

July 21, 2015

Dear UW Colleges Colleagues,

I am sharing with you today the results of Round Two of our budget cuts. These decisions are both critical and extremely difficult. It saddens me to be sending you this message. I know many of you are anxious, sad, and angry. I understand how difficult it has been to deal with the many uncertainties since we learned about likely budget reductions back in February. Not knowing what our jobs, our campuses, or our institution will look like a year from now is stressful. I can empathize with the challenges of dealing with that level of ambiguity. We now know the level of the final cut, and we need to face the fact that our budget cut went into effect on July 1st. It is urgent that I provide direction for how we will address the budget cut imposed upon us.

I want to begin this conversation by looking back. I was drawn to the position of your Chancellor because of UW Colleges' strong reputation and nationally recognized track record. This includes everything from the work on developmental math being done by Dr. Shubhangi Stalder at UW-Waukesha, to our most recent Bachelor of Applied Arts and Science (BAAS) graduates, to our tremendous retention rates, to the work Dean John Short recently completed with the Fond du Lac City Council on the Lakeside Park Exploratory Committee, among many more examples. The impact UW Colleges has on Wisconsin students and communities is tangible and undeniable. We truly are the Wisconsin Idea, and this, combined with the tremendous reach and impact of UW-Extension, is what motivated me to come to Wisconsin.

When I arrived here just seven months ago, I did not anticipate what we are facing today. As I visited all of our campuses and spent time in the Capitol, I remained hopeful that our budget circumstances would improve. All along, I tried to paint a realistic picture for us while also advocating for a smaller cut. Many of you joined me in our vigorous advocacy efforts. I appreciate that and believe we did have a positive impact. Unfortunately, while our share of the overall UW System cut was eventually reduced, the funding cut we are left with is the largest in our history.

The challenge we face is not new, but it is now acute. Effective July 1, 2015, we received a budget cut of \$4.958 million annually – which is more than twice the size of the largest previous cut sustained by UW Colleges (\$2.3 million in 2013-15). We are also committed to fund an additional \$600,000 in annual expense for faculty compensation increases. Taken together, the Colleges' annual budget obligations are \$5.6 million. Our heavy reliance on tuition, which is now frozen for an additional two years, only exacerbates the impact of these cuts.

It is important to remember that major discussions about our administrative structure have been ongoing, dating back to 2013. It was clear then, as it is now, that our management model would have to adapt to accommodate our reduced resources, our priorities, and our evolving programmatic and service needs. With the state's 2015-17 budget, however, we can no longer avoid taking significant action.

As you know, for months we have been engaging in an open and transparent process of weighing our options. We have received valuable input from internal and external stakeholders, the Repositioning Task Force, the Budget Planning Task Force, and others. Your feedback and suggestions have been valuable and are reflected in my decisions.

I have tried to stay true to our key priorities and our mission: to provide the highest level of instruction and services to our students, and to uphold our commitment to the communities that invest in us. I have been strongly committed throughout our budget reduction processes to protecting our academic program, which is our core mission. I believe the decisions identified below that cut administrative positions reflect that commitment.

I deeply regret that the decisions we are forced to make in response to the budget will profoundly impact the lives of our employees. You deserve better. While we cannot change the cut, we will move forward as compassionately and supportively as we can. We are a caring institution, and I do not want that to change now, just when we need it the most.

As I indicated last week, the size of our cut requires we move to a regional model. I have provided additional information below.

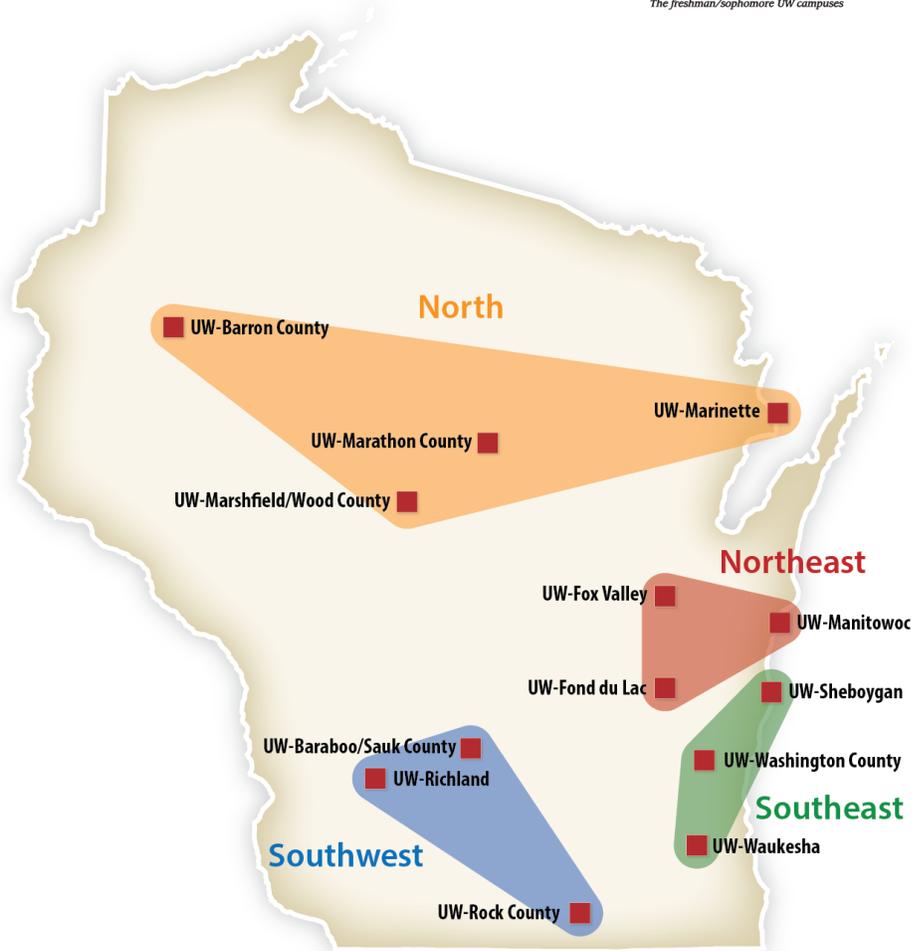
Round 2 Decisions

1. UW Colleges will create four leadership and management regions.

Each region will consist of three to four campuses. The four regions will be as follows:

- **North Region:** UW-Barron County, UW-Marathon County, UW-Marshfield/Wood County, UW-Marinette
- **Northeast Region:** UW-Fond du Lac, UW-Fox Valley, UW-Manitowoc
- **Southeast Region:** UW-Sheboygan, UW-Washington County, UW-Waukesha
- **Southwest Region:** UW-Baraboo/Sauk County, UW-Richland, UW-Rock County

Many factors were considered in determining these regions, including geography, enrollment, budget, and program and partnership opportunities in the immediate region, and nearby. A number of different regional configurations were considered and evaluated.



I believe this particular configuration positions UW Colleges to achieve its savings requirement and also positions the regions to strongly succeed in their markets.

UW-Barron County and UW-Marquette present unique challenges in any regional configuration because of their distance from the nearest campus. Each also presents unique opportunities to serve the North Region because of their specialty programs in concurrent enrollment and dual enrollment programming, and international education. We will explore opportunities over the next year to expand upon those strengths with a goal of meeting more of the needs of underserved northern Wisconsin.

2. UW Colleges will adopt a four-region model for leadership and administrative management.

In making this decision, I am closely considering the recommendations of both the Repositioning Task Force (RTF) and the Budget Planning Task Force (BPTF) as well as feedback provided by a wide range of stakeholders. Each region will be led by an Executive Officer and Dean (one position), who will oversee a leadership team. Leadership positions to be regionalized into these teams include:

Current – Campus Positions	Future – Regional Positions
Campus Executive Officer and Dean	Executive Officer and Dean
Associate Dean for Academic Affairs	Associate Dean for Academic Affairs
Assistant Dean for Student Services	Associate Dean for Student Services
Assistant Dean for Administration and Finance	Associate Dean for Administration and Finance
Buildings & Grounds Superintendent	Director of Facilities
Director of Marketing and Communication	Director of Communications
Director of Continuing Education	Director of Continuing Education

Overall, the number of positions in each of these new regional categories generally will be reduced to four, with one of each position per region. Recruitment and selection for these positions is expected to be limited to those currently employed within UW Colleges, with preference given to those currently holding the position. Further details of the recruitment and selection process for these positions will be announced soon.

Each of the Associate Deans in this regional model will be located on a different campus in the region. In addition to their regional Associate Dean title, each will also carry the designation of “campus administrator.” As campus administrator, they will be responsible for overseeing daily operations for their specific campus. In this way, each campus will have a resident full-time Associate Dean to manage day-to-day administrative and operational issues that may emerge on a campus.

The North Region will be assigned one additional Associate Dean (operational area to be determined), so that each of the four campuses in that region have an associate dean/campus administrator.

3. UW Colleges will consolidate or reorganize a variety of functions which are currently performed within campus administrative offices.

Some of the leadership positions to be regionalized (see Decision #2) serve as the managers of offices or units on campus that perform various operational roles. The exact impact on these offices will not be known until task groups are assigned by the Budget Implementation Steering Committee in September to study the operational impacts and make recommendations. The table below describes the general direction to be taken and some of the likely impacts on these functions:

Other current roles affected	Structure Under Regional Model
Dean's Office functions	<ul style="list-style-type: none"> • Each regional Executive Officer/Dean will have a Dean's Executive Assistant (DEA). The selection process for these roles will be determined by early fall. • Current Dean's office staff may apply for other newly created positions, either to serve consolidated or regionalized functions or to provide general campus administrative support. The selection process for these roles will be determined by early fall.
Human Resources functions	<ul style="list-style-type: none"> • Human Resources activities will be consolidated to the fullest extent possible, and managed by the UW Colleges and UW-Extension Office of Human Resources. Because of the variety of staff performing these tasks currently, it cannot be known exactly what job impacts may occur until a task group studies the issue during Round 2 planning.
General Campus Administrative Support	<ul style="list-style-type: none"> • Currently general administrative support is provided by a variety of staff on campus. • A general administrative specialist position will exist on each campus to perform general administrative duties. The selection process for these roles will be determined by early fall.
Business Office functions	<ul style="list-style-type: none"> • The functions commonly performed within Business Services will be consolidated to the fullest extent possible and come under the direction of the UW Colleges Business Office. Financial specialist and other university staff positions in campus business offices will be affected. • Because of the variety of staff performing these tasks currently, it cannot be known exactly what job impacts may occur until a task group studies the issue during Round 2 planning. • Current business office staff may apply for other newly created positions, either to serve consolidated or regionalized functions or to provide general campus

	administrative support. The selection process for these roles will be determined by early fall.
University Relations Office functions	<ul style="list-style-type: none"> • Marketing and student recruitment activities will be consolidated to the fullest extent possible, under the direction of the UW Colleges Office of Marketing and Enrollment. • Communication and public information functions will be managed by the new regional Director of Communications. • Current University Relations Office staff may apply for other newly created positions, either to serve consolidated or regionalized functions or to provide general campus administrative support. The selection process for these roles will be determined by early fall.
Physical Plant functions	<ul style="list-style-type: none"> • A part-time general maintenance position will be added at each campus in acknowledgment that Buildings & Grounds Superintendents are currently functioning as working supervisors.
Continuing Education functions	<ul style="list-style-type: none"> • Other than the Director position, there are no specific staff reductions for Continuing Education identified with these budget decisions. • The structure and staffing levels for Continuing Education will be determined by regional Executive Officers/Deans and the regional Directors of Continuing Education.

4. UW Colleges Online and Distance Education will retain its Dean, Assistant Dean for Student Affairs, and Associate Dean for Academic Affairs (part-time faculty release).

The rationale for this decision is the uniqueness of UW Colleges Online and Distance Education, which already serves all our campuses. Online education additionally has the potential for tremendous growth. Consolidation of other UW Colleges Online and Distance Education administrative functions will be studied and opportunities implemented to the fullest extent possible.

5. UW Colleges will take a variety of actions to further reduce institution-wide administrative cost.

The UW Colleges’ institutional functions – based in Madison and on some campuses – include primarily activities and transactions in the areas of student records, technology, financial aid, and business transactions. Having these functions consolidated maximizes our

economies of scale and saves tremendous cost for the institution overall. The following actions will be taken to further reduce cost:

- The Bachelor of Applied Arts and Science (BAAS) Coordinator staff position will be eliminated. The Office of Academic and Student Affairs will determine how the BAAS degree completion program will be administered in the future.
- The amount of space rented at the Regent Street site in Madison will be reviewed for potential to reduce its footprint and cost.
- Current institutional staff will be required to take on additional duties.
- The Office of International Education will be transitioned to a full cost-recovery model within the 2015-17 biennium.
- The Bachelor of Applied Arts and Science degree completion program will be transitioned to a full cost-recovery model within the 2015-17 biennium.

Timeline and Process

No one is being laid off immediately.

When I announced Round 1 decisions on May 15, I said that no jobs would be eliminated prior to August 1 as a result of those decisions. We are meeting that commitment. Similarly, I am committing that no layoffs will occur prior to January 1, 2016, as a result of these Round 2 decisions. We will spend down portions of our fund balances in order to provide planning and transition time and to provide as much notice as possible to employees affected by layoffs.

As with Round 1, I am charging UW Colleges Provost Greg Lampe and UW Colleges and UW-Extension Vice Chancellor Steve Wildeck with the responsibility for planning and implementing Round 2 decisions. In May, they created and charged a Budget Implementation Steering Committee (BISC) to oversee the planning and implementation of Round 1 decisions. BISC will continue its work throughout the fall semester, and will also assume responsibility for the planning and implementation of most Round 2 decisions. Planning and implementation of Decision #2, the regional leadership structure, will be overseen directly by my office and immediate team. More detail on the process will be communicated soon.

Planning for Round 2 decisions will begin immediately, starting with the identification of recruitment and selection processes for the new regional leadership positions (see Decision #2). Selection of the Executive Officers and Deans needs to happen first so they may be engaged in the rest of the planning process and eventual implementation. The sequence of recruitment

and selection will be as follows:

- 1st Executive Officers/ Deans
- 2nd Associate Deans for Academic Affairs
Associate Deans for Student Affairs
Associate Deans for Administration and Finance
- 3rd Directors of Facilities
Directors of Communications
Directors of Continuing Education

Budget Planning and Implementation Summary

Round 1 planning, which began in May, will continue through August. You have been receiving updates from BISC as that work progresses. Most Round 1 implementation will begin around September 1.

Round 2 planning will begin immediately, starting with the development of recruitment plans for the new regional leadership positions (Round 2 Decision #2). Planning for Round 2 Decisions #3, #4 and #5 will begin in September. Most Round 2 implementation will begin in January.

All budget decisions should be fully implemented by June 30, 2016.

	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Round 1 Planning													
Round 1 Implementation													
Round 2 Planning													
Round 2 Implementation													
Budget Implementation Complete													

Layoff Resources

Affected employees whose jobs may be in jeopardy will be notified as soon as it is reasonably clear that a layoff could occur. Individuals will be notified in a one-on-one meeting with their

supervisor. As an institution, we will do our best to issue timely communications throughout the process.

The Office of Human Resources (OHR) has assembled a set of resources to assist individuals facing employment transitions. This [Layoff Resources Guide](#) is located at www.uwc.edu/employees/admin/hr.

In addition, once the full extent of the jobs affected by budget reductions is known, staff from the Office of Human Resources will conduct seminars and workshops to assist individuals in necessary job search skills, like resume writing and interview skills. OHR staff will also be available to provide job search counseling on an individual basis.

The Employee Assistance Program (EAP) also will be available for all employees, including those whose jobs are affected by budget reductions, for up to a year after the job is eliminated. The MyLifeMatters website can be found [here](#), and the password is SOWI.

Pivot Toward Solutions

A great amount of progress has already been made in planning our Round 1 decisions. I am optimistic that due to the hard work that's been done, we will have a structure that will ensure students are well-served. My thanks go out to the Budget Implementation Steering Committee, the task groups, and everyone else involved in that important effort. They are helping us all move forward toward solutions and determining our own future. I hope we all can make that pivot as well – for the good of our students and community partners.

As we move into Round 2, we know there will be many questions, some now and some in the weeks to come. We have developed a [preliminary FAQ](#) that we hope will provide some answers to specific questions you may have. I encourage you to read through that document. We will update this FAQ as needed.

We will also have a “town hall” meeting on Thursday, July 23, from 12:30 to 1:30, where you can ask me questions directly. We will forward the details for that videoconference shortly.

I want to express my deep gratitude to all those who have shared their insights and recommendations, investing their time and energy into helping UW Colleges best position itself for the future. That thoughtful input – from regionalizing campus dean positions, to retaining certain positions on campus, to minimizing budget cuts to instructors and instruction, to locating institutional positions on campuses rather than in Madison – has been invaluable, and these decisions reflect that.

Facing these challenges is the most difficult thing I have had to do in my career. By almost any measure, our budget cuts are very harsh. Again, I fully understand and empathize with feelings

of anxiety, loss, and anger. But the same special qualities of the UW Colleges that made me want to be your Chancellor continue to drive me as we move forward. My commitment to our students, our communities, and our mission of access is stronger than ever.

Respectfully and sincerely yours,

Cathy Sandeen