

# Program Discontinuance Proposal for the UWM College of General Studies

## Introduction

This document is submitted pursuant to Regent Policy Document 20-24: Procedures Relating to Financial Emergency or Program Discontinuance Requiring Faculty Layoff and Termination. It provides a proposal to close the University of Wisconsin-Milwaukee's College of General Studies (CGS) and its three academic departments. That closure includes the layoff of the college's faculty. This proposal is initiated by UWM Chancellor Mark Mone and provides "appropriate information and analysis regarding the educational considerations, including programmatic and financial considerations, supporting the proposed program discontinuance," as required by RPD 20-24.<sup>1</sup>

The College of General Studies is proposed for closure due to a sustained, significant enrollment decline, with projections suggesting the decline will continue. The result of that decline has been substantial challenges to the cost effectiveness of the college's programs, which cost more to offer and administer than bachelor's degree programs on the main campus but are supported with significantly lower tuition rates. As a result, the college and its departments have needed to be disproportionately subsidized with state appropriations. Given past and projected enrollment declines and financial costs, UWM can no longer justify this level of subsidy relative to other uses for such funds.

The college and its departments were created to provide an organizational structure for the two-year campuses at Waukesha and Washington County when they merged with UWM in 2018. With the closure of the Washington County campus at the end of this fiscal year and the closure of the Waukesha campus at the end of the next academic year, it is no longer necessary to maintain the college or most of its additional operations, which were designed to support and enhance instruction at the two campuses. Where it is beneficial or feasible to continue some of those operations, UWM will do so by transferring their administration to the main campus. Maintaining CGS and/or the three academic departments is not necessary for the purpose of those ancillary operations.

Board of Regents approval of the program discontinuance proposal is not required to non-renew academic staff or lay off university staff. Nonetheless, we include information about CGS's non-associate degree instructional operations that will be affected by the CGS closure in Appendix A so that the full impact of CGS's closure is clear. Instructional academic staff, non-instructional academic staff, limited appointees and university staff will receive nonrenewal

---

<sup>1</sup> UWM has already received the question whether a college is a "program" that can be closed. Both UWs and UWM policy define the process to create and/or close a college, which UWM would follow if faculty layoff were not involved—see [Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting | UW Policies and SAAP 1-1. Academic Approval Matrix.pdf \(uwm.edu\)](#). Because faculty layoff is involved, UWM must follow the process under RPD 20-24, but there is no question that a college, as a recognized academic unit, is a program.

and/or layoff notices shortly. No staff are being terminated from their current or 2024-25 appointments based on the proposed program discontinuance, and staff will separate from UWM only after the appropriate notice periods and the applicable processes for each employee category are complete.

## Analysis

The closure of the College of General Studies and its three academic departments is based on these two considerations from RPD 20-24 Section D:

1. Student and market demand and projected enrollment in the subject matter taught in the program.
2. Current and predicted comparative cost analysis/effectiveness of the program.

### 1. Student and market demand and projected enrollment in the subject matter taught in the program.

National, regional and SE Wisconsin demographic and cultural trends, among other factors, have led to significant enrollment declines for the two-year institutions of the former UW Colleges. Unfortunately, those trends seem likely to continue or even accelerate, leaving little optimism for increased demand for the AAS program at UWM at Waukesha, which has become unsustainable at current levels.

#### **National Trends**

Nationally, enrollments at two-year institutions have decreased significantly since 2010; overall, two-years saw a decrease from 7.7 million students in 2010 to 4.7 million in 2021, a decline of 39%. By comparison, four-year institutions saw a 3.8% increase in undergraduates (from 10.4 million to 10.8 million students).<sup>2</sup> Not accounting for geography, projections indicate that numbers at both types of institutions will stabilize over the next eight years, with two-year institutions staying in the range of 5.2-5.3 million overall enrollments.

That overall stability, however, will play out unevenly. By 2029, parts of the southern and western U.S. will see significant gains in their college-going populations (with Texas and mountain states seeing gains of up to 7.5%) while the northeastern U.S. and the Rust Belt states will see significant declines.<sup>3</sup> The analysis of Nathan Grawe (economist at Carleton College and author of “Demographics and the Demand for Higher Education”) suggests that in some cases the declines may be more than 15%. His analysis suggests that national universities on the West Coast will continue to thrive despite national demographic changes, but that regional four-year institutions and community colleges will be hit hard, particularly in places like Wisconsin.<sup>4</sup>

---

<sup>2</sup> National Center for Education Statistics. (2023). Undergraduate Enrollment. Condition of Education. U.S. Department of Education, Institute of Education Sciences. Retrieved April 21, 2024, from <https://nces.ed.gov/programs/coe/indicator/cha>.

<sup>3</sup> *Looming Enrollment Cliff Poses Serious Threat to Colleges* | BestColleges. (n.d.). Retrieved April 29, 2024, from <https://www.bestcolleges.com/news/analysis/looming-enrollment-cliff-poses-serious-threat-to-colleges/>

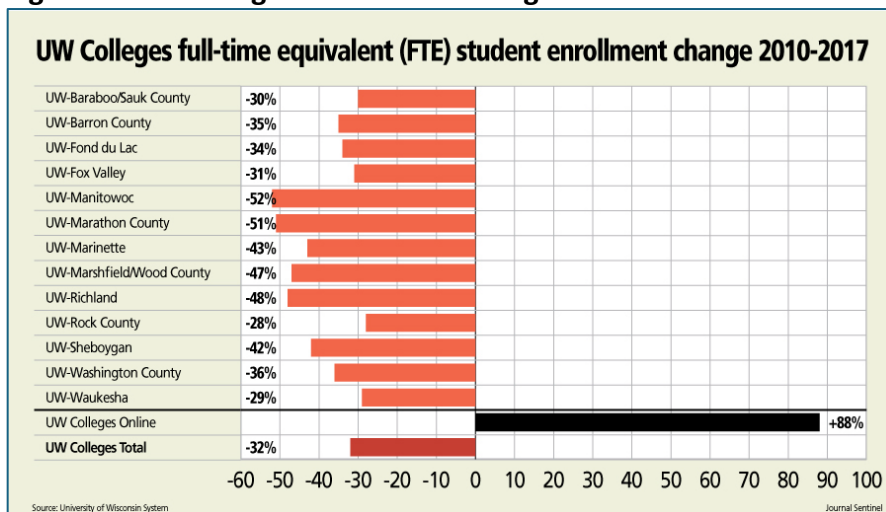
<sup>4</sup> Carey, K. (2022, November 14). *The incredible shrinking future of college*. Vox. <https://www.vox.com/the-highlight/23428166/college-enrollment-population-education-crash>

The demographic shifts are accompanied by changes in student behavior. There is a smaller number of students graduating from high school, and a smaller percentage of those students are attending two-year colleges. In 2010, 12.9% of 18- to 24-year-olds enrolled in two-year colleges. As of 2022, the percentage was down to 8.5%.<sup>5</sup> UWM’s main campus has also seen enrollment declines, and there may be additional challenges ahead for the main campus, as we are also seeing that more students who attend four-year institutions matriculate at flagships rather than regional institutions.<sup>6</sup>

### Two-Year Degrees in Wisconsin

In 2017, then-System President Ray Cross paired the two-year campuses with four-year institutions. As shown in Figure 1, enrollments at the two-year campuses had already declined significantly from their high point in 2010, and efforts to save costs by reducing administration and implementing shared services had not been sufficient to address the financial challenges. Cross’ work to group the two-years with four-year campuses was meant to “keep them afloat,” allowing “the UW System to maintain a higher education presence in...Wisconsin counties where the number of college-age students has dropped precipitously....” At the time, the two best-performing two-year campuses, UW-Rock County and UW-Waukesha, had lost 28% and 29% of their enrollments, respectively, since 2010.<sup>7</sup> Cross argued that the alignments would help save costs; he told the Journal Sentinel that “[j]ob savings will be in consolidation, streamlining and regionalization of shared services to support the academic enterprise.”

**Figure 1. UW Colleges Enrollment Changes 2010-2017.<sup>8</sup>**



<sup>5</sup> *Digest of Education Statistics*, (n.d.). *Percentage of 18- to 24-year-olds enrolled in college, by level of institution and sex and race/ethnicity of student: 1970 through 2022*. National Center for Education Statistics. Retrieved April 21, 2024, from [https://nces.ed.gov/programs/digest/d23/tables/dt23\\_302.60.asp](https://nces.ed.gov/programs/digest/d23/tables/dt23_302.60.asp)

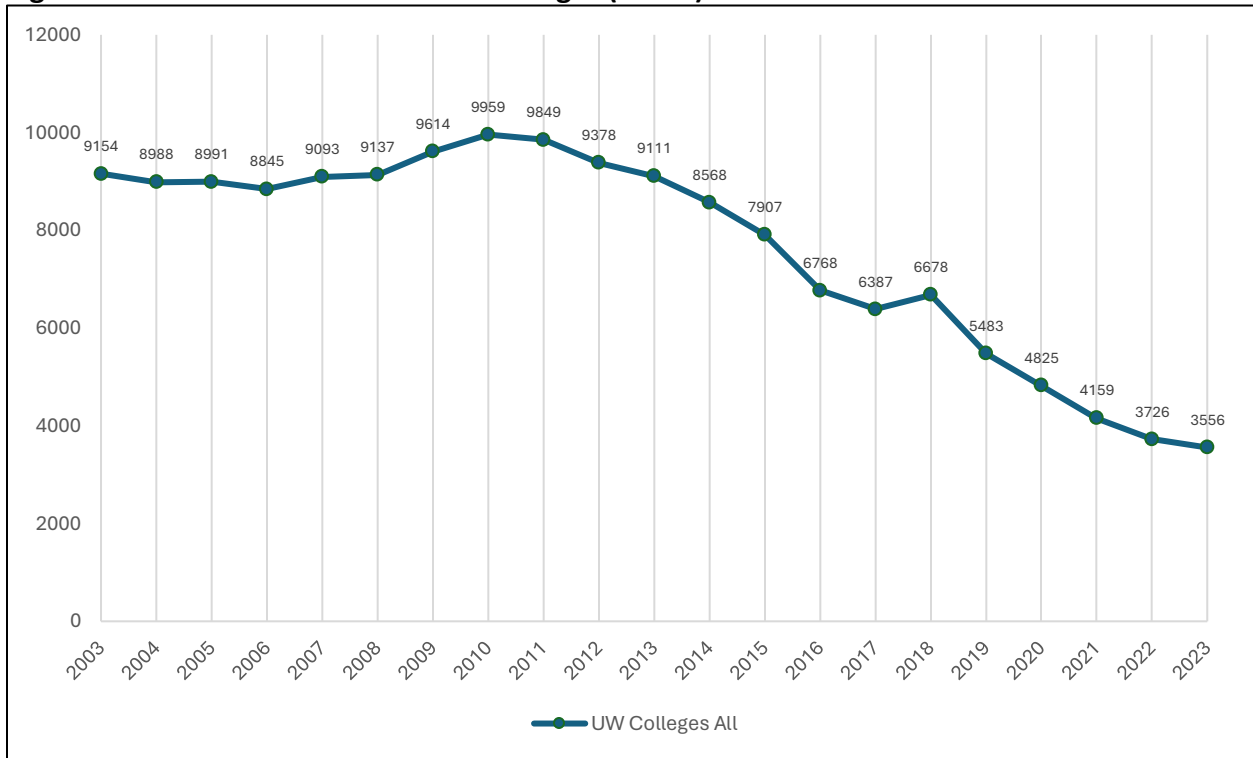
<sup>6</sup> *Flagships Across the Country Are Prospering While Regionals Withier*. (2023, February 13). *The Chronicle of Higher Education*. <https://www.chronicle.com/article/flagships-prosper-while-regionals-suffer>

<sup>7</sup> The Universities of Wisconsin’s Office of Policy Analysis & Research reports that UW-Rock County lost 26% of their enrollments from Fall 2010-Fall 2017 and that UW-Waukesha lost 28%. We can’t be sure why the Journal Sentinel’s numbers here do not align with OPAR’s.

<sup>8</sup> *Proposed merger would keep two-year colleges afloat in UW System*. (n.d.). Retrieved April 21, 2024, from <https://www.jsonline.com/story/news/education/2017/10/11/details-announced-proposed-merger-uw-system-two-and-four-year-campuses/753921001/>

There was significant variety in how the four-year and two-year institutions merged, but mergers have not stemmed the overall loss of enrollments. For example, although Green Bay tightly integrated their four-year and two-year locations and fully aligned their curriculum, they recently announced the cessation of in-person classes at UW-Green Bay at Marinette. Overall, the 13 two-year campuses have plummeted in enrollments since 2010 (Figure 2), falling from a high of 9,959 in 2010 to 3,556 in 2023, a decrease of 64.3%.

**Figure 2. Overall Enrollments at UW Colleges (in FTE)<sup>9</sup>**



**AAS Demand in Waukesha and Washington County<sup>10</sup>**

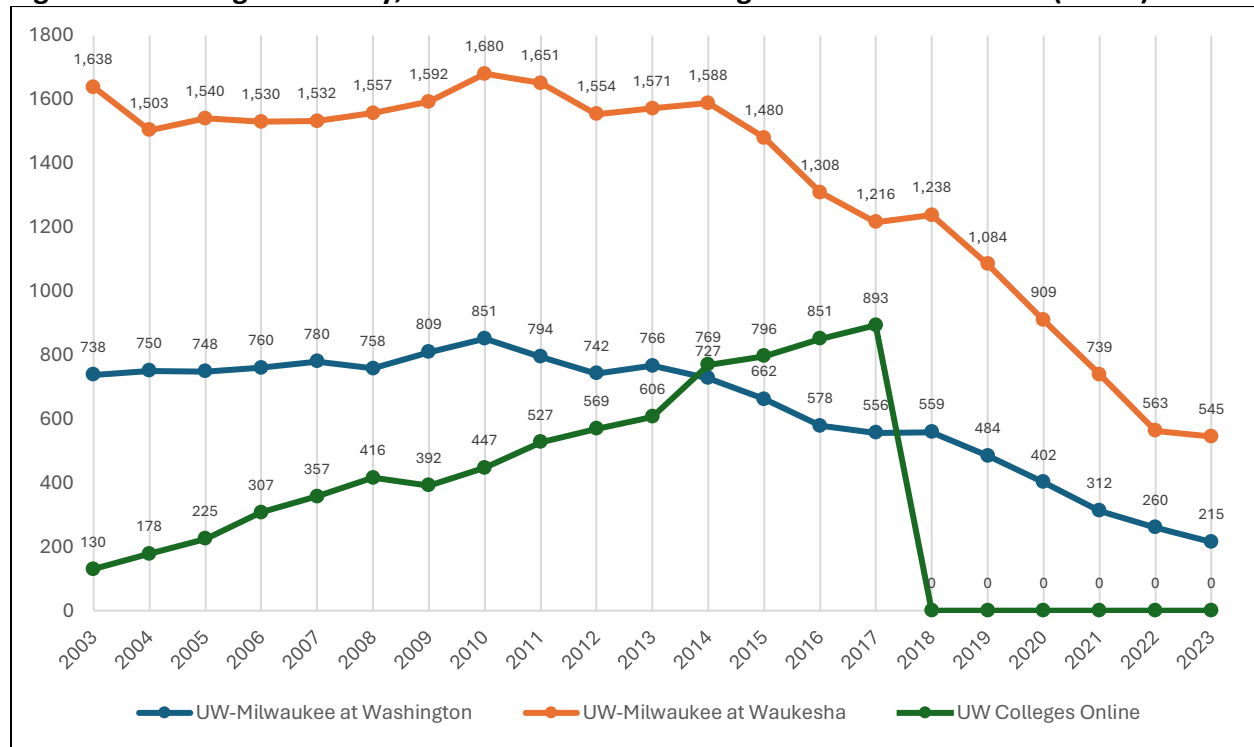
The same dynamic played out at the Waukesha and Washington County campuses (Figure 3). Unfortunately, the integration into UWM has not stemmed the tide of overall enrollment loss at those two-year campuses, with Washington County and Waukesha continuing to lose an additional 57.7% of their overall enrollments since 2018.<sup>11</sup>

<sup>9</sup> *UWSA TnR Print Version*. (n.d.). Tableau Software. Retrieved April 21, 2024, from <https://public.tableau.com/shared/XN95D9JYD?:showVizHome=no>

<sup>10</sup> When examining trends in relation to the AAS degree offered by former UW Colleges institutions, it’s important to look at liberal arts associate degrees rather than “AAS” degrees more generally. The University of Wisconsin Colleges were unusual in offering an Associate of Arts and Sciences (AAS) degree, which is closer in coursework and outcomes to an Associate of Arts (AA) or Associate of Science (AS) degree than it is to an Associate of Applied Science (AAS) degree. The Associate of Applied Science is a two-year associate-level degree with a focus on a particular applied science or technical skill.

<sup>11</sup> *UWSA TnR Print Version*. (n.d.). Tableau Software. Retrieved April 30, 2024, from <https://public.tableau.com/shared/XN95D9JYD?:showVizHome=no>

**Figure 3. Washington County, Waukesha and UW Colleges Online Enrollments (in FTE)<sup>12</sup>**

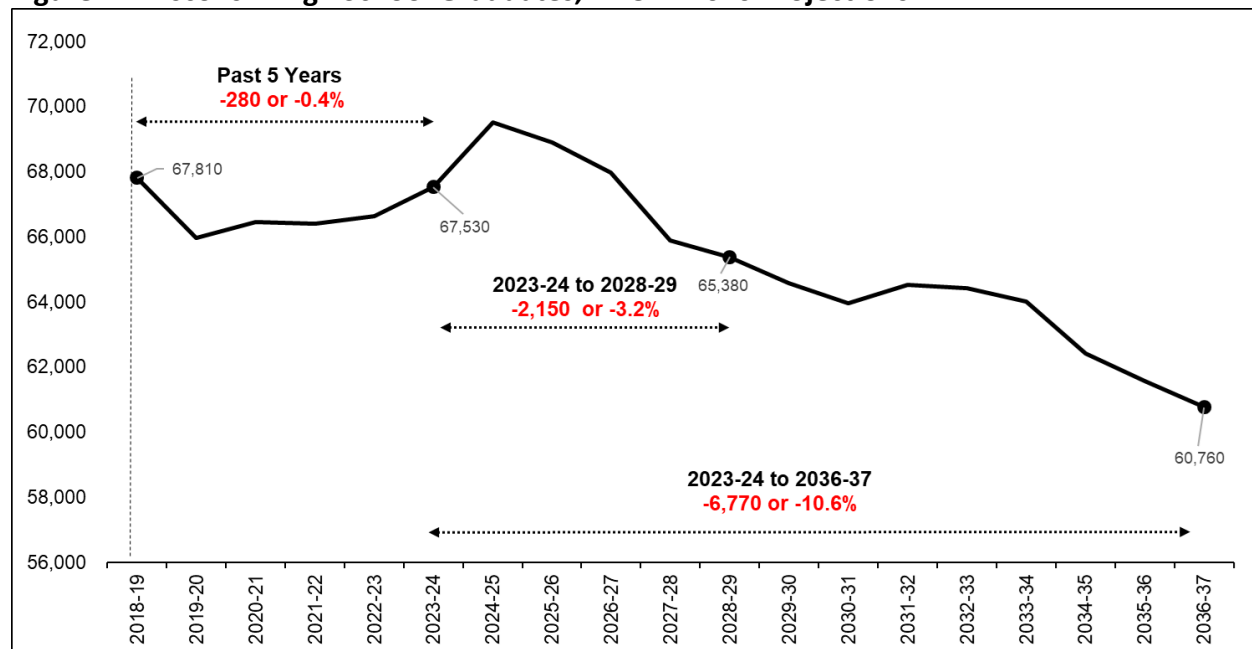


There is little reason to be optimistic about future enrollments as the State of Wisconsin faces a significant downturn in the number of high-school graduates (Figure 4), compounding all the challenges already faced by UWM with an additional drop in the pool of potential students. Further, Waukesha County and Washington County are themselves showing downward linear trends in the projected numbers of high-school graduates; by 2026, Washington County is projected to have dropped to 1,590 annual graduates from 1,776 in 2012. Waukesha County is projected to have dropped from 5,519 to 5,142 over the same period.<sup>13</sup>

<sup>12</sup> *UWSA TnR Print Version*. (n.d.). Tableau Software. Retrieved April 21, 2024, from <https://public.tableau.com/shared/XN95D9JYD?:showVizHome=no>

<sup>13</sup> Projections from UW-Madison Applied Population Laboratory in 2017 and reported in OPAR’s “Wisconsin High School Graduate Projections” report for Waukesha County and [Washington County](#)

**Figure 4. Wisconsin High School Graduates, WICHE 2020 Projections<sup>14</sup>**



Another factor impacting current and future enrollment at UWM’s two-year campuses is the recent authorization that allows institutions of the Wisconsin Technical College System (WTCS) to offer liberal arts-focused AA and AS degrees. Previously, only five WTCS institutions were authorized to do so, and now all 16 WTCS institutions have that authority. Waukesha County Technical College, just a few miles away from UWM at Waukesha, began offering AA and AS degrees in the same market in Spring 2024. Further, the technical colleges are much better funded on a per-student basis than Universities of Wisconsin institutions,<sup>15</sup> with significantly larger budgets for facilities and marketing. In a head-to-head competition for students between the two-year UW campuses and the technical colleges, UW campuses will face a significant uphill challenge.

The two-year campuses of the former UW Colleges also face additional competition from the UW four-year campuses. In recent years, as the four-year campuses have competed for the shrinking number of high school graduates in Wisconsin, the collective admission rate for Wisconsin residents across the comprehensive institutions has risen from 84.8% in 2013 to 93.8% in 2023.<sup>16</sup> The market for students who were unable to be directly admitted into the four-year campus of their choice thus shrunk substantially. These changes in admission rates among the four-years align with enrollment (FTE) declines on the two-year campuses, with

<sup>14</sup> Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, [knocking.wiche.edu](https://knocking.wiche.edu). <https://knocking.wiche.edu/dashboards-profiles/>

<sup>15</sup> Kremer, R. (2023, April 20). *Report: Public funding for state universities ranks 43rd in nation*. WPR. <https://www.wpr.org/education/report-public-funding-state-universities-ranks-43rd-nation>

<sup>16</sup> Data source: *Fall 2003/2013/2023 Admission/Enrollment Comparison*, Office of Policy Analysis at Research, Universities of Wisconsin. Supplemental calculations for admission rates added by UWM Business and Financial Services.

Waukesha losing 65.3% (1,571 to 545) of its overall enrollments and Washington County 72% (from 766 to 215) between 2013 and 2023.<sup>17</sup>

Unfortunately, application numbers for Fall 2024 suggest that the downward trend in enrollments will continue (Figure 5, which was captured prior to the March 11<sup>th</sup> announcement of the Waukesha closure). The Waukesha numbers are not the worst in the System, suggesting a deeper problem relating to student interest in the two-year campuses.

**Figure 5. February Application and Admits, Two-Year Campuses (Report from March 5, 2024)**<sup>18</sup>

		New Freshmen by Institution - 2-Year Campuses													UW 2-Year
		MIL		EAU	GBY			OSH		PLT		STP		WTW	
		WAK	WSH**	BRN	MAN	MNT	SHB	FDL**	FOX	BRB	RLN*	MSF	WAU	RCK	
Applications	<b>All applications</b>														
	Fall 2022	184	85	151	60	42	122	157	239	105	60	106	132	152	1,595
	Fall 2023	183	81	134	63	28	124	98	185	96	N/A	93	142	176	1,403
	Fall 2024	160	N/A	114	43	18	88	N/A	185	67	N/A	58	91	187	1,011
	% Change from 2023	-13%	N/A	-15%	-32%	-36%	-29%	N/A	0%	-30%	N/A	-38%	-36%	6%	-28%
	<b>Completed Applications</b>														
	Fall 2022	136	59	123	44	29	107	131	207	88	44	91	105	112	1,276
	Fall 2023	157	58	115	52	14	102	76	160	77	N/A	66	117	134	1,128
	Fall 2024	131	N/A	94	25	16	75	N/A	141	54	N/A	45	70	155	806
	% Change from 2023	-17%	N/A	-18%	-52%	14%	-26%	N/A	-12%	-30%	N/A	-32%	-40%	16%	-29%
<b>Completion Rate</b>															
Fall 2022	74%	69%	81%	73%	69%	88%	83%	87%	84%	73%	86%	80%	74%	80%	
Fall 2023	86%	72%	86%	83%	50%	82%	78%	86%	80%	N/A	71%	82%	76%	80%	
Fall 2024	82%	N/A	82%	58%	89%	85%	N/A	76%	81%	78%	77%	83%	80%	80%	
Admissions	<b>Admissions</b>														
	Fall 2022	136	59	123	44	29	107	131	207	88	44	91	105	112	1,276
	Fall 2023	157	58	115	52	14	102	75	160	77	N/A	66	117	134	1,127
	Fall 2024	131	N/A	94	25	16	75	N/A	140	54	N/A	45	70	155	805
	% Change from 2023	-17%	N/A	-18%	-52%	14%	-26%	N/A	-13%	-30%	N/A	-32%	-40%	16%	-29%

\*UW-Platteville Richland closed prior to Summer/Fall 2023

\*\*UW-Milwaukee Washington County and UW-Oshkosh Fond du Lac Campus are to end in-person instruction prior to Summer/Fall 2024.

The county executives of Washington and Waukesha counties have each independently taken note of the sliding enrollment levels and inquired if the branch campus space in their respective counties could be used differently. After discussion, both leaders have expressed support for consolidating the higher educational offerings for their resident students in the local technical colleges.

In conclusion, the decrease in the demand for the AAS in Waukesha and Waukesha County is not the result of any one factor. The impact of the enrollment loss, however, has been severe, and every indicator, including national and regional trends and increased competition, suggests that enrollments at UWM at Waukesha are unlikely to recover. Continuing to offer the AAS degree in this context is no longer necessary, justified, or sustainable.

## 2. The current and predicted comparative cost analysis/effectiveness of the program.

The overall loss of enrollments at the UWM at Waukesha campus has had a profound effect on the financial outcomes and outlook of the College of General Studies. The rate of enrollment declines is unsustainable without ongoing support that UWM cannot afford when considering

<sup>17</sup> UWSA TnR Print Version. (n.d.). Tableau Software. Retrieved April 30, 2024, from <https://public.tableau.com/shared/XN95D9JYD?:showVizHome=no>

<sup>18</sup> Data source: Fall 2024 February Application/Admission Report, Office of Policy Analysis and Research, Universities of Wisconsin.

other challenges and campus needs. While CGS Q3/Spring forecast anticipates a balanced operating budget for CGS in FY24, CGS financials are overwhelmingly dependent on significant per-student GPR allocations and the growth of the main campus' First-Year Bridge program.<sup>19</sup> The following tables provide context on the College of General Studies' financial structure and reveal a significant, disproportionate dependence on state appropriations due to declining enrollments.<sup>20</sup> As shown in Figure 6, the College of General Studies budget is supported by a 48% subsidy from state appropriations, while, in comparison, budgets on the main campus average a 27% subsidy.<sup>21</sup> As enrollments continue to decline at Waukesha, the subsidies would need to move even higher, requiring disinvestment from main campus units.

**Figure 6. College of General Studies: State Appropriations as a share of overall revenue<sup>22 23</sup>**

Revenue Sources	College of General Studies		Milwaukee Campus	
	Budget \$	% Share	Budget \$	% Share
Subsidy (State Appropriations)	\$6,964,104	48%	\$139,420,394	27%
Tuition	\$4,836,425	34%	\$186,291,302	36%
Other Tuition & Continuing Education	\$1,095,700	8%	\$8,441,658	2%
Misc Revenue & Transfers	\$793,501	6%	\$32,829,592	6%
Segregated Fees	\$332,100	2%	\$28,213,799	6%
Contracts & Grants	\$242,637	2%	\$45,839,493	9%
Private Gifts & Trust Funds	\$54,950	0%	\$21,454,302	4%
Auxiliary Services	\$35,320	0%	\$42,593,000	8%
Indirect Cost Return	\$15,400	0%	\$7,686,588	1%
<b>Total</b>	<b>14,370,137</b>	<b>100%</b>	<b>512,770,128</b>	<b>100%</b>

Put another way, the College of General Studies cannot now cover its basic expenses from the revenue it generates. Per Figure 6 above, the College of General Studies will generate \$7,406,033 in FY24. Per Figure 7, this represents 52.3% of its overall expenses, significantly less than needed to cover even salaries and fringe benefits. If subsidized at main campus rates (27%, or \$3,879,936) the College would fall approximately \$2.5 million short of meeting its expenses (Figure 7).

<sup>19</sup> Unrestricted Funds excluding Auxiliary.

<sup>20</sup> While the College of General Studies has submitted its divisional operating budget, as of this report, the most recent financial data is the FY2024 Operating Budget since UW-Milwaukee has not submitted a final operating budget and Universities of Wisconsin has not released a final operating budget (with Board approval).

<sup>21</sup> (Redbook) All Funds, Excluding Federal Financial Aid and State Funded Academic Bldg Debt Service

<sup>22</sup> (Redbook) All Funds, Excluding Federal Financial Aid and State Funded Academic Bldg Debt Service

<sup>23</sup> An earlier version of the RPD document incorrectly listed the % share for following categories at the Milwaukee campus: Segregated Fees, Contracts & Grants, and Auxiliary Services, and Indirect Cost Return. These percentages were then updated on 5-13-24.



**Figure 7. College of General Studies: Expenses**

<b>Expense Category</b>	<b>FY24B \$</b>	<b>% share</b>
Salaries	6,386,543	45%
Fringe Benefits	3,056,568	22%
Supplies & Expenses	1,396,488	10%
Financial Aid	43,806	0%
Utilities	551,563	4%
CGS - Facilities WAK	678,695	5%
CGS - Facilities WAS	294,753	2%
CGS - Libraries	491,596	3%
Campus Contribution (20%)	1,267,000	9%
<b>Total</b>	<b>14,167,012</b>	<b>100%</b>

Salaries and fringes make up most of the College’s expenses, with faculty salaries making up 50% of overall salary expenses; faculty salaries and fringe benefits are the single greatest expense in the CGS budget (Figure 8).

**Figure 8. College of General Studies: Expenses – Employee Salary Highlight**

<b>Expenses</b>	<b>FY24B \$</b>	<b>% Share</b>
Faculty Salary	3,195,936	50.0%
Academic Staff	2,795,750	43.8%
University Staff	134,430	2.1%
LTE	124,500	1.9%
Student	135,927	2.1%
<b>Subtotal, Salaries</b>	<b>6,386,543</b>	<b>100.0%</b>

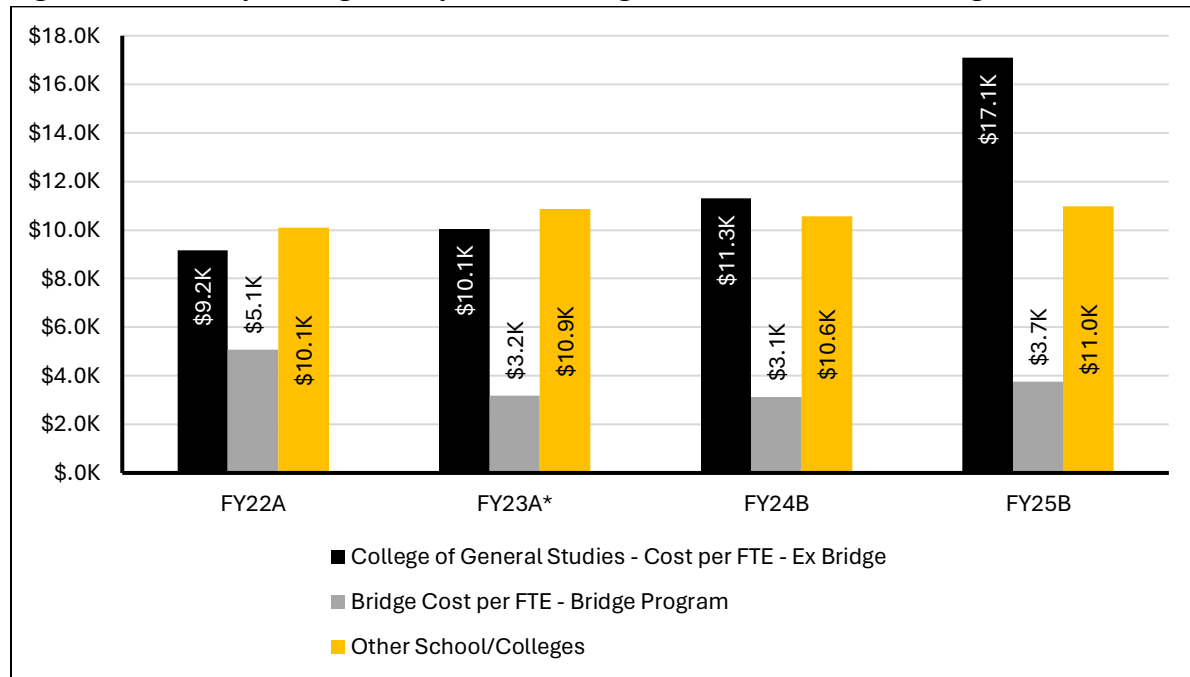
Overall, because the enrollment declines at the Waukesha campus have not been accompanied by proportional reductions in staff or other cost savings, on a per-FTE basis, the cost of operation per student FTE has risen significantly in relation to costs in UWM’s non-CGS schools and colleges, which offer bachelor’s, master’s and doctoral programs and host research faculty.

The growth in per-student cost has been mitigated by the growth in the First-Year Bridge (FYB or Bridge) program. The Bridge program (including the pre-engineering bridge) has been growing substantially since its inaugural fall in 2020, with an expected enrollment of 450 total students (headcount) in fall 2024. The Bridge program, started on the main campus during the pandemic, was designed to provide support to incoming students who had applied to bachelor’s programs on the main campus but were not eligible for direct admission.

The Bridge program is structured to run in a very cost-effective manner that intentionally aligns staffing with cohort sizes, which has allowed the program to maintain tuition at 50% of main campus rates, giving students in the program a less-expensive option for their first year at UWM. While there are some administrative support costs that are not directly assigned to the

Bridge Program in Figure 9, the per-FTE cost of Bridge is quite low. The same cannot be said for the cost per FTE of the College General Studies. In FY22 and FY23, the per-FTE calculations for the College of General Studies were close to the per-FTE calculations for other UWM colleges, which is problematic as the College of General Studies charges a lower tuition rate than other UWM colleges. Moreover, using a project Bridge enrollment of between 400 and 450 FTE for FY25, we see that in FY25 the per-FTE expenses in the College of General Studies will now significantly exceed those in other schools.<sup>24</sup>

**Figure 9. Direct Operating Costs per FTE, College of General Studies, Bridge, Others<sup>25</sup>**



**Conclusion: Current and predicted comparative cost analysis/effectiveness**

Overall, without disproportionate levels of GPR support from the main campus, non-Bridge Program offerings in CGS are unsustainable at current and future levels of enrollment, with current levels of staffing and associated fixed costs. UWM’s main campus, with its own budgetary and enrollment challenges, cannot afford to continue this level of support without

<sup>24</sup> Notes on Figure 9:

- More administrative costs could be allocated to the Bridge program from Waukesha (e.g. Dean’s Office). However, even accounting for those adjustments would not substantially change the scale of difference. For example, a shift of \$200K in costs from Waukesha to the Bridge Program would result in the cost per FTE only declining from \$17.1K to \$16.6K per FTE.
- Bridge enrollments increased substantially in FY23, leading to a substantial drop in per-FTE cost. Further, FY23 instructional costs were not reconciled at year end; the \$3.2K figure includes a 30% inflationary estimate to account for the fact that program instructional costs were not reconciled at year-end.
- The significant per-FTE growth for FY25 represents the loss of enrollments at the Washington County campus and the lack of proportional decreases in costs.

<sup>25</sup> Source: Office of Institutional Research FTE Enrollments (including remedial) and Unrestricted Fund Expenses, excluding Auxiliary Funds (Business and Financial Services). FY25 Budget assumes 423 FTE at Waukesha and 304 FTE enrolled in the bridge program in Fall 2024 per budget development planning.

significant expense reductions in other programs, including those with significant current and future markets as well as the need to support other critical costs, such as student support and research infrastructure.

## Conclusion

This proposal to discontinue the College of General Studies relies on analysis of two key factors, and that analysis reveals that the closure is an unfortunate but logical and necessary outcome of the assessment of both current and project enrollments and finances.

Enrollments at Waukesha and Washington County have dropped catastrophically since 2013, with losses of 65.3% (1,571 to 545) in Waukesha and 72% (from 766 to 215) in Washington County. National, state and regional trends and demographics strongly suggest there is little reason to hope for a bounce back in enrollments. At the same time, the UW's two-year campuses face new competitors for AA and AS students in Wisconsin's well-funded technical colleges.

The drastic decline in enrollments, which were not coupled with proportionate decreases in expenses or staffing, have led to a College of General Studies that is able to balance its budget only by relying very heavily, and disproportionately, on state appropriations and on the cost effectiveness and tuition revenue of the main campus Bridge program. If one extracts the Bridge, the per-FTE cost of educating a student at the Waukesha campus increases by more than \$7,000 (63%).

Notably, county executives in both Washington and Waukesha counties have independently recognized that considering the above factors, it will be most sustainable to consolidate public higher education offerings for their residents and have expressed that they hope consolidation will occur within the local technical colleges. While the resulting layoff and nonrenewal of CGS faculty and staff based on closing CGS are regrettable from a personal and human standpoint, it simply does not make financial sense to keep the college open, based on the declining enrollment, the desire by the counties to consolidate public higher education providers in their counties and the disproportionate costs in continuing to operate the college as compared to other UWM colleges.

Issued May 3, 2024

## Appendix A

Other activities that will be impacted by CGS's closure are as follows:

- **Continuing Education:** Whether Continuing Education's activities can be integrated with the UWM School of Continuing Education is still being examined.
- **Field Station:** The Field Station will move under the UWM College of Letters & Science. The caretaker will be retained, and L&S will recruit a year-round manager for the Waukesha and UWM field stations.
- **First-Year Bridge:** The First-Year Bridge program will be continued within the UWM College of Letters & Science. UWM will retain many instructional academic staff and program staff. While the First-Year Bridge program, in a technical sense, enrolls students in an AAS for their first year, it is a main campus offering to students who have applied for admission to bachelor's programs but are not currently admissible based on UWM's admissions standards. Its goal is to improve those students' academic performance such that they can be admitted to bachelor's programs after the one-year bridge program.
- **Flex AAS:** The Flex AAS will be continued. The program director role is currently being assessed. The academic assessors will continue to be managed on an overload or lump-sum basis, as these positions are based on a student cohort model that does not equate to FTE. While the Flex AAS is an AAS program, it attracts a different population of students (mostly adult students with significant career experience) and it supports our bachelor's-level Flex program by offering general education courses.
- **Online AAS:** This program will be discontinued. The online AAS program only opened in fall 2023 and thus has few students enrolled. Maintaining an online AAS program is not warranted based on enrollment.
- **Trio/SSS Program:** The Waukesha program will be discontinued as its grant ends in August 2025; we will not seek a grant renewal for Waukesha.
- **WCTC Collaborative (support for WCTC AA and AS degrees):** This program will be discontinued in favor of UWM's growing relationship with WCTC and the proposed university center at WCTC.