School of Education Strategic Position Control (SPC) Report

a. The expected number of vacancies based on the unit’s historical vacancy rate over the last 3 years based on numbers compiled by Business and Financial Services; the current number of open positions; and likely upcoming planned and unplanned vacancies.

• Based on the unit’s historical vacancy rate over the last three years, Business and Financial Services projects the SOE will have 9.0 FTE turnover during FY 2016-17. The SOE does not plan to continue this level of turnover during FY 2016-17. At this time, the SOE projects approximately 4.1 FTE turnover during FY2016-17. In addition, the SOE has 4.5 FTE on leave of absence during FY 2016-17. One FTE is definitely returning to the SOE, but the remaining 3.5 FTE is undecided about whether they will return to their permanent positions in the SOE at this point in time.

• Since October 2014, the SOE projects as of the end of FY 2016-17 to be down by the following FTE:
  o 1.6 FTE Limited Appointments
  o 13.0 FTE tenure track faculty (includes one transfer to teaching academic staff)
  o 4.0 FTE teaching academic staff
  o 3.0 FTE non-teaching academic staff
  o 6.3 FTE university staff
  o 27.9 FTE Total

b. Expected hires that are needed to maintain financial returns.

The SOE is putting forth a request for four positions to be searched in 2016-17. Two of the positions are critical to maintaining and achieving financial returns and the other two positions are needed to fill critical vacancies.

c. Expected hires that are needed to maintain accreditation of academic programs.

The only programs with strict accreditation issues are in educational psychology with the counseling and school psychology programs. At the present time, we do not anticipate any expected hires unless someone leaves or our enrollments grow in the two programs with strict accreditation requirements.

d. Expected hires that are needed for continuity of essential academic and non-academic operations that broadly support the University’s mission (after alternatives for downsizing and reorganization have been considered).

The first position we need is a faculty hire in the K-12 administrative leadership area to support the enrollment growth and the urban doctoral program. The urban doctoral program contributes towards the R1 status. Currently, we do not have any tenured or tenure-track faculty in this area. We have one teaching academic staff and one visiting assistant professor.

The second position we also need support is in the educational statistics and measurement area. This area supports the campus and currently we have one associate professor and one newly promoted professor. Their graduate classes are in high demand and yet, we cannot offer the full complement of graduate courses with our current staffing.

The third position is to replace our graduate program coordinator in curriculum and instruction who is on a leave of absence at UW System. This position is critical to supporting graduate cohort initiatives we
hope to develop with school districts. This faculty member should have expertise in a content area (reading and mathematics would be priorities) and the ability to teach in teacher preparation program courses as well as experience in designing and teaching in graduate and doctoral programs aimed at practicing teachers and aspiring teacher educators.

The fourth position is to provide continued leadership in the long-standing UWM-MPS Internship program and other school district partnership work essential to our community engagement mission; teacher education program leadership/coordination (program and field coordination across all four certification programs areas) and contribute to teaching in one or more of the gaps resulting from recent departures.

e. Expected hires from external funding, auxiliary funds, and funding restricted for specific purposes (source of funding must be described).

The only expected hires from external funding would be due to grant supported soft money and would not be any permanent faculty or staff.

f. Actions required to maintain R1 status and national and international reputation of programs.

The two critical areas required to maintain R1 status are Ph.D. graduates and external research funding. The School of Education historically has been able to produce more than its share of Ph.D. graduates. Due to the loss of critical tenured faculty, we do not have a sufficient supply of tenured faculty in areas with a large amount of Ph.D. students to chair dissertations.

In terms of external funding, most of the SOE funding has been professional development training grants and not research grants. We have one junior faculty member who recently received a two-year Institute of Education Studies (IES) research funding. As future openings present themselves, external research funding needs to become a major criterion for hiring considerations.

g. Comparison of the expected savings (after considering a-f above) to the unit salary reduction target established by campus, and discussion of how any shortfall will be addressed (including the impact of these additional cuts on b-f above).

The School of Education has achieved a balanced annual operating budget for FY2017. This is due to the loss of faculty at the same time we have lost enrollment. We are currently trying to optimize our human resources to our enrollment, although it is not being achieved strategically since we have little control over who leaves from program areas.

The SOE expects to achieve the salary reduction target established by campus primarily due to 4.5 FTE on leave of absence for FY 2016-17. These savings are one-year only, and are not projected at this time to reoccur in FY 2017-18.

However, note that the SOE has plans to spend carryforward commitments of approximately $140K that were not included in the original Spring projection sent to campus. The SOE was expecting to receive a one-time transfer from UW System for these commitments, however will need to use carryforward funds for these expenditures.