Department Chair Retreat

Chancellor Mark Mone
August 20, 2015
Agenda

• UWM Strategic Directions
• 2015-17 Budget and Task Forces
  – Tenure and Tuition Setting
• Enrollment Landscape
• Chairs’ Leadership Role
• Comments, questions, and suggestions
• But, first, my thanks for your leadership
UWM Strategic Directions

1. Student Success
2. Research Excellence
3. Community Engagement
4. Visibility, Image & Brand
5. Culture & Climate
1. Student Success

- Nearly 9,000 UWM undergraduates – 39% of the student body – are first generation college students.
- 1,077 veterans, service members, and their dependents attend UWM.
- More than 33% of new freshmen are students of color.
- 90% of UWM students are from Wisconsin.
- Top 50 LGBT+ friendly university for 2014.
2. Research Excellence

Research Expenditures

![Research Expenditures Chart]
2. Research Excellence
3. Community Engagement
4. Visibility, Image & Brand
5. Culture & Climate

- Foundation for everything that we do
- Short-term and long-term climate initiatives
- Task Forces:
  - Chancellor’s Task Force on Military and Veteran Student Affairs
  - Chancellor’s Task Force on Sexual Violence Awareness and Prevention
  - Chancellor’s Advisory Committee for LGBT+ Advocacy
  - Chancellor’s Advisory Committee on Mental Health
## 2015-17 Budget

<table>
<thead>
<tr>
<th>What Could Have Been</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300 million cut to UW System</td>
<td>$250 million cut to UW System</td>
</tr>
<tr>
<td>$48 million cut to UWM</td>
<td>$30 million cut to UWM</td>
</tr>
<tr>
<td>3x the size of any cut</td>
<td>1.5x size of any cut</td>
</tr>
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</table>
## Breakdown of UWM’s Cut

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>UWM’s Share of $150 Million Annual Base Reduction (13.6%)</td>
<td>$20,430,000</td>
</tr>
<tr>
<td>Additional Annual Reduction for Unfunded Costs</td>
<td>$2,121,000</td>
</tr>
<tr>
<td>Total Annual Cut without Restored $25 million</td>
<td>$22,551,000</td>
</tr>
<tr>
<td>UWM’s Share of Restored $25 million (18%)</td>
<td>($4,508,800)</td>
</tr>
<tr>
<td><strong>UWM’s Total Annual Base Cut with Restored $25 million</strong></td>
<td><strong>$18,042,200</strong></td>
</tr>
<tr>
<td>UWM’s Share of UW System $20 million in One-Time Funds (29%)</td>
<td>$5,825,100</td>
</tr>
<tr>
<td>Amount Needed to Fund Cut in <strong>FY 2016</strong></td>
<td>($12,217,100)</td>
</tr>
<tr>
<td>Amount Needed to Fund Cut in <strong>FY 2017</strong></td>
<td>($18,042,200)</td>
</tr>
<tr>
<td><strong>Total UWM Cut Over FY 15-17 Biennium</strong></td>
<td><strong>($30,259,300)</strong></td>
</tr>
</tbody>
</table>
## Recommended Allocation of FY16 Cut

<table>
<thead>
<tr>
<th></th>
<th>% Share UWM Budget</th>
<th>FY16 Cut (in millions)</th>
<th>Cut %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>54.6%</td>
<td>*$6.2</td>
<td>39.5%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>22.5%</td>
<td>$4.0</td>
<td>25.5%</td>
</tr>
<tr>
<td>Finance &amp; Administrative Affairs</td>
<td>12.6%</td>
<td>$3.1</td>
<td>19.7%</td>
</tr>
<tr>
<td>General Education Administration</td>
<td>2.8%</td>
<td>$0.6</td>
<td>3.8%</td>
</tr>
<tr>
<td>Unit-Wide / Central Pool</td>
<td>7.5%</td>
<td>$1.8</td>
<td>11.5%</td>
</tr>
<tr>
<td><strong>Total to be Collected in FY16</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$15.7</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

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<tr>
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</thead>
<tbody>
<tr>
<td>Amount needed for FY16</td>
<td></td>
<td>$12.2</td>
<td></td>
</tr>
<tr>
<td>To be Set Aside for FY17</td>
<td></td>
<td>$3.5</td>
<td></td>
</tr>
<tr>
<td><strong>Remaining Amount Needed for FY17</strong></td>
<td><strong>$14.5</strong></td>
<td></td>
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</tbody>
</table>
Preparing for our Future

- Student Success
- Research Excellence
- Community Engagement
- Culture and Climate
- Visibility, Image and Brand

Budget Planning Task Force
- Budget Model Working Group
- Budget Communication Task Force
Preparing for our Future

Ongoing Work Teams

- Student Success
- Research Excellence
- Community Engagement
- Culture and Climate
- Visibility, Image and Brand

New Team

- Chancellor’s Campus Organization & Effectiveness Team

Budget Planning Task Force

Budget Model Working Group

Budget Communication Task Force
Preparing for our Future

UWM Structural Deficit

- **UWM-specific Issues**
  - Significant capital and program commitments
  - $20M in Milwaukee Initiative and DIN base funds
  - Several years of declining enrollment
  - Historical underfunding of GPR allocation

- **UWS Issues**
  - Budget cuts for four consecutive biennia
  - Four year tuition freeze
Preparing for our Future

Team Sponsors: Chancellor, Provost and VC of FAA

Team Co-Chairs: Dean, gov member (1 ea)

Team Size: approx. 15 people

Support Team: 10 people

Team and Support Team Members: Students, faculty, staff, deans, cabinet members
Preparing for our Future

New UWM
Resources
Structure
Operations

Budget Planning Task Force
Budget Model Working Group
Budget Communication Task Force
Chancellor's Campus Organization & Effectiveness Team

Shared Governance
Updates on UWS Task Forces

- **UWS Task Force on Shared Governance**
  - Separate BOR policy to retain shared governance is not required when state budget did not remove shared governance from statutes

- **UWS Tenure Policy Task Force**
  - UWM representatives: Rob Smith and Kristene Surerus
  - First meeting: August 20, 2015
  - Goal: create new policy, using AAUP as model
  - UWM committed to uphold and stand for tenure practice that comports with AAUP standards

- **UWS Tuition Setting Task Force**
Preparing for our Future

New initiatives

• Lubar Center for Entrepreneurship
• Center for Healthcare Transformation (Nursing Simulation Center funding)
• UWM, MATC, and MPS: M³
• Social Compact
• Panther teams: Focus on strategic directions
• CEMAT
Enrollment Landscape

UWM Enrollment - 2004-2014

Total students enrolled, fall semester

• Chancellor’s Enrollment Management Action Team (CEMAT)

• Group Coordinates Enrollment Planning and Actions

• Department Chair role
Chair’s Leadership Roles

- Chairs as Leaders—Academic Plans & EM
- Clear Goals & Direction—Strategic and Operational Direction
- Sharing Information with Faculty & Staff
- Your Commitment, Expertise, Talent & Leadership are Powerful and Can Create a Different Future for UWM
Resources

Office of the Chancellor:  
[link to uwm.edu/chancellor/]

Budget Information Web Site: [link to uwm.edu/budget]

Office of Assessment & Institutional Research:  
[link to uwm.edu/oair/]
Comments, Questions, Suggestions