

UW COLLEGES ROUND 2 BUDGET DECISIONS Frequently Asked Questions (FAQ)

Background

- 1. Are these decisions in response to the budget cuts? When did this process/discussion of regionalizing/institution-wide positions begin? How, if any, are fund balances being used to mitigate the budget cuts?**

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 both 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.

Our fund balances were previously drawn as we transitioned to the last budget cut in 2013-15. We will now have to draw upon these fund balances again for planning and transition time to implement Round 1 and 2 changes and to provide those who will be laid off as much notice as possible.

- 2. How did feedback from faculty, staff, and the Budget Planning Task Force assist the Chancellor in making these decisions?**

For months, the Chancellor and institutional leaders have engaged in an open and transparent process of weighing options to approach our budget cut. We have received valuable input from internal and external stakeholders, the Budget Planning Task Force, the Repositioning Task Force, and others. This feedback from those on the "front line" has influenced both the decision-making and implementation processes. Some examples of suggestions from campus colleagues that have been included in budget decisions include the following:

- Maintain certain positions on campuses rather than regions
- Ensure adequate staff to provide basic student services in the one-stop model
- Allow for broad involvement of members of faculty and staff in implementation planning
- Create a one-stop shop for academic support (learning commons)
- Minimize cuts to faculty and instruction
- Locate many regional and institutional positions on campuses rather than in Madison

3. What are the total savings? How many positions are being eliminated?

The Budget Planning Task Force was charged with identifying \$6 million in savings. At that time, it was estimated that the equivalent of 88 full-time positions would be eliminated. It is now estimated that the equivalent of 83 full-time positions will be eliminated.

4. Since our share of the UW System's cut was reduced, are there recommendations from the Task Force that we will not be implementing? What impact did the reduced cut actually have?

The recommendations of the Budget Planning Task Force fell short of the original cut of \$6.7 million. Even with the reduced cut amount – taken together with the ongoing tuition freeze, unfunded continuing costs, and the faculty compensation increases already enacted – we are still facing at least a \$5.6 million shortfall. Accordingly, many of the Task Force recommendations are being implemented to ensure UW Colleges can meet its financial obligations.

5. Is this a step toward closing a campus?

No. Chancellor Sandeen and UW System President Cross have made it clear that closing a campus is not an option. In fact, in its charge from Chancellor Sandeen, the Budget Planning Task Force was told, "Campus closure is 'off the table.'"

6. Did the Chancellor consider eliminating the central office and distributing its functions to campuses?

This option was briefly considered. There are several major consequences of such an action:

- Because the UW Colleges is an institution, it is required to report, plan, instruct and support students, and manage financially as an institution.
- UW Colleges' receives accreditation for its Associate of Arts and Sciences degree and Bachelor of Applied Arts and Science degree as an institution.
- The majority of central office staff perform required tasks for all campuses, eliminating administrative duplication. Because of economies of scale, distributing these tasks to campuses would more than double the current cost of providing the services centrally.

Because of these consequences, elimination of the central office would require the elimination of the UW Colleges as an institution, which we will not consider because of its impact on students and the State of Wisconsin.

Impacts

7. How have our external partners been kept informed of these decisions?

Chancellor Sandeen and UW Colleges leadership have met extensively with external stakeholders throughout this process, including business leaders, local officials, county executive officers, and state and federal legislators. External partners will continue to be integral in providing feedback as the implementation begins, and as we look to meet the unique and changing educational needs of each region.

8. Will the local UW Colleges campuses' identities be maintained?

The unique identities of our individual campuses are part of what makes the UW Colleges special. Campuses will retain their names, but will become closer partners with other campuses within a region. By streamlining many administrative duties and creating avenues for campuses to collaborate regionally, local communities are expected to benefit from the new model. Regional leadership will be freed up in many ways to strategically nurture local partnerships, thus leveraging the resources of our campuses even more than we do now. There will also be positions on each campus whose dedicated responsibilities include working closely with the communities.

9. What does this mean for the communities that financially invest in the campuses? How will the relationships remain strong?

Our partnerships with Wisconsin communities have played a vital role in making our campuses and our students successful for over half a century. We are committed to ensuring these partnerships remain strong. We have kept them informed during budget deliberations and will continue this ongoing communication.

A substantial portion of the Executive Officers and Deans' jobs will be working with community leaders to ensure their voices are heard and the unique educational needs of the individual regions are being met.

There will also be a regional Associate Dean located on each campus who will tend to the day-to-day operational needs of the campus.

10. How do we meet our enrollment targets? With budget cuts, can we still expand our recruitment of students, including non-traditional students?

Campuses develop annual enrollment plans that address meeting enrollment goals and revenue targets. These plans will continue to serve as the strategy over the course of the

next year. Consolidated services and localized services will collaborate to ensure that enrollment plans are followed and that targets are met (currently under design). We will use some of our one-time fund balances to invest in recruitment marketing.

The Associate Vice Chancellor for Student Affairs and Enrollment Management will continue to work with regional leadership to identify and resolve any gaps that may result from the change in the new structure.

11. How will faculty be impacted by these changes?

No faculty positions will be eliminated. The UW Colleges mission is to provide the highest level of services we can to our students, including instructional excellence. This plan calls for only a \$100,000 (or 0.25%) cut to the instructional budget.

With the new administrative structure, student and community services will remain intact and high-touch. Faculty members and instructional academic staff will continue to focus on the classroom and our students' academic success.

12. How is the UW Colleges' central office impacted by the budget cuts?

The central office mainly performs essential back-office functions for all the UW Colleges campuses. Central office staff will be taking on additional responsibilities under this new model and we will work to become even more administratively lean. This will liberate the campuses from many administrative duties, allowing campus staff to focus on the educational experience of our students and relationships with community partners.

Round 1 and Round 2 decisions include several efforts to further consolidate back-office services. This does not mean all institutional-level staff will be located in Madison. Wherever possible – and this is a priority – this consolidation of services will be performed by staff located on the campuses.

13. What can students expect with these changes? How will their experience be impacted?

Students will not experience any changes in the classroom environment, faculty, instructional staff, or instruction. As services for students are relocated or modified as a result of our reorganization, students should expect a similar level of service in a different format. Services that can be provided remotely may not be offered on a campus. However, these services will continue to be provided through a robust consolidated operation (currently under design). Examples include:

- The “one-stop shop” model, which is considered a well-entrenched best practice nationally

- Library Support Services (LSS) – a centralized unit supporting all UW Colleges campus libraries, but consolidated on the UW-Fond du Lac campus

14. Does UW System leadership support these decisions?

Yes, the leadership of UW System as well as the UW System Board of Regents supports UW Colleges in our efforts to adapt our management model to accommodate our reduced resources, our priorities, and our evolving programmatic and service needs.

Logistics

15. What is the timeline for these changes?

Round 1 **planning** 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-#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													

16. How will positions change as we move towards a regional model?

The jobs of regional leaders will change substantially. Their territory will become wider, their scope in some cases will become narrower, and some functions they oversee on

campuses today will be consolidated under the oversight of central office directors and managers. (See Decision #2)

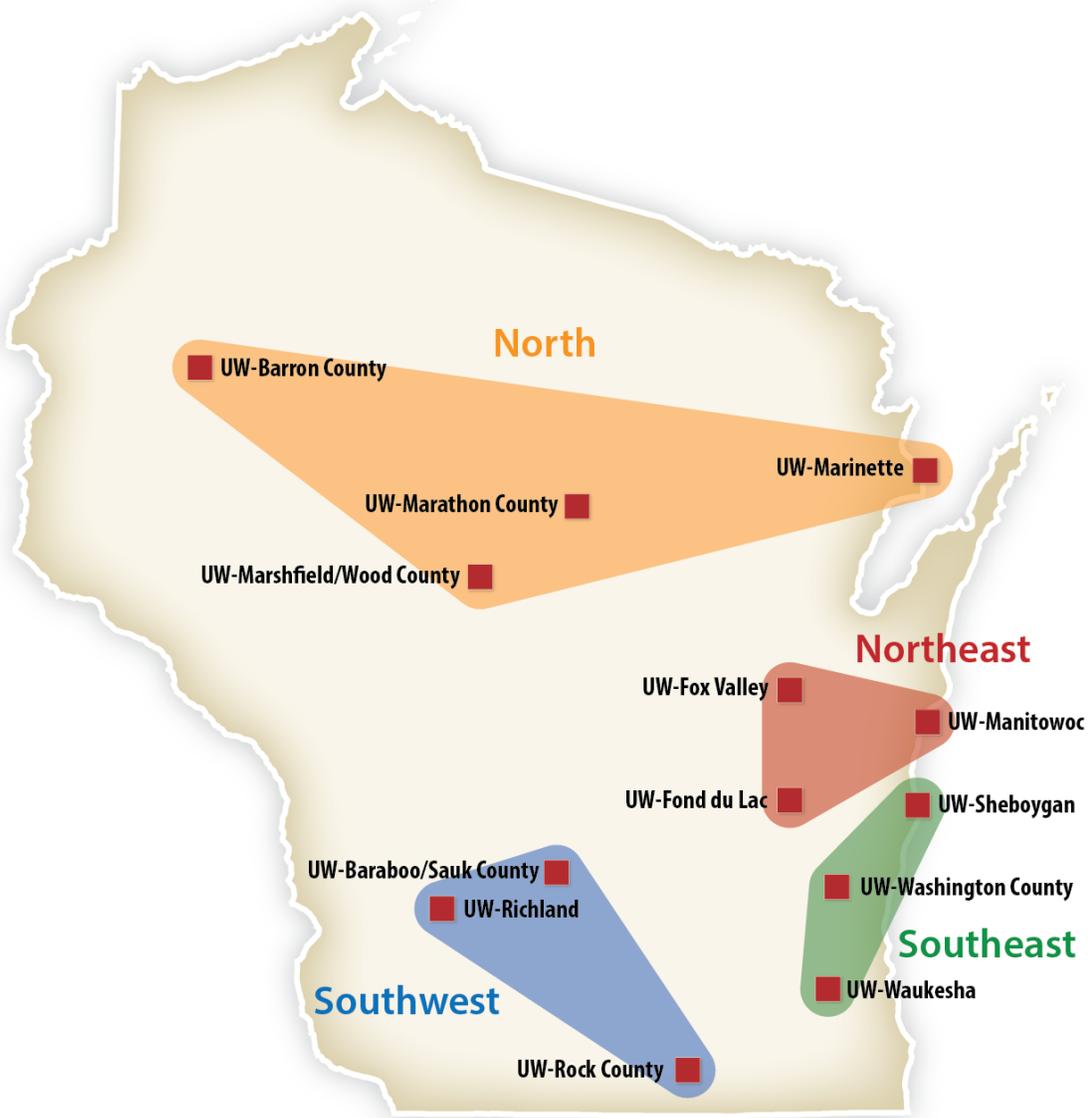
Other jobs that are subject to consolidation will change as well. Individuals holding jobs in consolidated functions will:

- Report to a central office manager or director instead of a campus supervisor
- Perform tasks on behalf of multiple campuses rather than just one, and will be part of a team of professionals serving the entire institution.

Wherever possible, individuals serving in these consolidated roles will be located on their present campus, unless institutional need requires relocation. (See Decision #3)

17. How were these regions decided?

Many factors were considered in determining these regions, including geography, enrollment, budgets, program and partnership opportunities in the immediate region and nearby, and regional population. 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.



18. Did you consider voluntary buy-outs?

Yes, voluntary buy-outs were considered. Unfortunately, voluntary buy-outs are not an option that works for our institution. Data indicated we have lower salaries in most

employment categories and therefore would not generate sufficient savings by encouraging long-term faculty and staff to retire. Data also indicated we would be in danger of losing too many critical faculty members at one time.

19. When will the layoff process start?

Some layoffs will result from Round 1 decisions. Notifications of layoffs could begin in August, but will be rolling and will vary by position and on the needs of the institution.

Layoffs will also result from Round 2 decisions. The Chancellor has committed that no layoffs will occur prior to January 1, 2016, as a result of these Round 2 decisions.

In all cases, employees will be given as much notification as possible given our financial constraints and institutional needs as we implement these decisions. Affected employees will be offered a range of support services.

Implementation

20. How are faculty, staff, and students being included moving forward?

As with Round 1 of the budget cuts, we will establish implementation work groups of faculty and staff members, students, and other stakeholders who will have opportunities to provide direct input and guidance during Round 2 planning and implementation.

21. How will regional Executive Officers/Deans be selected?

Selecting Executive Officers/Deans to lead the four regions is a critical first step toward establishing the regional leadership structure. Choosing respected leaders who have deep knowledge of UW Colleges will be important in minimizing disruptions as we transition to the regional model.

The process for recruitment and selection of all regional leadership positions will be communicated soon.

22. How will we be updated as the process moves forward?

The UW Colleges Budget Blog will continue to be the hub for information regarding implementation activities and decisions. The Chancellor and/or members of her leadership team will also send out institution-wide communications, as necessary. This FAQ will be available online and updated as required.

23. How will local campus events, services, etc., be communicated to communities if the communications positions are regionalized?

The regional Directors of Communication will be responsible for these communications. As with Round 1 decisions, there will be a Budget Implementation Steering Committee (BISC) task group created to determine the details of how local communication will occur.

24. Will any assistance be provided for individuals whose jobs are affected by layoff decisions?

Yes, assistance will be available to individuals whose jobs are affected by layoff decisions.

First, a layoff resources guide is available on the [UW Colleges Human Resources website](#).

Second, once the full extent of the jobs affected by budget reductions is known, staff members from the Office of Human Resources (OHR) will conduct seminars and workshops to assist individuals in necessary job search skills, such as resume writing and interview skills. OHR staff will also be available to provide job searching counsel on an individual basis.

Third, the Employee Assistance Program (EAP) 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.