CCOET’s Role and Objectives

Kyle Swanson
10/7/15

Who are we?
**We are: Academics**  
Primary categories: Instruction, Research and Public Service  
$260 million per year

All Financial Data Source: IPEDS  
Excludes Physical Plant internal transfers, depreciation and interest

**We are: Administration**  
Support categories: University relations, Human Resources, Finance, etc.  
$35 million per year
We are: Academic Support
S&C Admin, Advising, Library, UITS, etc.
$50 million per year

We are: Student Services
Union, Norris, Athletics, etc.
$55 million per year
**We are: Auxiliary Enterprises**  
Housing, restaurants, bookstore, etc.  
$50 million per year

**We are: Physical Plant**  
Building maintenance, heating, repairs, etc.  
$30 million per year
We are: UWM
$480 million in expenditures per year

The Structural Deficit:
Annual Revenues and Expenditures

Source: IPEDS Core Expenses
IPEDS Modified Core Revenues (excludes capital appropriations/gifts)
Some things are difficult to cut:
Seg fee and user fee supported activities have limits

Most of the cuts come from here:
Academics, Administration and Academic Support
Total: $345 million per year
This is what we must cut:
Correcting the Structural Deficit requires cutting $30 million per year

It won’t be fun.
How much fun won’t it be?

Faculty: 250 out of 810 lines = $30 million
How much fun won’t it be?

*Academic Staff: 400 out of 1100 lines = $30 million*

Classified Staff: 480 out of 550 lines = $30 million
How much fun won’t it be?

Graduate TAs: 600 out of 600 FTE = $22 million

Challenge: Structural Gap + Inertia

Source: IPEDS Total Salaries + Wages FY 2002-14
Inflation/Enrollment Controlled = Constant Real $/ FTE (FY 2007 base)
CCOET’s Charge: A Fiscally Sustainable New UWM

inspirational

vision mission

strategic intent

Make one decision now that eliminates 1,000 later decisions

bland

values

quarterly objective

general

concrete

https://hbr.org/2012/10/if-i-read-one-more-platitude-filled-mission-statement
**Achieving clarity?**

*Explore new combinations?*

Realignment to enhance
- Strategic priorities
- Benefits of scale
- Research synergies
- Educational outcomes
- Program productivity
- Community engagement
- Differentiation

**Example:** *Arizona State University*

“Elimination of small colleges at ASU saved approximately $500,000 of recurring expenses for each unit eliminated, with the total saved from re-organization $13.4 million.” Capaldi (2009)

---

**Achieving clarity?**

*Gateway to Student Success?*

**Innovative Responses to Identified Barriers**
- Data driven
- Ruthless improvement focus
- Publicly commit to ambitious goals
- Incentive based

**Example:** *Georgia State University*

By 2020 “improve institutional graduation rates by 12 [percentage] points” for all students and “increase by 30 percent the number of students enrolled from key underrepresented groups.”
Achieving clarity?

Administrative Efficiency and Effectiveness?

• Reduce fragmentation
• Eliminate redundancy
• Reduce unneeded hierarchy
• Align incentives
• Shared services
• Procurement

Example: University of North Carolina

“Analysis found that more than half of supervisors had three or fewer employees reporting to them. Nearly 200 had only one...”

LESS, BUT BETTER.