

**Core Curriculum Action Team
Recommendation Report
September 2022**

| | |
|--|----|
| Executive Summary | 2 |
| Core Curriculum Action Team (CCAT) Membership | 3 |
| Overview..... | 4 |
| Scope of Work | 6 |
| Recommendations..... | 8 |
| Recommendation 1: Distribution Model | 8 |
| Areas of Inquiry | 8 |
| Mapping of Areas to UW System Shared Learning Goals | 11 |
| Additional Core Requirements | 11 |
| Transfer Implications | 11 |
| Recommendation 2: Guidelines for including courses in GER..... | 12 |
| Recommendation 3: Stewardship Model | 13 |
| Benefits of Proposed Recommendations | 15 |
| Challenges of Proposed Recommendations | 15 |
| Implementation Timeline | 16 |
| Appendix A: CCAT Preliminary Report on Background and Process..... | 20 |

DRAFT

Executive Summary

Building on the charge and specific recommendations of the 2030 Implementation Team Report, the Core Curriculum Action Team (CCAT) has met regularly for almost two years to develop this proposal for the consideration of the Provost and the campus community. In this proposal, we

- Detail our scope of work and models for general education that were considered.
- Provide our recommendations for a revised approach to general education at UWM, including
 - Revised distribution model. 18 credits across six “Areas of Inquiry”:
 - Natural World
 - Shared Human Experiences
 - Creativity and Aesthetic Innovation
 - Global Perspectives and Responsibilities
 - Cultural Diversity
 - Health and Well-Being
 - Rubric for Including Courses in GER
 - Method for Support and Stewardship
- Provide a timeline for the implementation of the proposal.
- Include substantial background material to help stakeholders better understand our recommendations.

On submission of this report, we will next focus on gathering feedback from the Provost and from the campus community to address key concerns and refine our proposal.

DRAFT

Core Curriculum Action Team (CCAT) Membership

- Alejandra Carreno Lopez, Asst. Director, UG Student Services, Lubar
- Ann Swartz, Professor, Kinesiology, CHS
- Brian Hinshaw, Director of Pathway Advising
- Daad Saffarini, Associate Dean, Natural Sciences, L&S (added as NS rep when Scott Gronert stepped down)
- Dave Clark*, VP of Student Success (took over chairing CCAT when Scott Gronert stepped down)
- Gillian Rodger, Professor, Musicology & Ethnomusicology, Peck
- John Reisel*, Professor, Mechanical Engineering, CEAS
- John Roberts, Professor, Sociology, L&S
- Margaret Noodin, Associate Dean, Humanities, L&S
- Nadine Kozak*, Associate Professor, SOIS
- Scott Gronert*, Dean of L&S (stepped down from CCAT when appointed Interim Provost)
- Shevaun Watson, Associate Professor, English, L&S
- Simon Bronner, Dean of CGS
- Student representative (currently vacant; Alyssa Fuller from Peck represented students in 2021-22)

DRAFT

* Members of the 2030 general education team.

Overview

General education is the foundation of a college experience and provides the essential critical thinking, communication skills, and understanding of diverse human environments that define a college-educated citizen. General education also expands a student's life-planning in college and provides skills necessary to succeed not only in courses related to their major but also in their career, society, and culture. A well-designed general education program can act as a recruiting tool and more important can help create a meaningful and efficient pathway to degrees and careers for our students.

The 2030 Implementation Team Report calls for significant revision to UWM's general education program:

UWM's core curriculum has developed to include a complex, confusing maze of University, College, and Program requirements that can be difficult to navigate, impede student progress, and discourage academic collaboration. Some of these issues arise from history and others from financial considerations. These should not prevent us from aligning the core curriculum to common learning outcomes and removing the barriers students face. The importance of this effort is to (1) focus the General Education program explicitly on developing students' lifetime skills and abilities; and (2) break down barriers to students' progress and reduce time/credits to degree completion. This initiative will move our core curriculum to focus on our students (pp. 4-5)

The full 2030 implementation report is available at <https://uwm.edu/2030-action-team/about/current-plan/>; the pages most relevant to general education reform are 90-99. The core curriculum subgroup (CCAT) was formed to address these issues, and it began its work by developing a process and making the key 2030 recommendations more specific; the group's preliminary report is available in [Appendix A](#).

Among the recommendations in that report are the following "guiding principles" that we used to structure and assess the current proposal:

- **Design GER in an intentional and coordinated way that focuses on student needs such that the value of GER can be clearly articulated to them.** GER represents about 25% of an undergraduate's required credit hours and should be carefully designed to provide critical skills that are valued by students.
- **Focus and structure GER around learning outcomes (LO) – link to UW System LO.** Although the current distribution aligns with some UW System LO, it is not designed around a learning outcome strategy.
- **GER should not be a barrier to changing majors, moving between Schools/Colleges, or transferring to UWM.** Many stakeholders viewed the lack of portability of current GER as a major problem for student progress if they moved from one major or school to another. This is a key limitation of current GER and must be addressed to offer a student centric GER program.
- **GER should be consistent across the campuses of UWM.**

- **Recognize and utilize previous investments in personnel.** Much effort has been expended on current GER courses and many long-term personnel (faculty, indefinite status academic staff, and multi-year academic staff) are associated with the current GER. Given current budget and personnel limitations, these previous investments should be leveraged or repurposed as much as possible.
- **Address impact of GER reform on School and College revenue through central budgeting rather than through a forced distribution of GER courses across Schools and Colleges.** With highly constrained budgets, any changes in revenue could have major impacts on the financial situations of schools and colleges. Rather than constrain the core curriculum to maintain the current revenue balance, this should be managed through tools in the budgeting process. Dictating student experience to attain local budget goals is not student centric and offers only short-term benefits.
- **Manage GER course array via staff or a dedicated GER unit in Academic Affairs that coordinates with faculty governance and instructional units.**

DRAFT

Scope of Work

The charge to the CCAT (Core Curriculum Action Team) was broad, including revising the campus General Education Requirement (GER) as well as evaluating potential core curriculum elements that could lead to more shared learning experiences for students, particularly early in their academic careers. In this report, we specifically propose changes to the distribution requirements; here is a bit more detail to explain our focus:

- **Competencies:** Oral and Written Communication (OWC-A and OWC-B) and Quantitative Learning (QL-A and QL-B) requirements. These requirements represent about 12 credit hours but can vary based on student's previous preparation.

In the last decade, UWM refined the courses in its OWC and QL portfolios, and for this reason, CCAT did not prioritize any changes to the Competencies in this revision of the core curriculum.

- **Distribution:** Credit hours in the four traditional divisional areas, Humanities (6 units), Social Science (6 units), Natural Science (6 units including a laboratory experience), and Arts (3 units).

CCAT viewed this part of GER as the highest priority for revision or replacement. This requirement is the largest in our current general education array, both in terms of credit hours and the number of unique courses in the GER portfolio. Universities that employ a distribution model in general education implement it in many ways, but usually with a more intentional, interdisciplinary, and managed approach than at UWM.

- **Cultural Diversity:** Specific UW System requirement aimed at American Ethnic Studies. It is a three-credit requirement that is usually satisfied by a course also used in the Distribution Requirement.

The Cultural Diversity is a narrow, System-defined requirement, so it is not a target for revision, though expanding the range of Distribution courses that incorporate cross-cultural understanding and related topics is a worthwhile goal.

- **World Language:** The equivalent of two semesters of college work in a single language; this is often satisfied by 2 years of high school work in a language.

Given that most incoming students meet the World Language requirement with high school work, non-English language competency was also not a priority for revision.

We further focused on providing recommendations for solving three linked challenges with UWM's current approach to general education distribution:

- **Limitations of Current Distribution Model.** Our current approach has led to a proliferation of general education courses, many of which are not clearly tied to a coordinated set of learning outcomes and are thus difficult to assess, as demonstrated in our most recent HLC re-accreditation. Further, the practice by some programs of requiring specific general education

courses in their majors has created hurdles for students transferring into UWM and changing majors within UWM.

- **Lack of Guidance on Adding/Removing Courses from Distribution Model.** Prior to Provost Britz's implementation of a freeze on the approval of new general education courses, new courses were added to the array on request. The Campus APCC does not have clear guidance on how to determine which courses should be included/excluded and lacks the authority to remove courses from the array.
- **Lack of Support for Governance and Instructional Staff.** The APCC does not have the resources to properly vet general education requests and to assess existing courses. Further, instructional staff often need support in developing, assessing, and revising general education offerings.

DRAFT

Recommendations

Here we present recommendations to address the three key problems listed above, including specifics for revising the distribution requirement, building a rubric for what should be included in GER, and providing the support needed by instructors and faculty governance.

Recommendation 1: Distribution Model

CCAT examined multiple general education models from other institutions before narrowing its focus to three distribution models, each of which has benefits and drawbacks as well as supporters and detractors; all three models are discussed in Appendix A. CCAT settled on Model #2's distribution method because we preferred the clear connection it provided between GER and broad concepts that are relevant to students rather than relying on the disciplinary divisions as the grouping. The model also better recognizes interdisciplinarity and the Areas of Inquiry could contain classes from multiple traditional academic divisions. In addition, many current GER courses could align with the Areas of Inquiry and could be included if they met other criteria in the rubric, thereby creating straightforward pathways to implementation with less lead time and curricular development.

Our model also reduces the overall general education requirement to 18 credits from 21. The rationale for reducing the unit count was two-fold. First, the more focused GER program will limit the ability of students to satisfy GER requirements by double counting courses in the major requirements – this reduction will help balance the impact of the reduced double counting opportunities. Second, the reduction creates space for the inclusion of a *University Experience* course without adding to the unit count.

Areas of Inquiry

Here we detail the proposed six Areas of Inquiry. Students would take one course in each for a total of at least 18 student credit hours, satisfying distribution, cultural diversity requirements and other UW System shared learning goals.

The Natural World

| | |
|--------------------------------|--|
| Content scope | Courses in this area explore the natural world and the human investigation of it and may contain an experimental component. |
| Sample content areas | Natural Sciences, Environmental Studies, and Engineering. |
| Narrative description | A class in this area should have connections between the scientific theories taught and practical applications that students may see in their lives (either now or in the future). This is to connect the science they are learning to something tangible, so that they can see how science may impact their lives. A GER course in this area should show connections to other sciences and engineering, outside of the home unit offering the course. |
| Required learning goals | Students should be able to <ul style="list-style-type: none">• apply the material from the course to the interpretation of a current global/societal issue.• explain how different science and engineering disciplines interact and/or are related. |

| | |
|--|---|
| | <ul style="list-style-type: none"> plan and conduct experimental investigations of phenomena in the natural world. |
|--|---|

Society and Culture

| | |
|--------------------------------|--|
| Content scope | Courses in this area investigate human behavior, society, and values of the past and present. |
| Sample content areas | Cultural Studies, Social Sciences, Literatures, Histories, and Communication |
| Narrative description | These courses are concerned with questions, issues, and concepts basic to the formation of individual character, shared customs, and the establishment of values in a human context. They also provide literary, aesthetic, and intellectual experiences that enrich and enlighten human life. In these courses, students will develop the ability to assess diverse and substantial bodies of human knowledge, think critically about aesthetic values, creative expression, social organization, ethical judgement and the range of outcomes associated with humanity. |
| Required learning goals | <p>Students will be able to</p> <ul style="list-style-type: none"> identify the formation, traditions, and ideas associated with a specific human behavior or shared construct. recognize and analyze intrapersonal, interpersonal, and/or socio-cultural factors associated with individual behavior, collective action, or societal development. respond coherently and persuasively to diverse data about human behavior and beliefs through logical analysis, argument and/or interpretation. |

Creativity and Aesthetic Innovation

| | |
|--------------------------------|---|
| Content scope | Courses in this area focus on the history, philosophy, theory, or practice of the creative, expressive, and interpretive arts and provide students insight into the skills and disciplines involved in the creative arts and communications. |
| Sample content areas | Creative Arts, Performance, and Design |
| Narrative description | These courses provide studies in creative problem solving, lateral thinking, and creativity. Offerings in this area span from the practical to more scholarly classes that provide historical and cultural context for creative figures in the arts to classes that provide skills for life. In learning these skills, students will gain an understanding of the creative process and the ways that creative thinking associated with the arts can be more broadly applicable. |
| Required learning goals | <p>Students will be able to</p> <ul style="list-style-type: none"> demonstrate basic technical skills and discipline needed by practitioners in creative arts examine the creative arts in historical context to be able to demonstrate an understanding of the varying roles of the creative arts in specific cultural contexts. |

Global Perspectives and Responsibilities

| | |
|--------------------------------|--|
| Content scope | Courses in this area invite students to investigate the relationships between themselves and the global society. |
| Sample content areas | Sustainability, Globalization, Societal Structures, Economics, and Civics |
| Narrative description | Historically and today, there are myriad connections linking the local and the global, where decisions made, and actions taken, at our local level can contribute to effects on a global scale. Courses in this area incorporate the individual, social, and environmental responsibilities of being a citizen in a global world. |
| Required learning goals | Students will be able to <ul style="list-style-type: none"> • understand and explain how societal and civic engagement can have broader effects reaching out to the global scale. • interpret and assess results from methodologies used to gather and analyze data that probes questions about links between the individual behavior and impacts extending to the global level. |

Cultural Diversity

| | |
|--------------------------------|--|
| Content scope | Courses in this area focus on ethnic studies of American life and the importance of intercultural knowledge and competence. |
| Sample content areas | Ethnic Studies in America. |
| Narrative description | These courses study historically under-represented U.S. racial/ethnic groups (Black, Latinx, Indigenous, Southeast Asian, and others). They examine the cultural heritages and experiences of these groups in America. The content will help students empathize with and understand those who are different than they are. |
| Required learning goals | The course must also fulfill the UW-System learning goal for Cultural Diversity. In addition, students will be able to <ul style="list-style-type: none"> • demonstrate Intercultural knowledge and understanding. • interact and work with people from diverse backgrounds and cultures. recognize the skills needed to lead, or contribute support to those who lead, social change efforts. |

Health and Well-Being

| | |
|--------------------------------|---|
| Content scope | Courses in this area are concerned with physical and mental health and well-being among individuals and populations. |
| Sample content areas | Social, environmental, cultural, psychological, behavioral, physical, and biological-aspects of health. |
| Narrative description | Students will explore scientific, practical, and/or experiential aspects of health and well-being across levels of influence including individual, interpersonal, environmental, cultural, and/or societal. Courses will use real-world applications to develop health literacy and foster skills in critical thinking and problem-solving. |
| Required learning goals | Students will be able to |

| | |
|--|--|
| | <ul style="list-style-type: none"> • obtain, process, and understand basic health information needed to promote and maintain health and well-being for themselves, their families, and/or their communities. • obtain, process and understand basic health information needed to make appropriate health decisions. • apply concepts for evaluating dimensions of health and well-being. • use evidence to think critically and ethically about factors, attributes, and systems that influence health and well-being. • apply knowledge from the course to enhance life-long learning. |
|--|--|

Mapping of Areas to UW System Shared Learning Goals

- Knowledge of Human Cultures and the Natural World including breadth of knowledge and the ability to think beyond one’s discipline, major, or area of concentration. This knowledge can be gained through the study of the arts, humanities, languages, natural sciences, and social sciences. **Satisfied by breadth of disciplines in the Areas of Inquiry.**
- Critical and Creative Thinking Skills including inquiry, problem solving, and higher order qualitative and quantitative reasoning. **Satisfied by QL A and B**
- Effective Communication Skills including listening, speaking, reading, writing, and information literacy. **Satisfied by OWC A and B.**
- Intercultural knowledge and competence including the ability to interact and work with people from diverse backgrounds and cultures; to lead or contribute support to those who lead; and to empathize with and understand those who are different than they are. **Satisfied by Cultural Diversity area.**
- Individual, Social and Environmental Responsibility including civic knowledge and engagement (both local and global), ethical reasoning, and action. **Satisfied by courses in Global Perspectives and Challenges area.**

Additional Core Requirements

CCAT also recommends considering the addition of a 1-unit University Experience course for new freshman and transfer students. It could be offered by student services staff and introduce students to university resources and offer opportunities to discuss majors and/or career paths. Other possible topics could include navigating and adjusting to college, understanding the value of GERs, understanding curriculum paths/academic maps, understanding campus resources, academic advising in the classroom. All these lead to better student outcomes and institutional retention.

Transfer Implications

The six Areas of Inquiry are unique to UWM and would not naturally map to other GER schemes. To minimize these potential problems, a flexible transfer policy is needed, which would allow a broad scope of transfer courses to articulate into each of the Areas of Inquiry.

Recommendation 2: Guidelines for including courses in GER

- A. Course content aligns with the Area of Inquiry and meets the learning outcomes of the relevant Area of Inquiry. In doing so, it will also align with UW System shared learning goals.
- B. Assessment mechanisms built into Canvas or another central depository. To aid in assessment, measures of learning outcomes should be built into the course in such a way that it can easily be extracted for analysis and preparation of course assessments.
- C. Course size aligned with pedagogical goals (e.g., large, information-based; small, communication-intensive). Optimal course size should be set in intentional way around pedagogical needs of the course. Courses should identify whether the pedagogy is suited for small (25 or less), medium (up to 50), or large (>50) classes. This will aid in schedule development and prioritization.
- D. Fits within the overall array of the Area of Inquiry. To maintain focus in the GER program each Area of Inquiry will be limited by the number of courses needed to meet student demand.

DRAFT

Recommendation 3: Stewardship Model

CCAT recommends the establishment of a unit within Academic Affairs that will provide resources and guidance for General Education and a national/university-wide perspective on General Education in the student experience. D.K. Johnson of Penn State University in a national survey of 2002 (General Education 2000: A National Survey) reported that over 500 universities had chief academic officers and directors working in offices designated for oversight of general education or units dedicated to undergraduate studies. Since then, the number has grown because, as Susan Awbrey of Oakland University pointed out in the Journal of General Education (2005), general education reform requires organizational as well as curricular change.¹

The committee recommends a steward model that will work with UWM's shared governance unit of APCC, feature an advisory board with representation from across the university to improve general education, and provide resources and guidance with a university-wide perspective to faculty, administrators, and staff working in general education.

- A. Create an Office of General Education (OGE) in the Division of Academic Affairs to
 - a. Recommend criteria, planning, and policies for the General Education Program;
 - b. Advise colleges, and shared governance units on the consistency of General Education offerings across the university, and on the development of courses and programs related to the General Education Program;
 - c. Provide resources and programming (perhaps in coordination with CETL) on the improvement of delivery modes, technologies, and pedagogies for General Education;
 - d. Coordinate a continuous improvement process for General Education that builds on assessment and other feedback to revise courses, General Education requirements and their place within the UWM undergraduate experience.

- B. The OGE will coordinate with the GER subcommittee of APCC in the following ways:
 - a. Receive and review proposals from departments for GER courses and propose revisions prior to departmental submission to the APCC. Information from OGE should be included in the documentation in proposals to the APCC.
 - b. Work with the GER subcommittee to provide guidance on the definition of and criteria for areas of inquiry and assist in the selection of courses to be included in each area of inquiry.
 - c. Monitor enrollment in GER courses and provide guidance to colleges on appropriate numbers of GER sections.
 - d. In consultation with assessment officers, facilitate the collection of assessment data from GER courses.
 - e. Create expiration and review policies for GER courses and manage identification of courses for review in the shared governance process.

¹ Models for units coordinating general education examined by the committee included a committee structure at Northern Illinois University: <https://www.niu.edu/general-education/about/committee.shtml>; a "centralized convener" at Howard University: <https://ous.howard.edu/about/general-education>; an office of General Education at California State University-Los Angeles: <https://www.calstatela.edu/generaleducation>; an office of General Education and Dual Enrollment at the University of Nebraska-Omaha: <https://www.unomaha.edu/academic-affairs/student-support/general-education-and-dual-enrollment.php>; and an Office for General Education within a Division of Undergraduate Studies at the Pennsylvania State University: <https://gened.psu.edu/>.

- C. The OGE will have an administrative officer in charge and appropriate staff for its functions. As a unit of Academic Affairs, the officer will report to the Provost or the Provost's designee. An existing model that can be considered of a unit within Academic Affairs that advises and develops curriculum with schools and colleges is the Honors College currently housed within Academic Affairs. It is managed by a Director with a faculty appointment and an Associate Director with an academic staff appointment. It is advised by an advisory board with representation from the colleges. Complementary units include the Office of Assessment & Institutional Research, Center for Excellence in Teaching & Learning, Office of Dual Enrollment, and Pathway Advising. See <https://uwm.edu/academicaffairs/about/orgchart/>.

An appropriate function for the OGE advisory board is to review the proposals for GER courses from departments and make recommendations to the OGE director to convey to the proposers. Additionally, the OGE advisory board can discuss policies related to GER and needs for new courses. Representatives on the board can have appointments for a single academic year. The functions of the office can be reviewed periodically by the Provost to determine the office's effectiveness.

- D. The OGE will work with Business and Financial Services (BFS) to assess the cost/revenue balance for the GER courses in each of the schools and colleges. This information can be used as part of a redeveloped New Budget Model or as a guide to decisions on subvention funding. This function is aimed at buffering impacts of GER revision on school and college cost balance.

DRAFT

Benefits of Proposed Recommendations

- Framework aligns with student interests - value of GER can be articulated through the focus on broad concepts that are relevant to learning goals.
- More structured GER program, with fewer courses but more regular offerings, simplifies class scheduling for students and advisors.
- The Areas of Inquiry align tightly with UW System Learning Goals.
- Management guidelines and rubric designed to eliminate barriers to transfer to and within UWM.
- Areas of Inquiry can build from current investments in the GER program.
- Departments, faculty, and instructors can focus their labor on narrower set of GER courses with high impact.
- Management model and rubric create straightforward assessment of course array in GER program.
- Model does not favor any specific unit at UWM.
- Management plan addresses financial implications in potential changes in credit hour distribution between schools and colleges that might occur during implementation.

Challenges of Proposed Recommendations

- Controlling re-proliferation of GER courses is not based on the fundamental construct and relies on sustained due diligence and management.
- The model tends to prioritize disciplinary approaches over interdisciplinary approaches in GER
- The model could still be viewed as potentially a complex system for students to navigate compared to a intentionally designed “core curriculum” model.
- The model is a variation of a traditional distribution model rather than a more modern centralized, interconnected GER model.
- Programs that depend heavily on embedding and double counting GER courses in the major requirements may be affected if those courses are not part of the new, more focused portfolio of GER courses
- The six-part structure could be challenging for certain transfer students. Students who have completed an AA or AS degree will be deemed to have completed the distribution requirements, but those who have not will have to work through a process to determine which requirements have been satisfied. Categories like “health and wellness” may not have obvious equivalents at other institutions, so a student who has completed general education elsewhere may find that they nonetheless need to take an additional course or two to satisfy UWM’s requirements. Alternately, we will need to create a streamlined process for evaluating transfer of general education credits.

Implementation Timeline

Table 1. Timeline for implementation of new GER curriculum at UWM.

| Task | Fall 2022 | Spring 2023 | Summer 2023 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2024 | Fall 2025 |
|---|-----------|-------------|-------------|-----------|-------------|-------------|-----------|-------------|-------------|-------------------------------|
| GER revision listening sessions, initial approval of recommendations, start of governance processes | Active | | | | | | | | | Revised GER Curriculum Launch |
| Supporting administrative structure planning | Active | Active | | | | | | | | |
| Supporting administrative structure functioning | | Active | Active | Active | Active | Active | Active | Active | Active | |
| Budget planning | Active | Active | Active | Active | Active | Active | Active | Active | Active | |
| APCC develops policies and procedures for GER approval and continuation | | Active | | | | | | | | |
| APCC shares policies and procedures for GER approval and continuation with campus | | | | Active | | | | | | |
| Planning for campus-wide training on modifying and/or developing new courses | | Active | | | | | | | | |

Campus-wide training on modifying and/or developing new courses

Campus informational sessions on GER implementation- what is happening and when

Program/unit planning for new GERs and program changes

Governance Approval of new/modified courses

Governance Approval of program changes

Advising Familiarization with changes

RO, Transfer, PAWS, etc. putting new courses into place

DRAFT

Recommendation: Fall 2025 launch of new GER program

- Better for the restructured programs, college and schools (need time to develop culture, work with new deans and colleagues, etc.)
- Better to give enough time for faculty, staff and advisor training sessions
- Better for governance process (allows enough time for all parts of the process)
- Better for Registrar, catalog, transfer, and all of the 'background' work that needs to happen to make this work by summer 2025 for registration, etc.

Proposed timeline and related details

Fall 2022

1. Budget—Business & Financial Services, APBC
2. Governance (gives time for requested revisions, add'l conversations, etc.)
 - a. APBC—Sep (endorsement)
 - b. APCC—Oct (approval)
 - c. Faculty Senate—Nov
 - d. Provost, Chancellor—Dec
3. Development of new GER administrative structure (Dec-Jan)

Spring 2023

1. Administrative structure finalized (goes into effect Summer '23)
2. APCC develops any new (streamlined) policies and procedures for vetting and approving new GER courses; works to articulate these processes with new administrative structure (who is responsible for what, workflow, communication, etc.)
3. Educate campus about new GER
 - a. Could happen at school/college, dept, program levels; work with existing faculty meetings
 - b. Inform people about the new GER and help them get started on the work of new or modified courses to fulfill new areas
4. Meetings with CETL to prepare them to do the campus-wide trainings next year

Summer 2023

1. New GER administrative structure is launched; takes over from CCAT to run the process

Fall 2023 & Spring 2024

- Campus trainings on modifying and/or developing new courses for new GER areas
 - a. Focus on areas not impacted by restructurings first
 - b. Focus trainings on two areas each month—once in fall and again in spring
 - i. Sep 2023: Creativity & Aesthetic Innovation; The Natural World
 - ii. Oct 2023: Cultural Diversity; Shared Human Experience
 - iii. Nov 2023: Global; Health & Well-Being
 - iv. Feb 2024: Creativity & Aesthetic Innovation; The Natural World
 - v. Mar 2024: Cultural Diversity; Shared Human Experience
 - vi. Apr 2024: Global; Health & Well-Being

- c. Trainings would include area focus (learning outcomes), assessment, and approval process: dept/program > School/College > GER Admin > APCC
- d. Faculty/staff would be modifying existing courses and creating new ones Sep '23 thru Apr '24 so that as many people as possible can get involved and receive the necessary support, and so that depts/colleges/APCC are not receiving all changes in one bulk, but over both fall and spring semester.
- RO, Transfer, PAWS, etc. putting new courses into place (equivalencies, milestones, course coding, etc.) as they get approved (APCC > RO; maybe the GER Admin would help move this part of the process along, too)

Summer 2024

CETL could offer some GER trainings

Spring 2024 & Fall 2024

1. CETL trainings continue as outlined above (Feb, Mar, Apr)
2. New courses continuing to move through governance procedures
3. RO and others moving new courses to new catalog, etc.
4. Absolute last date to submit new/modified courses for GER 2025: Sep '24 for School/College approval and Oct '24 for APCC approval

Fall 2024 & Spring 2025

1. Everything 'behind the scenes' is finalized.
2. New catalog ready to go by Feb 1, 2025.
3. Fall schedules, student registration, new student enrollment.

Appendix A: CCAT Preliminary Report on Background and Process

The Core Curriculum Action Team was charged with continuing the implementation of the 2030 Initiative's recommendations focused on general education and the core curriculum more broadly. The following summarizes the charge found in the document from the 2030 Think Tank.

(<https://uwm.edu/chancellor/wp-content/uploads/sites/290/2020/06/Think-Tank-2030-Final-Report-20200528.pdf>).

One of the highest-priority changes the committee identified is to revamp GERs by updating and modernizing the core competencies and creating a more streamlined and cohesive list of eligible GER courses. In addition to the core competencies of a traditional liberal arts education, the committee recommends that local and global community literacy, technological literacy, team skills, leadership & initiative, and entrepreneurship be included in some fashion. UWM is well positioned to infuse these competencies into its core curriculum which will distinguish the UWM brand from our regional competitors. Specific GER recommendations include:

- No more than 150 total GER approved courses across campus.
- Explore an alternative revenue model where GER revenue is pooled in order to change the financial incentives.
- Implement a learning outcome-based GER model.

The team began meeting in Spring of 2021 and has met throughout Fall 2021. During this time, the team has also created multiple opportunities for feedback from various stakeholders (see below). The team was designed to contain a mix of previous members of 2030 groups and new contributors to the 2030 initiative. The team also has representation from advisors, faculty from multiple academic units, and a student.

- Simon Bronner, Dean of CGS
- Dave Clark*, VP of Student Success
- Scott Gronert*, Dean of L&S
- Brian Hinshaw, Director of Pathway Advising
- Nadine Kozak*, Associate Professor, SOIS
- Alejandra Lopez, Asst. Director, UG Student Services, Lubar
- Margaret Noodin, Associate Dean, Humanities, L&S
- John Reisel*, Professor, Mechanical Engineering, CEAS
- John Roberts, Professor, Sociology, L&S
- Gillian Rodger, Professor, Musicology & Ethnomusicology, Peck
- Ann Swartz, Professor, Kinesiology, CHS
- Shevaun Watson, Associate Professor, English, L&S
- Alyssa Fuller, Student, Peck

Stakeholder Meetings

| |
|-----------------------------------|
| September 30: APBC |
| October 6: Deans |
| October 8: APCC GER sub-committee |
| October 22: Associate Deans |

| |
|--------------------------------------|
| October 27: Chairs |
| October 29: Campus Listening Session |
| November 7: Student Association |
| November 9: APCC |
| December 16: APBC |

2030 Phase 2 Statement on General Education Requirements (pp. 4-5 in the Implementation Team Report)

UWM’s core curriculum has developed to include a complex, confusing maze of University, College, and Program requirements that can be difficult to navigate, impede student progress, and discourage academic collaboration. Some of these issues arise from history and others from financial considerations. These should not prevent us from aligning the core curriculum to common learning outcomes and removing the barriers students face. The importance of this effort is to (1) focus the General Education program explicitly on developing students’ lifetime skills and abilities; and (2) break down barriers to students’ progress and reduce time/credits to degree completion. This initiative will move our core curriculum to focus on our students.

Scope of Work

The charge of the CCAT was broad, including the campus General Education Requirement as well as potential core curriculum elements that could lead to more shared learning experiences for students, particularly early in their academic careers at UWM. Currently, the General Education Requirements span the following areas.

1. Competencies: Oral and Written Communication (OWC-A and OWC-B) and Quantitative Learning (QL-A and QL-B) requirements. These requirements represent about 12 credit hours but can vary based on student’s previous preparation.
2. Distribution: Credit hours in the four traditional divisional areas, Humanities (6 units), Social Science (6 units), Natural Science (6 units including a laboratory experience), and Arts (3 units).
3. Cultural Diversity: Specific UW System requirement aimed at American Ethnic Studies. It is a 3-credit requirement that is usually satisfied by a course also used in the Distribution Requirement.
4. World Language: The equivalent of 2 semesters of college work in a single language that is often satisfied by 2 years of high school work in a language.

In recent years, UWM has continued to refine the courses in its OWC and QL portfolios. For this reason, CCAT did not prioritize any changes to the Competencies in this revision of the core curriculum. The largest component of the UWM GER is in the Distribution requirement, both in terms of credit hours and number of unique courses in the GER portfolio. Universities that employ a distribution model in general education implement it in many different ways, but usually with a more intentional and managed approach than at UWM. The CCAT viewed this part of GER as the highest priority for revision. The Cultural Diversity requirement is a UW System mandate with a narrow definition, so it is not a target for revision, though infusing a broader set of courses into the Distribution requirement that touch on aspects of cross-cultural understanding and related topics is a goal. Given that most incoming students meet the World Language requirement with high school work, it was also not a priority for revision.

For Fall 2021, CCAT focused on building new models for or alternatives to the Distribution requirement and did not focus on the other three parts of the UWM GER. In addition, CCAT examined management models that could augment the governance provided by APCC over the GER.

Concerns with Current GER at UWM

Through the initial two phases of the 2030 initiative, many issues with GER were identified and were targeted for revision. The issues focused on student experience, progression to degree, cost and labor efficiency, and assessment capability. CCAT sought to develop models that would address these concerns. The key concerns are elaborated here.

Student Issues

1. No cohesive theme to GER courses
 - GER courses are presented in terms of divisional distributions with no clear connections to how the distribution addresses key learning outcomes or why the distribution is valuable.
2. Overwhelming number – some rarely offered
 - The number of courses in distribution is extremely large and many courses are rarely offered. Because the GER lists are so long, advisors indicated that they created their own lists of regularly offered courses that they viewed as useful to students.
3. Roadblocks created by schools/colleges effectively requiring or excluding GER courses
 - GER courses have been embedded in other campus requirements, limiting their portability. This includes L&S not allowing non-L&S GER courses to count in its breadth requirement, and departments incorporating specific GER courses into their major requirements. Each limitation potentially requires students to take additional GER when changing majors.

Institutional Issues

1. Not well connected to learning outcomes
 - The GER courses have evolved over time and the relevance of the overall portfolio of GER courses to the UW System learning outcomes has not been reviewed nor intentionally designed.
2. Driven too much by budget/revenue concerns rather than student outcomes
 - Supporting major and graduate programs has been viewed as a role for GER. Many stakeholders indicated that student credit revenue was the key concern in any changes to GER.
3. Grown too large to be adequately managed
 - With hundreds of potential GER courses being managed by dozens of units, management becomes a challenging issue both at the governance and decanal levels.
4. Assessment of unwieldy GER portfolio is impractical and threatens our HLC accreditation
 - With many courses managed by many units, it is very difficult to conduct adequate assessment in the current governance structure. Non-compliance can overwhelm governance structures.
 - GER at UWM barely meets the minimum number of credits recommended for General Education of 30 credits.

CCAT Guiding Principles and Mission Statement

As a starting point, CCAT set forward guiding principles that would (a) align with the goals of the 2030 Initiative, (b) address the concerns that had been identified, and (c) produce a student centric GER program.

1. Design GER in an intentional and coordinated way that focuses on student needs such that the value of GER can be clearly articulated to them.
 - GER represents about 25% of an undergraduate's required credit hours and should be carefully designed to provide critical skills that are valued by students.
2. Focus and structure GER around learning outcomes (LO) – link to UW System LO.
 - Although the current distribution aligns with some UW System LO, it is not designed around a learning outcome strategy.
3. GER should not be a barrier to changing majors, moving between Schools/Colleges, or transferring to UWM.
 - Many stakeholders viewed the lack of portability of current GER as a major problem for student progress if they moved from one major or school to another. This is a key limitation of current GER and must be addressed to offer a student centric GER program.
 - GER should be consistent across the campuses of UWM.
4. Recognize and utilize previous investments in personnel.
 - Much effort has been expended on current GER courses and many long-term personnel (faculty, indefinite status academic staff, and multi-year academic staff) are associated with the current GER. Given current budget and personnel limitations, these previous investments should be leveraged or repurposed as much as possible.
5. Address impact of GER reform on School and College revenue through central budgeting rather than through a forced distribution of GER courses across Schools and Colleges.
 - With highly constrained budgets, any changes in revenue could have major impacts on the financial situations of schools and colleges. Rather than constrain the core curriculum to maintain the current revenue balance, this should be managed through tools in the budgeting process. Dictating student experience to attain local budget goals is not student centric and offers only short-term benefits.
6. Manage GER course array via staff or a dedicated GER unit in Academic Affairs that coordinates with faculty governance and instructional units.
 - Curriculum is the province of faculty governance, but the semester-by-semester management of a program that encompasses >25,000 enrollments* in GER classes each semester and the reporting requirements of hundreds of courses can exceed the labor capacity of a relatively small faculty committee. An entity aimed at these aspects of GER management would create efficiencies and free governance, i.e., APCC, to focus on the fundamental curricular aspects of GER.

* However not all the enrolled students are necessarily using the class for a campus GER requirement.

Mission Statement

General Education at UWM is a student-focused platform for connected learning designed to expose students to diversity of thinking, doing, interpreting, and creating, and to prepare students to be informed members of a global society throughout their lives. It advances student abilities in

foundational intellectual tools, communication, and critical thinking, that are needed to succeed in every academic discipline.

Key Decisions in GER Revision

To revise the Distribution requirement of GER, three main areas of decision making were identified by CCAT: (1) Model for GER structure, (2) Rubric for including courses in GER, and (3) Management structure.

1. Model for or alternative to the GER distribution
 - Three models were considered in addition to the traditional divisional model currently used at UWM.
2. Rubric for including courses in GER
 - A more restrictive rubric is needed to ensure that the courses meet the learning outcomes, can easily be assessed, and are cost-effective.
3. Management structure
 - An augmented management structure is needed to take some of the weight of semester-by-semester tasks from faculty governance.

Models for the GER grouping

- Current distribution
- Hybrid conventional distribution plus connected learning
- Areas of inquiry-based distribution
- Foundational core curriculum approach

Rubric for including courses in GER

- Meets at least one learning outcome
- Automated assessment mechanisms
- Fits size attribute, i.e., large, information-based, or small, communication-intensive.
- Fits connected learning scheme in GER, i.e., distribution or grouping.

Management structure

- Continued management through APCC and its GER subgroup.
- Central support/management provided by Academic Affairs in coordination with faculty governance through APCC.
- Central unit that delivers GER courses via agreements with Schools and Colleges to provide courses and needed staffing.

Grouping Models for Distribution Requirement

A. New Model # 1: Hybrid Conventional Distribution plus Connected Learning

1. GER Grouping: There are three sets of requirements that satisfy the breadth and cultural diversity aspects of the GER program.
 - i. Traditional distribution model with a course in each of the divisions: Humanities, Natural Science, Social Science, and Art.
 - ii. Connected learning courses that span multiple disciplines and perspectives. These are likely new courses and form part of the common experience element

- of the model. Allows for intentional inclusion of coursework aimed at critical analysis of complex problems
- iii. University experience course(s) that introduce students to the University. Possibly also a course aimed at preparation for post-college.
2. Examples of Groupings: The connected learning courses could be grouped into themes such as:
 - a. Sustainability
 - b. Cultural Heritages
 - c. Global Health, with requirements that they include content aimed at topics such as social justice, climate change, etc.
 - d. Required experiential learning could also be introduced into this part of the GER model.
 3. Distribution of units.
 - a. 12 units in the divisional foundations.
 - b. 6-9 units in the connected learning.
 - c. 1-2 units in the university experience.
 4. Fundamental differences from current model
 - a. Traditional divisional distribution dropped from 21 to 12 units
 - b. New 6–9-unit block of courses aimed at connecting ideas and learning from multiple disciplines to address complex issues. These are expected to be limited in number and can offer common experience to students while including desired learning in specific areas.
 - c. A new 1-unit University Experience course to introduce to the university, its resources, and its values. Potentially also a 1-unit prep for post-college. These also form a common experience.
 - d. GER unit load (excluding competency courses) is similar 19-23 vs. 21.
 5. Potential impacts on courses that could be included in GER
 - a. Retains the traditional divisional requirement so structure does not fundamentally exclude any current GER courses. Number of credit hours for them would be reduced by about 40%.
 - b. Unclear how many, if any, current courses would fit in the connected learning group.
 6. Attributes
 - a. Relatively straightforward to adapt current GER system to this model because distribution component is retained.
 - b. Portability between schools and colleges still depends on whether they stipulate specific courses or subsets of GER that meet their requirements.
 - c. Creates relatively few new challenges for transfer students if flexible approach is found for transfer credit in connected learning courses.
 - d. Common student experience is attained with 2-3 connected learning courses as well as university experience courses.
 - e. Coordinated efforts to deliver learning outcomes rest in connected learning courses and they could also convey desired content in areas such social justice, sustainability etc.
 - f. Impacts on school/college SCH are mainly dependent on who is delivering connected learning curriculum.

B. New Model #2: Areas of Inquiry

1. GER Grouping. There would be Areas of Inquiry that spanned the traditional divisional areas.
2. Examples of Generic Groupings
 - a. Creativity, Innovation, & Aesthetic Inquiry
 - b. Diversities in the Human Experience
 - c. Global Perspectives
 - d. Scientific & Logical Reasoning
3. Distribution of units. Total of 18 credits across the Areas of Inquiry in addition to the competency requirements, plus potentially a 1–3-unit University Experience course.
4. Fundamental differences from current model
 - a. GER unit load (excluding competency courses) drops to 18-21 from 21.
 - b. No longer an explicit distribution between traditional divisions.
5. Potential impacts on courses that could be included in GER
 - a. Courses would need to align with chosen Areas of Inquiry and this limitation would depend on the areas and how narrowly they were defined.
 - b. Total unit count in breadth courses would be reduced.
6. Attributes
 - a. Involves major reorganization of how courses slot into GER groups.
 - b. Portability between schools and colleges still depends on whether they stipulate specific courses or subsets of GER that meet their requirements.
 - c. For transfer students, would require developing some flexible mechanism for mapping conventional distribution-based GER credits to the Areas of Inquiry.
 - d. Common student experience is attained through the shared Areas of Inquiry and university experience courses.
 - e. Coordinated efforts to deliver learning outcomes rest in the choice of the Areas of Inquiry.
 - f. Impacts in school/college SCH is unpredictable, but no inherent bias towards any unit.

C. New Model #3: Foundational Core Curriculum/Common Experience

1. GER Grouping: In addition to existing competency requirements (QL, OWC, language).
 - a. A grouping of specially designed connected-learning courses constituting the Core Curriculum which replaces the former discipline-based "distribution requirements"
 - b. An "Academic and Professional Success" grouping is added
2. Examples of Groupings and 3. Distribution of Units
 - a. Core Curriculum —18 to 27 credits (6-9 in each section)
 - i. Grouping 1:
 1. Arts and Humanities [UWS Outcomes of Creative Thinking Skills; Individual, Social, and Environmental Responsibility]
 - a. Creative Expression and Imagination heading with variable sections
 - b. Themes, Ethics, and Ideas heading with variable sections
 - c. Interpretation in the Arts and Humanities
 - ii. Grouping 2: Sciences and Technology [UWS Outcomes of Knowledge of the Natural World & Critical Thinking Skills]

1. Scientific Method and Practice
 2. Health and Wellness
 3. Laboratory and Technological Knowledge
 - iii. Grouping 3: Society and Culture [UWS Outcomes of Knowledge of Human Cultures & Intercultural Knowledge and Competence]
 1. Functions of Society and Organizations
 2. Leadership, Innovation, and Entrepreneurship
 3. Cultural Heritage and Diversity
 - iv. Academic and Professional Success –2 to 6 credits
 1. Gateway to University Studies
 2. Career, Financial, and Life Planning
4. Fundamental differences from current model
- a. Core curriculum is not a distribution requirement; number of courses will not proliferate
 - b. Courses are intentionally designed by teams for General Education population and connected-learning purpose
 - c. Courses are transdisciplinary and problem centered
 - d. Academic & Professional Success component helps students find majors and career pathways from wide array at UWM
 - e. Has advising component built into the design of broad headings guiding students
5. Potential impacts on courses that could be included in GER
- a. As with all models, review by departments of major requirements that utilize General Education courses will be required
 - b. Departmental gateway courses for university studies would need review and could be incorporated into a campus wide GER design for "Academic and Professional Success" heading
 - c. Review Needed for Relationships with Honors College
6. Attributes
- a. Involves major reorganization of how GER is delivered at UWM, creation of an entity to house the GER program, and may have a more extended start-up time.
 - b. Portability between schools and colleges is controlled by a tightly managed, common core curriculum.
 - c. For transfer students, it would involve developing some flexible mechanism for mapping distribution-based GER credits to the common core curriculum.
 - d. Design is focused on delivering common student experience.
 - e. Coordinated efforts to deliver learning outcomes embedded in program.
 - f. Fundamentally different budgeting approach that removes GER course SCH as a factor in GER revenue distribution. Revenue sharing model would be needed.

Rubric for including courses in GER

1. Meets at least one learning outcome
 - Basic requirement for inclusion in GER.
2. Automated assessment mechanisms
 - To aid in assessment, measures of learning outcomes should be built into Canvas in such a way that it can easily be extracted for analysis.
3. Fits size attribute, i.e., large, information-based, or small, communication-intensive.
 - Optimal course size should be set in intentional way around pedagogical needs of the course. This will aid in schedule development and prioritization.

4. Fits connected learning scheme in GER, i.e., distribution or grouping.
 - Must align with one of the groupings in the model scheme.

Management Structure Options

1. Continued management through APCC and its GER subgroup.
 - Puts a heavy burden on governance group with limited enforcement powers.
2. Central steward in Academic Affairs coordinating with faculty governance through APCC.
 - Create a small team to manage GER with administrative tools to manage GER through mechanisms not available to governance, such as budget control.
3. Central unit that delivers GER courses via agreements with Schools and Colleges to provide courses and needed staffing.
 - Create academic entity that would contain the GER program and deliver it through its own prefix, e.g., UNIV XXX.
 - Entity would collect all GER revenue and support instruction from revenue.

DRAFT