes of the UW System restructuring proposal, each receiving institution reviewed their current mission statement to ensure that access, the associate degree, and community engagement from the UW Colleges' mission aligned with their current mission statement. While all institutions found their missions were sufficiently aligned to join with their regional branch campus(es), several intended to pursue minor modifications to better reflect their new multi-campus structure.

The receiving intuitions that intend to update their mission statements as a result of restructuring will engage governance and other stakeholders to accomplish this work. More detail is provided in the institution statements in Part C item 1 for any institution that is planning to change their mission. See the institutional statements for modifications that are proposed to a few of the mission statements. Each UW institution's governance groups and administration, as well as the UW System Board of Regents, approves a revised mission statement and any changes associated with an institutional mission. Each UW institution's mission guides the strategic plan as well as operational planning, budget, assessments, and

program approval and review at the institution. A copy of each institution's mission statement is found in the appendix.

1.B. Core Component 1.B

The mission is articulated publicly.

Each UW institution's mission statement is publicly available on the university's website. Each UW institution's mission statement is published in online academic bulletins, as well as annual reports. Each UW institution's strategic plan includes the mission statement and is publicly available on university websites and in brochures, and on the UW System website. Each UW institution's mission statement and planning documents address the academic degree levels, types of programs, service to the community, intended student composition, research and scholarship, service area and purpose statements.

Each UW institution's administrators and publications provide their institutional mission and strategic plan updates in formal presentations to internal and external university constituents. Each UW institution also publishes articles in print and online formats that features articles or other documentation regarding how students, faculty and staff live the mission in programs of study, student activities, research, community engagement and learning experiences.

Each UW institution's alignment with the mission statement is also documented in academic program reviews. Program approval documents such as notices of intent and program authorization documents also contain narratives about alignment with the mission. Faculty members collect assessment data for academic programs and general education focusing on the program level and essential learning outcomes derived from the mission.

1.C. Core Component 1.C.

The institution understands the relationship between its mission and the diversity of society.

Each UW institution's mission statement promotes the role of the university to prepare 21st century learners to live in a multicultural society as evidenced by the wide-array of learning outcomes, programs and initiatives that support this effort. Each UW institution has multifaceted commitments to diversity, inclusion, and equity. Each UW institution demonstrates their role in a multicultural society in a variety of ways: strategic planning, mission related components, diversity reflected in learning outcomes, hiring practices, curricular offerings, councils dedicated to diversity, awards and programs.

All UW institutions have various structures in place to support diversity and to promote inclusive excellence throughout the institution and the communities where they are located. Student organizations at all of the institutions involved in the restructuring serve diverse constituencies. Each UW institution promotes community engagement as a part of their commitment to diversity. Many of the UW institutions have offices that focus on equity and diversity whose missions are to empower students, faculty, and staff through services and programs focusing on diverse, equitable and inclusive solutions to issues.

All UW institutions have multicultural education centers that are gathering places for the institution and the community to promote diversity and understanding. UW institutions enroll first generation and multicultural students in bridge programs to provide a sound transition into higher education. General education requirements often include courses on intercultural knowledge and diversity. The UW System has a race and ethnicity requirement for all undergraduate students. As System institutions promote global learning and study abroad students, faculty, and staff develop broader perspectives and skills to investigate a wide range of world views, beliefs, practices and values.

Over the last twelve years, UW institutions have participated in a number of institution, statewide, and national dialogues about inclusive excellence and student success. Three of the four-year institutions involved in the restructuring (UW-Eau Claire, UW-Oshkosh and UW-Milwaukee) participated in the AAC&U Give Students a Compass initiative. As a result, these institutions have shared innovative strategies to integrate culturally relevant pedagogies and to decrease the number of students who receive grades of D, F or W (withdraw) in their gateway courses in the hopes of increasing retention.

At each UW institution, programming through student affairs divisions allows students to come together to engage in dialogue, challenge barriers and build collaborative relationships by creating a community environment that recognizes differences, respects uniqueness and facilitates interaction, learning, and appreciation. Several student organizations focus on diverse student populations to provide support and to build understanding across the universities' communities. Career services programs connects students of diversity with diverse employers. This provides the building of multicultural communication skills and provides feedback from professionals during networking events.

1.D. Core Component 1.D.

The institution's mission demonstrates commitment to the public good.

The Board of Regents establishes policies for the UW System and campuses related to administration, budget and fiscal matters, academic programs, and university personnel and operations. The System mission states: "*inherent in this broad mission are methods of instruction, research, extended training and public service designed to educate people and improve the human condition.*" The Wisconsin Idea is a philosophy embraced by the UW System that holds that university research should be applied to solve problems and improve health, quality of life, the environment, and agriculture for all citizens of the state. The UW System is not a part of any private for profit or non-profit entity. The UW System's financial statements and the Legislative Audit Bureau reports show that the University uses its resources for instruction, educational, and community-related activities.

Across all UW institutions programs, services, scholarship activities and engagement with the community are committed to the public good; this commitment is reflected in all institutional mission statements. This public good is accomplished through 1) institution resources and research that drive economic development in the region and state, 2) mutually-beneficial

relationships between the universities and their community partners and industry, 3) academic programming that anticipates changing skill sets needed in the region and state and 4) a talent pool that is responsive to industry needs. At each UW institution, members of the faculty and administration serve on local, regional, and national boards as a form of public and professional service to the greater community. Additionally, each institution provides an array of programs that encourage students to reach out to local agencies and non-profit organizations through volunteerism, cultural and fundraising events.

Each UW institution sponsors both credit and non-credit courses, seminars, and workshops in partnership with UW-Extension to fulfill the workforce and professional needs of the community in their service area. UW institutions also collaborate with each other across the UW System to offer programs in high demand areas to meet regional needs; examples include the collaborative degree programs in healthcare fields, engineering and sustainability.

Summary Statement Criterion 1:

Each institution has described the process used to align their mission statement to that of the Colleges. Any possible mission changes are documented in the institution statements, Part C, item one. For each UW institution, the mission statement guides the planning, operations, and budget processes of the university. As evidenced in their mission statements and strategic plan documents, each UW institution is mindful and seeks to contribute to the public good. UW institutions demonstrate a commitment to diversity, research, applied learning, economic development, community engagement and service to the local and global community. UW institutions recognize their responsibility as public universities through service, research, and outreach activities. Serving the public good is a central aspect of each UW institutional mission, and this service is carried out through outreach, research, athletic and cultural programming, and partnerships with business and industry.

Criteria 2: Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

2.A. Core Component 2.A.

The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.

Conflict of Interest

Each of the four-year institutions involved in the restructuring will be governed by all policies established by the State of Wisconsin, the UW System Board of Regents, and the UW System Administration that prescribe ethical conduct for the administration, faculty, staff, and students. Each UW institution's Chancellor is accountable to comply with regulations and reports to the UW System President and the Board of Regents for the overall administration of the institution. Established policies and procedures guide the ethical behavior of all UW

administrators, faculty, staff, and students to ensure transparency, respect, integrity, and responsibility in decision-making and in performance of their duties.

Chapter UWS 8.03 of the Wisconsin Administrative Code covers Standards of Conduct for all unclassified employees. See Appendix H for Wis. Admin UWS Ch. 8.

The UW System Board of Regents requires all UW System unclassified staff (faculty, academic staff, and limited appointees) with half-time appointments or more to report annually on outside activities and interests related to their areas of professional responsibility and for which they receive remuneration. See Appendix H for RPD 20-7: Outside Activity Reporting.

Research project participants also submit a Financial Conflict of Interest statement. Federal Research requires disclosure of all significant financial interests that relate to an investigator's institutional responsibilities. See https://grants.nih.gov/grants/policy/coi/index.htm for National Institutes of Health (NIH) Financial Conflict of Interest revised regulations.

Chapter UWS 7 governs dismissal of faculty for ethical and other types of misconduct. University personnel developed an Unclassified Staff Code of Ethics, and each college has bylaws that outline ethical principles. See Appendix H for Chapter UWS 7 of the Wisconsin Administrative Code.

As a public university and a state agency, all UW institutions must adhere to all financial laws and regulations set forth by the State of Wisconsin and the UW System. The laws governing the establishment and financial support of the UW System are codified in Section 8, Article X of the Wisconsin Constitution that summarizes the financial autonomy of the UW System within the confines of the law. See Appendix H for Article X.

Financial Services publishes explicit policies related to all aspects of purchasing that comply with Chapter 20, Wis. Stats. Appropriations and Budget Management. The UW System also maintains published policies regarding contracts on the UW System Office of Procurement website, and all contracts are public information. UW institutions issue purchasing cards to departments to make low dollar purchases for official agency business needs. Each UW institution has published a cash handling policy to ensure consistent adoption of best practices. See Appendix H for Chapter 20 Wis. Stats.

Academic Integrity

Each of the institutions involved in the restructuring have described how they will maintain academic integrity in the institution statements. At UW institutions, the Provost Offices are responsible for the oversight of academic policies and procedures related to students and enrollment; these policies and procedures are detailed in each institution's respective academic bulletins for undergraduate and graduate levels.

Each of the institutions involved in the restructuring describe how faculty governance will take place as a result of the addition of a branch campus. Further, the oversight of the curriculum and assessment at the branch campus is also described. See institutional statements for more

specific information. Faculty governance committees review all academic policies and curricular changes. These bodies meet regularly throughout the academic year to discuss proposed policies and changes to curriculum and forward recommendations to the appropriate governance body for approval. Enforcement of academic policies is managed primarily by the faculty and academic staff in conjunction with the Registrar's Office, which monitors enrollment, grades, degree audits, graduation audits, and academic student standing in accordance with the policies published in the respective academic bulletins.

Effective as of fiscal year 2015, the UW System Board of Regents approved an internal audit function across all UW institutions through the UW System Office of Internal Audit to enhance the independence of the internal audit function. In this new structure, the institutional auditor will be located at the institution, but report directly to UW System Administration. See https://www.wisconsin.edu/offices/office-of-internal-audit to review the Office of Internal Audit.

Both the UW System's Office of Internal Audit and the State of Wisconsin Legislative Audit Bureau, in accordance with government auditing standards and Generally Accepted Accounting Principles policy, continuously subject financial functions at all UW institutions to reporting, approvals and audits conducted by the pre-audit function at the institutional financial services office. See http://legis.wisconsin.gov/lab/media/2616/17-6full.pdf to review the LAB UW System audit report for Fiscal Year 2015-16.

Personnel

All of the personnel at the branch campuses and the four-year institutions will be guided by these policies. At UW institutions the offices of the Provost are primarily responsible for campus policy regarding ethical behavior of employees, as outlined in State and System Policy and the institution's Faculty and Staff Handbook. The Open Meetings Law (Sec. 19.81,Wis. Stats.) and the Wisconsin Public Records Law (Sec. 19.31Wis. Stats.) guide the transparency of decision making. At the campus level, shared governance guarantees transparency of decision making and the right of all constituents to have a voice in the administration and leadership of the University as stated official faculty documents, such as a Faculty Constitution.

At the System level, the Board of Regents has created a Code of Ethics to guide UW System employees to *"avoid activities which cause, or tend to cause, conflicts between their personal interests and their public responsibilities, and to improve standards of public service."* Further UW System policy includes Chapter 8 of the Wisconsin Administrative Code, the Unclassified Staff Code of Ethics. Drawing from the UW System Code of Ethics, each institution's faculty and academic staff handbook provides policies that guide the ethical behavior and decision-making of faculty and staff. See Appendix H for Wis. Admin. Code. Ch. UWS 8and RPD 20-22, Code of Ethics.

Finally, in accordance with UW System policy, each UW institution also requires an institutional ethics committee whose function is to provide to any member of the unclassified staff

consultation and advice on the application of Wis. Admin. Code. Ch. UWS 8 and campus policies on code of ethics.

All UW institutions have in place a number of procedures to process general grievances and complaints as outlined in the appropriate employee handbooks at the institutional level. Complaints and allegations regarding discriminatory or harassing behavior are handled for all employees as described in the assumed practices section of this narrative.

The Offices of Human Resources at the institutions have the following main responsibilities to the campuses: 1) to ensure compliance with state and federal laws, UW System policies and institutions' local policies; 2) to provide problem-solving consultation to administrators and employees; and 3) recruitment. The Office of Human Resources provides units with information on the search and screen policies and procedures, worker's compensation, Family Medical Leave Act (FMLA), vacation, sick leave, benefits information, and other personnel policies and rules associated with employment at the institution. The office also conducts exit interviews for employees.

University Personnel System

Since 2012, the State of Wisconsin, through §36.115 Wis. Stats., has authorized and directed the UW System to develop two distinct new personnel systems, one for UW-Madison and one for all other UW System employees. These provide an opportunity for the UW System to develop overarching frameworks for policies that will align unclassified (faculty and academic staff) and university staff together under one governing system. See Appendix H for Chapter 36 Wis. Stats.

The new University Personnel System (UPS) maintains commitment to and the integrity of the UW System's ongoing goal of a diverse and highly qualified workforce.

Academic Staff and Faculty Policies

Each UW institution's Faculty and Academic Staff Handbook outlines statutory references, governing constitution, bylaws, and rules. The handbooks detail the criteria associated with academic staff and faculty employment including responsibility, recruitment, appointments, renewal and tenure, appeals, promotion, workload, and reviews. Each spring, faculty and staff are notified of the obligation to report outside activities and reminded of their responsibilities as University employees.

Employee Training

Each UW institution has an Office of Equity and Affirmative Action or the equivalent to offer programming for the university community about affirmative action and equal employment laws, discrimination, harassment, cultural diversity, gender issues and the process for hiring employees. The policies, practices, and procedures of the universities, as implemented at all levels, ensure the active and positive implementation of federal and state Equal Employment

Opportunity and Affirmative Action laws, executive orders, rules and regulations, and policies and guidelines of the UW System.

2.B. Core Component 2. B.

The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.

Accountability and Control

Since 2015, the UW System Office of Policy Analysis and Research has provided a system wide dashboard to publicly share information on several key performance indicators for each UW institution focusing on access, program and completion, cost and efficiencies, undergraduate experiences, faculty and staff, and economic development. The dashboard is available to the public via a web portal. Some of the UW institutions use the Student Achievement Measure or SAM to report about retention and graduation rates, where others use the Voluntary System of Accountability. Participation in these two national reporting endeavors provides the public with access to important information about the university that is transparent and accessible. See https://www.wisconsin.edu/accountability to view the Accountability Dashboard.

Each UW institution publishes campus reports on crime as a part of its transparency to inform the public about campus incidents in compliance with the Clery Act. Typically, each university provides a broad array of facts and information ranging from accreditation, strategic planning, fast facts, history, student outcomes and information about costs and programs.

At each UW institution, a dedicated student consumer information web page provides prospective students and their parents with relevant information about the campus and student success rates and outcomes. Each year, UW institutions publish information about enrollment, retention, graduation, a common data set, and learning outcome data typically on their institutional research websites. The UW institutions' common data set contains general information, enrollment and persistence, first-time first-year freshman admission, transfer admission, academic offerings and policies, student life, annual expenses, financial aid, instructional faculty and class size, and degrees conferred.

Each UW institution's strategic plans also provide significant information about the future direction of the institution and its strategic priorities for the next five years. The elements of the plan reference the community and region, as well as institutional initiatives, priorities and programs.

Programs and Requirements

For each UW institution, information related to programs, policies, and requirements are found in the online Undergraduate and Graduate Academic Bulletins that contain the most current information about programs, degree requirements, course descriptions, academic policies, and requirements. The Registrar and department chairpersons review bulletins information prior to

its publication. Changes to programs, policies, and requirements are updated only after curriculum and policy changes have been approved through shared governance processes. Information about academic programs is found on program specific web pages.

At each UW institution, information for transfer students is provided through both online and printed materials. Transfer students may use the UW System Transfer Information System (TIS) Transfer Wizard to find out about transfer requirements and course transfers according to the UW System Transfer Policy. Transfer guides are also available for students who transfer among UW institutions and are easily available on the transfer student website. See Appendix H for UW System Administrative Policy 135: Undergraduate Transfer Policy.

All UW institutional articulation agreements with the Wisconsin Technical College System are available on the institutions' transfer website so that prospective students can see how their credits and programs earned at other institutions will articulate with programs at another institution. See https://www.wisconsin.edu/transfer/agreements-campus to review the articulation agreements between WTCS & UW by campus.

General Information about the University

The University website contains information for future students, parents, current students, faculty and staff, and community visitors.

Costs to Students

For each UW institution, the Admissions Office website provides easily accessible information for prospective and current students and their parents. Information includes admission, financial aid, financial services, scholarships, application, net price cost calculators, status checks, and orientation details. In addition, information for transfer students enrolled in on online programs, international admissions, pre-college programs, general education, career programs and campus visits is also available on each institutional admissions webpage. Student tuition and fees, as well as financial aid, are available to the public on each institutional website.

Accreditation Relationships

All UW institutions maintain public websites detailing their Higher Learning Commission reaffirmation of accreditation process as well as the status of additional accreditations held by professional programs at that institution.

2.C. Core Component 2. C.

The governing board of the institutions is sufficiently autonomous to make decisions in the best interest of the institutions and to assure its integrity.

All of the institutions involved in the restructuring are under the control of the Board of Regents, which governs UW institutions. The UW System Board of Regents is an 18-member body that includes the state superintendent of public instruction, the president or designee of

the Wisconsin Technical College System Board, 14 citizens, and two students of UW institutions. The Board has as its charge *"to plan for the future needs of the state for university education"* and to do so *"with the widest degree of institutional autonomy."* According to Chapter 36.09(1), Wis. Stats., the Board has primary responsibility for governance of the University of Wisconsin System. As a state entity, the Board meetings are subject to the Wisconsin Open Records and Open Meeting laws. (Sec. 19.85, Wis. Stats.).

Board meetings and actions are governed by the Regent Bylaws. The Regents set the agendas through collaboration with the UW System offices and Chancellors. Agendas and Minutes are sent to all campuses and made available to the public on the Board website. Both internal and external constituencies are able to review board proceedings through the simultaneous broadcast of Regent proceedings. All Regent meeting materials are available before and after the meetings through publication on the Regent website pages at https://www.wisconsin.edu/regents/meetings/.

The structure of the Board provides a means to have appropriate focus and overview of specific administrative and operational oversight. To conduct its business, the Board organizes itself into eight standing committees: education, business and finance, capital planning and budgets, audit, executive, personnel matters, collective bargaining, and research, economic development and innovation.

Comprehensive explanation of the Board's responsibilities and powers are defined in Wisconsin Statutes (Sec. 36.09-Sec. 36.11). To ensure the effective execution of its chief responsibilities, the Board considers, develops, and releases periodic strategic plans that reflect its goals.

In 2016, the Board approved its most current strategic framework known as "2020*FWD:* Moving Wisconsin and the World Forward." The goals of this framework are to *"inspire, connect, and convene with the people, businesses, and communities of the State of Wisconsin."* Through this vision, the Board seeks to reinvigorate our economy and enhance the quality of life for all of our citizens. The major strategic priorities of the UW System plan are to focus on the educational profile, university experience, business and community mobilization, and operational excellence.

To ensure that its decisions continue to advance the Strategic Framework, the Board relies on the UW System's Office of Policy Analysis and Research to monitor progress on System strategic goals and publish annual accountability reports through the UW System Accountability Dashboard. Each institution is able to reference and monitor its progress on UW System metrics, which serves as a valuable tool for institutional strategic planning.

As public officials, the members of the Board are beholden to a code of ethics codified in Wisconsin Statutes. This code was created to help state employees and officials avoid conflicts of interests. Within statutory language responsible for governing the UW System is a provision to prohibit Regents and others employed by the system from acting as agents for others that would present conflicts of interest. Additionally, the Regents follow an Ethical Code of Conduct

and have documented Expectations of the Board of Regents policies in place to restrict the possibility of personal interests from influencing their duties.

While the President of the UW System is responsible for bringing most issues before the Board, the Regents' bylaws allow for direct petitioning to the Board, ensuring undue influence of the System President. The bylaws also provide for a separate trust officer to ensure that all monies entrusted to the Regents are used properly.

2.D. Core Component 2. D

The institution is committed to freedom of expression and the pursuit of truth in teach and learning.

Within the statutory responsibilities of the Board is the directive that the Board promotes the *"widest degree of institutional autonomy within the controlling limits of system wide policies and priorities established by the board."*

In addition to the delegation of Regents' powers, the statutes also describe specific responsibilities of various classes of university employees. These duties allow for governance and day-to-day management of the System Administration or campuses and the responsibilities of the System President, Chief Executive of the System, and Chancellors.

The day-to-day management of each UW institution rests with the administration and the faculty in a shared governance framework that also includes the senate of the academic staff and the university staff senate. Institutional autonomy is more specifically authorized in the same chapter of the Wisconsin Statutes where the Board is permitted to delegate powers to "Chancellors, committees of the board, administrative officers, members of the faculty and students or such other groups." (§36.09 (3)(a), Wis. Stats.) This statute provides faculty the ability to organize themselves for the purposes of institutional shared governance. This statute demonstrates further institutional autonomy. See Appendix H for Chapter 36 Wis. Stats.

The UW institutions have a strong commitment to freedom of expression following the System mission "to develop human resources; to discover and disseminate knowledge; to extend knowledge and its application beyond the boundaries of its campuses." The Regents recently reaffirmed the Board's commitment to academic freedom stating, *"Academic freedom includes the freedom to explore all avenues of scholarship, research and creative expression, and to reach conclusions according to one's own scholarly discernment. Freedom of expression includes the right to discuss and present scholarly opinions and conclusions on all matters both in and outside the classroom. These freedoms include the right to speak and write as a member of the university community or as a private citizen without institutional discipline or restraint, on scholarly matters or on matters of public concern."*

The UW System is committed to these principles and provides all members of the university community the broadest possible latitude to explore ideas and to speak, write, listen, challenge, and learn (Regent Policy Document on Commitment to Academic Freedom and

Expression 4-21). UW System Academic policies and procedures guide freedom of expression and the pursuit of truth as related to students and faculty across all UW institutions.

Regent Policy Document 14-6 guides all members of the university communities on Discrimination, Harassment, and Retaliation and states that "*The Board is also committed to the protection of individual rights under the First Amendment (and related principles of academic freedom) and in preserving the widest possible dialogue within its educational environment.*" See Appendix H for RPD 14-6.

At UW institutions, a Dean of Students office or equivalent typically monitors the policies related to the academic integrity of students and academic misconduct. Each institution's policy upholds Wis. Admin. Code. Ch. UWS 14 related to student academic discipline this provides a clear pathway of due process for students and faculty members to follow. All of these documents are readily accessible for faculty, staff, administrators, students, and all others via each institutional web site. See Appendix H for Wis. Admin. Code. Ch. 14.

2.E. Core Component

The institution's policies and procedures call for responsible acquisition discovery and application of knowledge by its faculty, students, and staff.

Conflicts of Interest in Research

The Board requires all UW System unclassified staff (faculty, academic staff and limited appointees) with half-time appointments or more to report annually on outside activities and interests related to their areas of professional responsibility and for which they receive remuneration. In addition, it is the individual responsibility of each employee working on sponsored programs to disclose outside financial interests.

Responsible Conduct of Research

All UW institutions recognize their institutional activities must be congruent with the institution's mission and be conducted with integrity and sensitivity. A wide range of policies, procedures, and supports has been enacted to guide students in the ethical behavior and use of information resources. These rules and procedures are periodically reviewed and revised, if necessary, to ensure that they remain pertinent and effective.

Each UW institution publishes policies and procedures that ensure faculty members and students uphold academic integrity. Shared governance documents contain grievance procedures and policies for conflict resolution for faculty, staff, and students to ensure the orderly redress for alleged misconduct. Each procedure is guided by a commitment to due process, including a right to appeal.

Student Academic Misconduct

The UW System rules pertaining to student academic disciplinary procedures are found in Wis. Admin. Code. Ch. UWS 14. Each UW institutional website provides information for students on

the definition of and how to avoid academic misconduct, explains the academic misconduct process, and provides a link to the University of Wisconsin System Academic Disciplinary Procedures, Chapter UWS 14 as previously noted.

Student Non-Academic Misconduct

Students and student organizations are expected to adhere to established standards of conduct as elaborated in UW System Policy Wisconsin Administrative Code (UWS Chs.17 and UWS Chapter 18), and by each institutional Dean of Students Office (or equivalent), as well as to city, county, state, and national laws. Information about the rights of the complainant and the respondent in a non-academic conduct dispute are available on each UW institutional website. See Appendix H for Wis. Admin. Code. Chs. 17 & 18.

Summary Statement Criterion 2: Each UW institution takes seriously its obligation to maintain the highest ethical standards of scholarly and academic honesty and integrity through policies for students and faculty conduct. The UW System has policies in place to guide student behavior, including academic and non-academic misconduct. Policies related to codes of ethics are in place to ensure proper conduct. The UW System and each UW institution have robust policies and administrative structures in place to ensure ethical treatment of humans and animals in the conduct of research, as well as policies concerning misconduct in scientific research and financial conflict of interest in federal research.

Criteria 3: Teaching and Learning: Quality, Resources, and Support

The institution has high quality education, wherever, and however its offerings are delivered.

3A. Core Component 3.A

The institution's degree programs are appropriate to higher education.

Any curricular changes and additions that will take place as a result of restructuring will be guided by the Regent and UW System policies. As a System, any new programs will be reviewed for their appropriateness by both the Regents and each of the institutions through the Notice of Intent and the Authorization processes.

Degree Quality for Proposed New Programs (Undergraduate and Graduate)

All UW institutions follow UW System and Board of Regent policies reflected in UW System Policy 102 to propose new programs. When designing a new program, UW institutions submit a Notice of Intent to other UW institutions and the UW System Administration Office of Academic and Student Affairs. The Notice of Intent includes evidence of appropriate academic quality for the proposed new degree. If approved to proceed after the system-wide review, UWSA issues an approval to plan for the in-depth planning of the proposed program. The institution then prepares an Authorization document that documents academic standards, learning outcomes, market analysis, alignment to mission and strategic goals. Proposals undergo rigorous review

processes at each institution. See Appendix H for UW System Administrative Policy 102. Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting.

Maintaining Quality of Degree for existing degree programs (undergraduate and graduate)

The Board of Regents regularly reviews the UW institutions' program arrays. At each UW institution, faculty review all academic programs at the graduate and undergraduate levels on specified intervals to ensure that all programs are current and meet the established standards and expectations of the university. During the institutional program review process, faculty members engage in a self-study process focusing on current trends and market needs, and interact with advisory committees and external consultants to review the currency of the curriculum for each program and degree type. Student performance and graduate follow up are important components of the program reviews. Where appropriate, programs undergo specialized accreditation processes that also provide for feedback about program currency, rigor, and student performance.

Each UW institution establishes graduation and major standards to ensure that students are achieving appropriate levels of performance for their respective degree programs. Minimum degree requirements and University Grade Point Average (G.P.A.) standards are defined in the academic bulletin for both graduate and undergraduate levels. Many programs have state or national licensure exams that students must take at the end of their professional programs. These measures provide other indicators of expected student performance.

At all UW institutions, measurable and observable student learning and program outcomes are essential components of any course, major, minor or certificate program whether delivered face-to-face or via distance education. Faculty members with terminal degrees in the field develop and promote program and student learning outcomes appropriate to their respective disciplines. The Graduate faculty and graduate committees review graduate student learning outcomes and distinguishes them from undergraduate outcomes. Regardless of delivery method, location, or other modalities, faculty members approve all curricular actions using the same criteria to provide consistency in course, program and student learning outcomes.

Each UW institution has a Credit for Prior Learning Policy (CPL) to review student work related to program and learning outcomes. Policies are based on the UW System CPL policy. The universities have processes focused on assisting students who have career experience (and veterans who have service experience) to transform that experience into college credit by aligning those experiences with learning outcomes at the course or program levels. See Appendix H for UW System Administrative Policy 135: UW System Undergraduate Transfer Policy.

At UW institutions, dual-enrollment programs offer high school students an opportunity to earn college credit while being enrolled in high school. Faculty members at each institution ensure that the courses offered to high school students are consistent in quality and assessment with

university courses by evaluating syllabi and learning outcomes found in the high school syllabus to ensure that learning outcomes and reflect departmental standards.

Similarly, many UW institutions offer off-site courses at additional locations. Course and program reviews for curriculum taught at off-site locations are reviewed and approved using the same processes as those of the main campus.

3.B. Core Component 3.B

The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.

Over the last several years, many UW institutions have invested time and resources to reframe their general education programs, assessment practices, and faculty development programs. The UW System adopted shared learning outcomes, which are based on the framework articulated in AAC&U Liberal Education and America's Promise. The UW System Shared Learning Outcomes strive to make excellence inclusive, to connect knowledge with choices and action and to foster civic, intercultural and ethical learning. This learning outcome framework fits well with the mission of a comprehensive university and the branch colleges. See https://www.wisconsin.edu/liberal-education for additional information regarding the UW System's Liberal Education Initiative.

UW System learning goals provide opportunities to students to engage in "collecting, analyzing, and communicating information and in mastering modes of inquiry or creative work, and are developing skills adaptable to changing environments." The learning outcomes for the "Skills, Both Intellectual and Practical" support the development of these skills. Learning outcomes related to these concepts are integrated among the system undergraduate courses.

- Identification and objective evaluation of theories and assumptions
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Technology and information literacy

Students engage in classroom practices focusing on these skills across the curriculum, in the context of progressively more challenging problems, projects and standards for performance

After the restructuring, we anticipate taking a full year to engage faculty at each institution and across the system in discussions about general education and possible revisions to the associate level degree. The current UW System learning goals and high impact practices will be among the topics of discussion by the faculty through such activities as workshops, curriculum redesign conferences, and presentations.

At UW institutions, most majors now require students to complete a capstone experience in their majors focused on the integration, synthesis, and application of learning. This culminating

learning outcome also involves using information skills at a high level. Program learning outcomes and course requirements provide a range of experiences for collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work; and in developing skills adaptable to changing environments.

3.C. Core Component 3.C.

The institution has the faculty and staff needed for effective, high-quality programs and student services.

Each of the UW receiving institutions involved in the restructuring proposal have adequate faculty members to deliver the curriculum and to provide oversight for the curriculum and student learning. See https://www.wisconsin.edu/accountability/faculty-and-staff to view the Faculty & Staff accountability dashboard.

At UW institutions, faculty searches incorporate faculty participation throughout the hiring process. During the hiring process, faculty participate in the design of the position descriptions for new faculty members. Faculty members serving on search committees review candidate credentials and are involved in the interview process.

All UW institutions have in place several faculty governance committees for the review of curriculum and assessment results to ensure high quality programs. Each of these functions represents the long-standing participation of faculty in curriculum and assessment oversight. The appropriate faculty governance boy appoints faculty members to serve on these governance committees. As outlined in each institution's Faculty Handbook (or equivalent), the curriculum is reviewed at the program, college, dean, and university levels.

At UW institutions, faculty members are directly engaged in the assessment of student learning through participation on university assessment committees at the departmental or program level. At the program level, faculty members are responsible for directly assessing students for their achievement of program learning outcomes. Each academic program is required to have an assessment plan that is created, supported, and reviewed by the faculty. Faculty members administer the assessments and are engaged in the analysis and interpretation of results. After the assessment of student learning, faculty members create program changes to best support student learning.

Evaluation processes for UW System faculty and staff are derived from the Wisconsin Administrative Code and UW System University Personnel System Operational Policy HR-5: Performance Management (see Appendix H). These policies provide the framework for continued improvement in the work performance of UW System employees. Wis. Admin. Code §UWS 3.05, Wisconsin Administrative Code, "Periodic Review" guides all UW System campus procedures for non-tenured and tenured faculty. In addition, RPD 20-23, "Faculty Tenure," RPD 20-9, "Guidelines for Tenured Faculty Review and Development," related campus policies.

3.D. Core Component 3.D.

The institution provides support for student learning and effective teaching.

One of the important benefits of the restructuring will be the expansion of faculty development opportunities for all faculty and staff members as the centers for teaching and learning across the System provide specialized programs for faculty at the branch campus and the four-year institutions.

All UW institutions provide a wide range of faculty development programs and opportunities for full-time and part-time faculty members and instructional academic staff members. These opportunities encourage faculty and staff to engage in innovative and exploratory scholarship of teaching as well as to improve and expand their pedagogical strategies. Faculty development programs also include programs to support a broad range of research, teaching and other professional development activities for ranked faculty such as attendance at conferences or workshops, staff exchange or internships for an extended period off-campus, sabbaticals, Faculty College, Scholarship of Teaching and Learning, grant opportunities, WiSys grants, and Regents Scholar Grants.

Across all UW institutions, faculty development related to teaching and learning is concentrated in the centers for teaching and learning. These centers programs seek to be transformative and highly effective teaching among instructors to increase student success among all students. Teaching centers collaborate with units and departments across campus to deliver programming that reflects the priorities of the campus community.

We are in the early stages of planning activities to promote the integration of the two sets of faculty joined by a common vision for student success, community engagement, and innovative curriculum. The role of the teaching and learning centers will be central to this work. For example, through a grant received from the Lumina Foundation and NASH, we will focus on high impact practices across the curriculum. In other work, workshops dedicated to seamless transfer, general education, math pathways, and assessment will unite faculty from across the branch and four-year institutions.

The UW System Office of Professional and Instructional Development (OPID) also supports faculty development at the UW institutions. Each year, the UW institutions send faculty members to OPID's Faculty College. This three-day college provides intensive workshops focused on incorporating pedagogical best practices into the college classroom.

In addition, each year OPID sponsors the Wisconsin Teaching Fellows and Scholars Program. This program consists of a weeklong summer institute focused on introducing newer faculty to Scholarship of Teaching and Learning (SOTL) research and assisting faculty knowledgeable about SOTL research to construct an advanced research project. Through this effort, OPID assists all UW institutions in training faculty in SOTL research and assisting them in completing and publishing that research. See https://www.wisconsin.edu/opid for additional information regarding OPID.

Training

At UW institutions, all student service departments provide initial and ongoing training to new staff members. Training topics include university and departmental policies and procedures, software programs, inclusive excellence, specific job-related tasks and orientation to university departments and programs.

Supported

At UW institutions, each student support department has an independent budget and provides for salaries, benefits, supplies and expenses. Staff members may attend professional development conferences supported by program budgets or administrative offices budgets. Some student services programs and staff positions may be supported by differential tuition. All staff members are eligible to attend staff development programs that are offered in relation to teaching, learning, technology and diversity training through their Center for Excellence in Teaching and Learning.

New students enrolling in UW institutions are required to take the UW System Placement Test for English and Math before the start of the semester they begin their programs. RPD 4-8, the Remedial Education Policy, new freshman who are admitted to institutions of the UW System whose scores on English or mathematics placement or proficiency tests indicate a low probability for success in college level courses shall be required to complete successfully the necessary remedial courses prior to completion of 30 credits. The institutions have organized a wide network of student support services to achieve its student success goals as seen in the academic program plans and the strategic plans of the institutions involved in the restructuring. Each of these support services evaluates the effectiveness of its services and continues to reevaluate the need and types of services necessary for entering student populations. Each program shares data in annual reports discussed with administration and the Differential Tuition Committee.

UW institutions provide students and instructors the resources necessary to support effective teaching and learning. Libraries are also critical to support effective teaching and learning including digital resources to support all academic disciplines both on-campus, online, and at branch campuses. UW institution libraries participate in UW Request, a shared borrowing agreement between all 26 University of Wisconsin libraries that allows users borrowing access to a historically unprecedented volume of material.

Lastly, libraries provide information literacy instruction to a range of students from first-year through the doctoral-level. These classes encourage students to use critical thinking skills to identify, locate, analyze and effectively use information and research. The library also provides one-on-one research support to students and faculty in addition to providing both individual and group study space. The library has increased its emphasis on information literacy and research instruction, both for on-campus and off-campus constituents.

3.E. Core Component 3.E

The institution fulfills the claims it makes for an enriched educational environment.

UW institutions offer a broad range of co-curricular programs guided by each institution's mission, academic programs, essential learning outcomes and program learning outcomes. Co-curricular programs are supportive of the academic missions of each institution. Many programs provide their students with co-curricular offerings related to future careers in order to establish a foundational understanding of careers in specific fields, to promote engagement with professionals, and to provide students with opportunities with which to apply knowledge and skills. Across the UW System, each institution's performance on key performance indicators is publicly reported through the publication of the UW System Accountability Dashboard. Metrics published in the dashboard focus on economic development, research expenditures, graduation rates, graduate placement, financial management, progress and completion rates, administrative management, cost and efficiency, faculty and staff, and access. UW institutions use these data for goal setting with the strategic plan and for benchmarking purposes. See https://www.wisconsin.edu/accountability to view the UW System Accountability Dashboard.

Strategic plan updates feature each institution's progress on performance indicators that focus on the mission and student success. Specifically, UW institutions are monitoring the number of students who graduate in four years and six years and the progression of underrepresented students. Research expenditures related to economic development are included in this report, as are the number of graduates residing in Wisconsin.

Summary Statement Criterion 3:

At UW institutions, the general education curriculum is built upon a framework of essential learning outcomes and courses that afford students opportunities to question, explore and connect their learning. Students participate in experiences reflecting the institutions' missions to support a liberal education and professional preparation. UW institutions provide student support programs including advising, academic learning support. At each institution, students have a variety of opportunities to participate in research and culminating learning experiences where they can apply their knowledge and skills. At each institution, faculty members have diverse resources to engage in scholarship, creative work to fulfill the mission.

Criteria 4: Teaching and Learning: Evaluation and Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

4.A. Core Component 4.A

The institution demonstrates responsibility for the quality of its educational programs.

As the branch campuses join the four-year institutions, the quality of educational programs will be integrated and guided by System and institution level policy. For most of the four-year institutions, this will be an opportunity to put more emphasis on the associate degree level.

The UW System Board of Regents and UW System Administration policies guide program approvals and review at all of the UW institutions; by policy, all academic programs are required to undergo a program review. The UW institutions each have adopted program review and approval guidelines that align with UW System policies. The UW institutions maintain a process of regular program reviews every five to seven years as outlined in their institutional policy handbook. See Appendix H for UW System Administrative Policy 102.

The academic program review process serves as the basis for program evaluation and for long-range curriculum and resource planning. Each year, the Offices of the Provost submit an Annual Report on Program Reviews to the UW System Administration. Program review results are shared across the UW institutions through the posting of minutes from the governance groups. The result is a set of recommendations to the programs and program changes for improving the quality of teaching and learning, research and public service. Likewise, all academic support services and auxiliary services also undergo regular, periodic evaluation processes to ensure the quality and continuous improvement of their practices. Staff in these service areas make program changes based on data.

During the first year of the restructuring, program review will take place at the four-year institutions focusing on the BAAS degree. Three of the seven four-year institutions have plans to review the current state of the program to identify any possible changes to the program. The remaining four-year institutions will do a review to determine if the program will continue after the current students in the program graduate.

Credit evaluation processes at all UW institutions involve a review by credit evaluators in the Admissions Offices and by faculty members in the relevant academic departments to ensure consistency with program learning outcomes, credit equivalencies and current university course expectations. Equivalencies for UW and Wisconsin Technical College System institutions are automated in the Wisconsin Transfer Information System (TIS), an accessible database for students to see how their credits transfer. If the credits from an institution are not in the database, faculty members conduct a course review. All UW System transcripts are maintained and evaluated through the each of the individual institutional Registrar's Offices.

Credits earned through each UW institution's dual enrollment program are placed on the student's transcript as UW credits granted by that individual institution. The UW institutions' faculty liaisons review and monitor dual enrollment courses and syllabi. Advanced Placement (AP) courses are evaluated upon admission and may result in college credit. Credit for Prior Learning policies exist in each of the institutions. Students may gain credit for prior learning by successfully completing a course and submitting a portfolio reviewed by faculty that addresses the learning outcomes of the particular course being reviewed for credit.

UW System transfer policies guide all UW System transfer policies and processes. The UW institutions provide current and prospective students with information about transferring in the undergraduate and the graduate bulletins and through online bulletins. The UW institutions have admission policies for transfer students that describe how the institution awards transfer credit for courses taken at accredited colleges and universities. UW System provides Transfer Guides for students who are transitioning between UW System institutions.

4.B. Core Component 4.B

The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.

Currently, UW Colleges has an assessment program in place for all of the branch campuses. As the branch campuses join the four-year comprehensive and research institutions, the students at the branch campus will be assessed through the assessment plans of the four-year institution.

For the first year of the restructuring, the assessment program at the colleges may continue because the learning outcomes of the Colleges align well with the general education learning outcomes at the four-year institutions. The institutional states describe how assessment will take place post-restructuring at each of the institutions. All UW institutions have review processes in place to ensure that the learning expectations at both the graduate and the undergraduate levels are appropriate for programs at those academic levels. At the undergraduate level, learning expectations are framed by a set of campus general education program outcomes.

Course rigor is maintained through the curriculum review process at each UW institution. Curriculum approval occurs through a series of review steps overseen by faculty at the program, department, college and University Faculty Senate levels. Curricular program changes are evaluated through program faculty reviews and the established faculty governance process as outlined in the institutions' faculty and staff handbooks.

For all UW institutions, learning expectations for distance education instruction mirror those of the face-to-face courses. The same curricular process approves all online courses; outcomes and assessments are at the same level of rigor as on-campus courses. Courses that are taught in off-campus locations follow the same curriculum as on the main campus and are reviewed and approved using the same governance processes and standards for quality. Each UW institution has a general online policy and each college has online course policies to ensure consistency in these programs.

For all UW institutions, per HLC policy, faculty qualifications are guided by the Minimum Faculty and Academic Staff Qualifications policy. Faculty in the dual enrollment program are hired using the same qualifications and hiring process reviews used to hire campus faculty. Faculty who teach at the branch campuses will be reviewed using the same criteria as all other faculty members.

Faculty qualifications expectations for each of the UW institutions are found in the relevant policies established in the faculty by-laws or governance handbooks and these policies guide the processes of renewal, promotion and tenure review for all faculty. UW institutions require the submission of original transcripts, curriculum vitae, letters of reference and letters of application that address specific qualifications as outlined in position descriptions as part of the application for the hiring process. All UW System employees must pass a successful criminal background check prior to employment. Accrediting bodies may define more specific requirements for faculty qualifications for hiring.

All UW institutions are committed to ensuring the quality of their programs so that graduates are qualified for professional careers. Accreditation information is publicly accessible to prospective and current students on each UW institution's webpage. As part of the regular program review process and the assessment process, programs conduct surveys of graduates to evaluate the success of their graduates. Programs share results in the program review and discuss possible program changes at the program and department levels.

University Assessment

Across all UW institutions, UW System Board of Regents policy RPD 5-1 guides the development and implementation of university assessment plans. The institutions' plans guide academic program assessment of learning outcomes, university-wide assessments related to retention, persistence, inclusive excellence and graduation, and the general education assessment. The plan also details university-wide learning outcomes and the direct and indirect assessment measures used to assess various areas of the curricular and co- curricular programs. See https://www.wisconsin.edu/regents/policies/academic-quality-program-assessment.

Assessment Governance

At UW institutions, a faculty governance committee for assessment monitors and updates the assessment plan. This committee is comprised of faculty and instructional academic staff from all colleges on campus. Representatives from the faculty at the branch campuses will become members of the assessment committee through the governance structure. Some of the major responsibilities of the committee is to provide feedback for individual undergraduate and graduate programs that are required to submit biennial assessment report updates for program specific learning outcomes. The committee uses provide feedback on the program assessment reports.

Academic Program Assessment

After the restructuring, the associate degree program assessment will be integrated into the assessment plan of the four-year institution. Across all UW institutions, each academic program, both undergraduate and graduate, must clearly articulate learning outcomes in a program assessment plan. Academic programs design their learning outcomes. Accredited programs follow outcomes defined by their accrediting bodies. Online courses and courses

taught at other sites contain the same learning outcomes as courses taught on campus. The program faculty approve all course learning outcomes.

University-wide Assessments

All UW institutions perform university-wide assessments on a regular basis that are articulated in the institutions' assessment plans. The faculty, staff, students, and program and services at the branch campuses will be integrated into the university-wide assessment programs at the four-year institution. The assessment rotations range from annual assessments to every three years. Examples of metrics used in institutional effectiveness assessments include retention rates, graduation rates, first year G.P.A., freshman profile, participation in high impact practices, learning assistance participation, transfer student participation, early alert and academic support with performance outcomes, results of the general education assessment, Educational Benchmark Survey and NASPA Benchmarking. All UW institutions actively improve curricula and program outcomes as a result of information gathered through assessment. Changes for program improvement based on the results of assessment are documented in the program assessment reports and in the governance proposals that results from assessment for changes in curriculum and programs.

Strategic planning committees and administrators routinely use data to monitor the progress on institutional metrics associated with strategic priorities and goals. Many UW institutions align metrics to the UW System 2020*FWD* strategic framework, as well as priorities of the university's plan. The UW institutions use results in decision-making and resource allocation. Many UW institutions use data provided by the UW System Accountability Dashboard to benchmark campus-level progress on UW System performance indicators. The accredited programs use data for their accreditation reporting. Student Support Services uses data for resource allocation to identify and deliver target services such as tutoring, writing assistance and supplemental instruction. See https://www.wisconsin.edu/2020FWD to access the UW System *2020FWD* Strategic Framework and https://www.wisconsin.edu/accountability to access the UW System Accountability Dashboard.

4.C. Core Component 4.C.

The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.

After Phase 1 of the restructuring takes place on July 1, 2018, the retention, persistence, and completion rates for all of the students, and programs at the branch campuses will be integrated into the overall rates for the four-year institution.

This transition will be monitored through two distinct student information systems until the full integration of the student information systems takes place during the first planning year of the restructuring. Student success, as measured in terms of retention, persistence and graduation, has been a focus for university-wide planning at each UW institution and is guided by the UW System, including the Equity Scorecard process implemented at many institutions.

UW institutions set measurable goals for student success in terms of retention, persistence and graduation. Each year, UW System reports institution-level performance results based on these goals. Performance reporting was formerly included in the UW System Institutional Accountability Report and is now though documented key performance indicators for access, progress, completion, retention, persistence and graduation as a part of the UW System Accountability Dashboard.

Across UW institutions, co-curricular data collection expands each institution's perspective on student success through measures aligned to university learning. UW institutions have many opportunities to share and use data within and between institutions to continuously improve programs, policies and general assessment practices. The Common Data Set provided by the UW System Office of Policy Analysis and Research (OPAR) is publicly available for all programs and services to review trends in enrollment, retention, graduation and other measures. OPAR has a data request portal that campuses can utilize to ask for data reports. As any university program completes its assessments and program reviews, these data sets are available for benchmarking and monitoring of results.

Many UW institutions invite academic programs to participate in the Early Alert program. Data from the Early Alert program are shared with the deans and department chairpersons. In addition, these data are analyzed for student participation in academic learning support services.

Several of the UW institutions participated in large-scale AAC&U initiatives and in doing so improved data practices while contributing to the national dialogue about student success and quality. Among the best practice retention strategies adopted by the UW institutions during the last five years are first-year experience (FYE) embedded courses, linked courses, learning communities, Early Alert, DFW or low-grade student report, individualized services in tutoring, and advising outreach.

Faculty at each UW institution reviews data from gateway courses and hold discussions about student performance through an established community of practice. Faculty development programs center on underserved student needs and ideas for course planning. Each UW institution holds campus forums each semester for students, faculty and staff to engage with campus administration about student success issues.

UW institutions routinely collect and report student progress data in accordance with all common reporting requirements including IPEDS, the UW System Common Data Set, the College Portrait (until 2016), the NCAA, and Student Achievement Measure. UW institutions use the standard IPEDS definitions for graduation rates and report the percentage of those who graduated within six years on the College Navigator report to ensure consistency and to allow for future benchmarking.

UW institutions share enrollment, retention and graduation statistics publicly on websites and on the Consumer Information and Disclosures report page in Financial Aid. UW institutions use

nationally recognized assessment tools to collect data on the student experience such as NSSE, the EAB Retention Survey. Further, UW institutions share information with their internal constituents at all levels and regularly engage the faculty, staff and administrators in discussions about enrollment. Strategic Plan metrics include student achievement for graduation and retention as well as graduation outcomes.

Summary Statement Criterion 4:

UW institutions have numerous well-developed policies and procedures that outline responsibility for the curriculum and assessment of student learning; these policies and procedures also guide the administrative and shared governance practices to support these responsibilities. After the restructuring, the branch campus assessment and program review activities will be aligned with those of the four-year institution. UW institutions demonstrate accountability for the quality and effectiveness of their academic programs through the practice of regular program reviews, evaluation of all the credit that is put on transcripts (including credit for experiential and prior learning), evaluation of the quality of the credit accepted in transfer, identification and review of course prerequisites, articulation of student learning outcomes, and access to learning resources and faculty qualifications for academic programs, including dual-credit programs. UW institutions demonstrate a deep commitment to assessment of student learning through the implementation of rigorous assessment plans and the engaged participation of faculty in all aspects of teaching and learning evaluation. This commitment will guide and inform the integration of branch campus programs into the practices at the four-year institutions.

Criteria 5: Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

5.A. Core Component 5.A.

The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

From the Board of Regents approval to proceed with restructuring planning and the submission of this change request application, the UW Colleges branch campuses have been engaged in planning with the four-year institution as a part of a regional restructuring team. This planning team will continue to convene for several years to ensure compliance with the HLC criteria and UW System policy, as well as to serve as a full implementation team.

Each of the regional teams has governance representation, as well as representation of several key members of the university operations. The UW System Office of Budget and Finance, as well as the Office of Administration, works closely with the regional teams to ensure resources are available to carry out the necessary work to complete the restructuring at the System and local levels.

The UW institutions' resources support their current educational programs and their plans for maintaining and strengthening their quality in the future. For Phase 1 of the restructuring process, UW institutions will receive funding from the branch campus, regional funding, and some centralized funding from the UW Colleges in order to support operations and student support programs.

Each of the UW institutions have established budget processes and reporting practices in place to ensure that the institution has appropriate support for its operations for all programs and services. The UW institutions' budget information is available to the public online and includes summaries of expenses and revenues about programs and operations. The Wisconsin Legislative Audit Bureau provides an independent auditor's report on the entire UW System, including each UW institution's annual financial statement of net position. Staff members and administrators at each UW institution have access to a shared financial software system (SFS) to execute core business processes.

The budget of each UW institution participating in the restructuring comes primarily from tuition revenues and general purpose revenue from the UW System and State of Wisconsin. The authority to set tuition is documented in Wisconsin State Statutes and tuition is set by the UW System Board of Regents (BOR) and the Wisconsin Legislature. UW institution campus master plans, approved by the BOR, guide budgeting and future planning decisions about facilities and physical spaces. All UW institutions are obligated to ensure all students have a quality educational experience, regardless of which UW institution they attend. The UW System provides guidelines regarding moving funds away from programs directly impacting students, especially instruction.

The UW System closely monitors any general purpose revenue shifts of funding to administrative functions and the institution must justify any changes. As UW institutions within the UW System, each must respond to any budget reductions delivered from the State of Wisconsin biennial budget.

The UW institutions' mission statements, core values, and strategic priorities appear in planning processes, reporting, budget requests and other locations throughout each institution's communications and websites. The mission statement is foundational to the current strategic plans at the UW institutions, and their goals relate to strategic priorities articulated in the plan. Additionally, the metrics associated with the goals of the strategic plan are aligned to the UW institutions' missions, as well as to the UW System 2020*FWD* strategic plan.

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

UW System provides guidance for the development of the UW institutions' annual budgets. The finance and budget office at each UW institution provides instructions to each budget unit across campus on how to develop their annual budgets. The UW System allocations are distributed to the UW institutions and allocated to units based on the strategic plan or a campus initiative. The UW institutions' overall annual budgets are reviewed by UW System for consistency with UW System guidelines and policies which identify how funding is to be used at the individual UW institution level. Monitoring institutional revenue and expenses takes place at the institution and UW System levels.

Each UW institution has a process in place to monitor necessary transfers of funds between UW System, the UW institution, and campus entities. The campus programs and departments run reports through WISDM to ensure that program revenue accounts are positive and that deficits are addressed. Program revenue balance reporting requires each UW institution to justify balances that exceed 12% of the previous year's expenditures by fund. Each UW institution's revenue distribution is developed annually and changes incrementally based on new funding received or budget reductions. Program revenue budgets are also developed annually and include a five-year budget model with a 10-year capital planning spreadsheet.

Purchasing authority and monitoring of expenses: Each UW institution adheres to the UW System purchasing policies and monitors expenses throughout the year utilizing the Shared Financial System (SFS) and WISDM.

UW System Auditing Process

UW System has a team of auditors that are assigned to audit various areas of the UW institutions in the UW System. The reports are available to the institutions and the public online. The UW System has a Waste, Fraud, and Abuse Hotline that is available to the public and employees. The hotlines provides an additional means of reporting such issues and does not take the place of campus reporting processes. Any suspected problems or complaints reported will be reviewed in accordance with current UW System policies and procedures. (E.G. Sys 304&304A for report of fiscal misconduct. See https://www.wisconsin.edu/offices/office-of-internal-audit for additional information regarding the Office of Internal Audit.

5.B. Core Component 5.B.

The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

UW System Board of Regents

The Board of Regents (BOR) of the University of Wisconsin System consists of 18 members, 16 of whom are appointed by the governor, subject to confirmation by the Senate. The BOR is responsible for policies for governing the UW System, planning to meet future state needs for collegiate education, setting admission standards and policies, reviewing and approving university budgets, and establishing the regulatory framework within which individual units are allowed to operate with as great a degree of autonomy as possible. The BOR is knowledgeable

of the operations, mission, curriculum and program array, and strategic initiatives of each UW institution. Board committees provide Regents with opportunities to gain understanding of the UW institutions and their campus policies and approve of their proposals. See https://www.wisconsin.edu/regents for additional information.

State of Wisconsin Legislative Audit Bureau (LAB)

The LAB is a nonpartisan legislative service agency responsible for conducting financial and program evaluation audits of state agencies, including UW institutions. The Bureau's purpose is to provide assurance to the Legislature that financial transactions and management decisions are made effectively, efficiently and in compliance with state law and that state agencies carry out the policies of the Legislature and the governor. See https://legis.wisconsin.gov/lab for additional information regarding the LAB.

UW System Audits

UW System has a team of internal auditors who conduct audits at the various UW institutions and the results are publicly reported to the BOR on the UW System webpage at https://www.wisconsin.edu/internal-audit-report-archive.

Shared Governance

Each UW institution has a number of governance committees that include representation from the various constituent groups (faculty, staff, administrators and students). There are other committees that have representation by job function or organizational unit (e.g. college, school or division). These committees provide opportunities for all members of the university community to contribute and collaborate on policy formation or review.

The UW institutions demonstrate their commitment to shared governance through the identification of shared governance practices. The review of proposed policy changes involves the participation of all governance groups to ensure shared governance is maintained. UW institution governance leaders meet regularly to engage in discussion, to exchange ideas, and to advise the Chancellor on important campus initiatives and issues.

The Chancellor's cabinet provides administrative oversight for implementation of policy. Typically, reporting directly to the Chancellor are the Provost and Vice Chancellor for Academic Affairs, the Vice Chancellor for Student Affairs, and the Vice Chancellor for Administrative Services. The Provost oversees all academic, research and public service activities and units that support these activities.

The Faculty Senates monitor and review various policies related to curriculum, assessment and improvement of instruction, budget, compensation, faculty advocacy, hearings, and personnel to conduct the business of the faculty. Faculty senators are elected according to constitutional guidelines. Each senator represents a specific constituency according to their college and rank,

and anyone holding a faculty position is eligible to seek election to the Faculty Senate. The elected members of the Faculty Senate are principally responsible for determining the institution's academic programs and educational activities, as well as faculty personnel matters, as indicated in the Faculty Constitution and Bylaws. Along with the campus administration, the Faculty Senate also develops institutional policy. The Faculty Senate uses resolutions to communicate and participate in governance.

The Senate of Academic Staff (SAS) is subject to the responsibilities and powers of the BOR, the president and the chancellor. Members are active participants in the immediate governance of and policy development for the institution. SAS has primary responsibility for the formulation and review of all policies and procedures concerning academic staff members, including academic staff personnel matters. The elected members of the Senate of Academic Staff, as indicated in the Academic Staff Bylaws, have primary responsibility for formulating and reviewing all policies and procedures concerning academic staff members, including personnel matters.

The University Staff Council (USC) was established as a full-fledged member of campus governance by the direction of the Board in 2012. It has full participation in institutional governance and policy development while promoting professional development and ongoing educational opportunities for university staff. The USC represents all university staff employees of a UW institution. The University Staff Council are guided by their mission and bylaws to participate in the immediate governance of the institution including the formulation and review of policy and procedures affecting university staff including personnel matters. This council was given full authority as an equal shared governance group by the Board of RPD Policy 20-20.

The Student Representatives Group is empowered with legislative authority and possesses authority to regulate and make recommendations and decisions on matters concerning student life, services and interests in accordance with the laws of Wisconsin. SA has a variety of committees that helps it make decisions such as Differential Tuition Committee, Segregated University Fees Allocation Committee, and Student Technology Fee Committee. The Constitution and Bylaws of the Student Association position it to serve as the official representative and legislative body for students. The SA is a strong voice representing students through direct contact with UW institution administrators, serving as voting members on most campus committees, and making changes through legislation.

The governance groups for students, faculty and staff and the administration function in a context of shared institutional governance across the UW institutions to ensure that all perspectives are presented in decision making in policy and in practice.

Responsibilities for curriculum approval, assessment and academic standards rest with the faculty. Faculty responsibilities are defined in the institutions' faculty handbooks. Descriptions of the roles and responsibilities of faculty in the policy setting, administrative searches and evaluation, curriculum and assessment show there is significant faculty governance in multiple areas

Each academic program undergoes program review every five to seven years. Programs with external accreditation may have program review every five years. Data about student learning, enrollment, staffing and production of student credit hours are among the many metrics used in the program review. These data are used for future program planning, resource allocation, facilities and hiring decisions.

The Provosts throughout the UW System have the responsibility to review and update institution level Academic Program Plans. The goal of the Academic Program Plan is to provide an overview of existing academic structures, identify academic planning needs and assumptions, and develop new academic program priorities. The plan also documents curricular reform efforts, retention strategies and student support initiatives guided by the principles of inclusive excellence that in turn, serve as a guide for planning in other academic units.

The UW institution assessment plans guide the collection, analysis and use of data in planning related to student learning and student satisfaction. Data about student academic achievement, retention, persistence and graduation guide decision making about budgeting and planning for resource allocation for student services across the institution. The data reports provide context for the amount and type of student services that are required to make sure all students are successful. Academic support services use the data to plan for specific modifications or responses to need for student services.

Space Planning & Renovation Committee

This committee makes decisions regarding how all the physical spaces/rooms on campus are utilized.

Assessment of Auxiliary Operations and Student Services

UW institution departments in the Division of Student Affairs have developed assessment plans, ranging from one to five years for operational usage and satisfaction information.

Chancellors' Advisors

The Office of the Chancellor regularly meets with community-based business, organizational and opinion leaders as a chancellor advisory group. The chancellor receives information, insight and advice from the councils. Typically, meetings include an update on campus-based activities focusing on various projects, priorities or initiatives that can benefit from the perspectives and input of the assembled group. Members of the councils regularly receive invitations to various activities and events that are held on campus and in the broader regional communities.

Foundation Boards

The various UW institutions' foundations promote, receive, invest and disburses gifts to meet the goals and needs of the institutions and their students. They consistently encourage donors to become increasingly involved in the development of the UW institutions in support of academic programming.

Alumni Association Board of Directors

The UW institutions all have an alumni association volunteer board which works to build connections among alumni, students and the institutions.

5.C. Core Component 5.C.

The institution engages in systematic and integrated planning.

The UW institutions have several planning processes that are responsive to changing circumstances and demands.

Budget Planning

The UW institutions' program revenue units utilize a multi-year capital needs budget planning spreadsheet to budget for upcoming major projects and debt service. These tools help the units foresee additional revenue needed and to maintain level rate increases, instead of spiking rates for the year of the project.

Enrollment Management Committee

The enrollment management committees at the UW institutions anticipate the possible impact of fluctuations in the revenue stream as a result of enrollment. This committee advises the administration on student success strategies that will assist the institution in meeting enrollment, matriculation and persistence goals.

Development of Academic Programs

As departments consider creating new academic programs, they consult various professional resources about major trends in the field, in the state, and across the United States and throughout the world. Faculty use data from the Bureau of Labor Statistics Occupational Outlook and the Wisconsin Department of Workforce Development as well as market analyses and professional forecasts to determine the needs and trends for program development.

Advisory Councils

Many academic programs and colleges have advisory councils that guide the development of new programs and help inform current programs with important information, data, trends and projections across the professions.

Business Intelligence Tools

The UW System has invested in a new business intelligence tool as a common system shared by all UW institutions and began implementation in summer 2017. These tools will provide the UW institutions with new capabilities in predictive analytics to improve student success and institutional performance.

Deferred Maintenance

Each UW institution identifies areas for deferred maintenance showing items that have not been addressed in last three to five years is in need of attention. This information is used to prioritize facilities repairs that need to be completed as resources become available. The UW institutions have processes in place to ensure integrated planning.

Renovation/Remodeling Project Prioritization

Facilities Management directors at the UW institutions collect all requests for renovation and/or remodeling from across campus. Administrators rank those requests from their respective reporting structure/department in order of priority. Priorities move forward to support the strategic plan.

Capital Project Development Plans

Biannually, the UW institutions work with UW System Administration's Capital Budget and Planning Office to develop the scope, justification and budgets for campus construction, renovation, remodeling and property acquisitions which will be presented to the Board and the State of Wisconsin Building Commission for approval. Review and approval criteria and discussions revolve around the commitment by the UW institutions to meet the campuses' strategic and academic plans.

Campus Space Needs Analysis

Processes are in place to review of all of the UW institutions' physical space as it relates to utilization of space. Sizes for offices, support spaces, labs and classrooms, athletics and student residential and union rooms are standardized against the post-secondary education categorization recommendations and peer assessment for space allocation. Classroom and lab utilization is assessed and compared to UW System targets. This information is part of the assessment developed to determine if there is adequate space for academic and research programs, residential and other student life facilities, athletics, and administrative support.

5.D. Core Component 5.D.

The institution works systematically to improve its performance.

UW institutions have developed multiple processes to document performance throughout to measure progress for strategic planning and continuous improvement purposes. These processes are guided by and aligned with the UW System 2020*FWD* goal of "Operational Excellence: Participate in analysis and review of non-instructional processes that could be standardized" and "maximize use of resources to reduce non-instructional costs." See https://www.wisconsin.edu/2020FWD/operational-excellence for additional information.

Information Technology

IT investments are prioritized and aligned with institutional objectives. UW institutions use planning and prioritization processes to prepare annual information technology strategic plans to the Board of Regents and to identify high impact IT projects. The institutional plans are due

to the Board of Regents annually by March 1. The Board receives updates in July or August each year, as required by RPD 25-4.

University Assessment Plans

UW institutions' assessment plans guide the assessment of university-wide, academic programs and general education. Each academic program monitors its own assessment plan. Criteria to evaluate the assessment plans include learning outcomes, methods, use of direct and indirect methods, data analysis, use of findings, and utility of the assessment plan. The committee uses the results of evaluations to plan professional development for the assessment leaders. See http://www.uwc.edu/employees/assessment for additional information regarding UW Colleges Assessment Program.

Assessment of Auxiliary Operations and Student Services

UW institutions' Divisions of Student Affairs implement assessment plans to collect data about the effectiveness of their services. Assessments are operational in nature and others are based on student or user satisfaction ratings.

The UW institutions have processes in place to collect, analyze, report and share data to support its continuous improvement efforts and goals for operational effectiveness. Guided by their strategic plans and the UW System CORE initiative, the administration, faculty and staff employ a number of distinct processes with a common goal of institutional effectiveness. See https://www.wisconsin.edu/2020FWD to view the *2020FWD* Strategic Framework.

Program Review

Academic program review takes place at each UW institution. Academic programs complete a program review or self-study every five to seven years. Governance groups, administration, and an external reviewer participate in the review. This process is described in detail in Criterion 4 A. Reviews focus on performance indicators of enrollment, number of graduates, staffing and student credit hours generation. Professional programs conduct reviews annually through accrediting agencies related to their fields.

Library Assessment

Each of the UW institutions' libraries use surveys of constituents to identify areas for improvement for efficacy of current services and for future planning.

Institutional Assessments

Each year, the UW institutions provide data to UW System to create an accountability report. In 2015, the UW System created a dashboard that contains information for each institution for data on access, progress and completion, cost and efficiency, undergraduate experience, faculty and staff and economic development. The dashboard provides campus data that is used by the UW institutions' Strategic Planning and college committees to monitor progress toward

goals. See https://www.wisconsin.edu/accountability to view the UW System Accountability Dashboard.

UW System Financial Reports

UW institutions receive annual financial statements from UW System for both accountability and planning purposes. The statements are publicly disclosed on the UW System website on an annual basis. The reports contain information about assets, liabilities, revenues, operating and other expenses and cash flows. Each UW institution uses this information to monitor the overall financial status of all programs and program revenue initiatives. See https://www.wisconsin.edu/financial-administration/forms-and-publications/annual-financial-reports to view annual financial reports.

Student Evaluations

Each UW institution routinely surveys their students about instruction in their coursework. The institution provides the materials or a link to a survey that instructors administer to their classes. Faculty members use the surveys for goal setting and they are important in the promotion and tenure process.

Summary Statement Criterion 5

As the restructuring takes place over the next few years, UW System will provide oversight to maintain the fiscal integrity of the University's funding. To monitor its budgetary functions associated with the restructuring, a functional team and steering committee are in place to monitor resources needed to provide adequate funding for instruction and services. After July 1, 2018, the monitoring will become a part of the four-year institution's ongoing planning, budgeting, and reporting. This will require continuous improvement efforts consisting of strategic planning, assessment, evaluation and monitoring through performance indicators and data collection. The System and institution strategic plans, measures of progress with performance indicators, program review, guided by university and UW System policies are key processes resources that support the integrity of our academic programs and services.

Item 15: Additional Information

During spring semester 2018, the following change requests will be submitted to the HLC:

- All UW System Institutions will submit a consortial change request to collaboratively offer the AAS degree in the online format.
- UW-Milwaukee and UW-Madison will submit change requests to offer the AAS degree.
- UW-Milwaukee will submit a change request be to offer the AAS in the Flex format.
- Each of the receiving institutions with a branch campus that offers the BAAS will submit a change request to offer a new degree program (UW-Eau Claire; UW-Platteville, UW-Stevens Point; UW-Milwaukee; UW-Whitewater).

Each institution has provided information for Item 15 as a part of their institutional statements.