

## **UWM Academic Affairs Proposal to Realign Academic Units**

Submitted to Faculty Senate for November 18, 2021

# UWM Academic Affairs Proposal to Realign Academic Units

11/18/2021

## Requested Action

UWM Faculty Senate approval to realign existing schools, colleges, and programs into the conceptual framework presented below and consistent with UWM's Academic Approval Matrix ([SAAP 1-1](#), Dec. 2019) for establishing and renaming schools/colleges. Existing schools, colleges and programs will maintain their programs and accreditations under the proposed realignment. The conceptual framework presented for the realignments includes four new colleges (names below are placeholders until final names are determined):

1. College of Architecture and the Arts
2. College of Professions
3. College A (Zilber and CHS)
4. College B (Nursing and CHS)

Additionally, presented for information purposes is the realignment of the Graduate School and Office of Research. This administrative merging does not require shared governance approvals and is presented for information purposes in Appendix A.

## History

The [2030 Implementation Team Report](#) recommended evaluating the realignment of UWM's colleges and schools to better serve students and the university in the coming decades. The Report articulates the rationale behind school and college realignment, including continuing demographic shifts and declining enrollments, decreased state support, and changing social and political expectations regarding higher education. The Report also mentions the large number of UWM academic units compared to similar universities, and that realignment could facilitate increased interactions between schools and colleges.

Following Chancellor and Provost approvals of last spring's 2030 Implementation Team Report, UWM Academic Affairs moved forward on several recommendations, including assessing school, college and program realignment. In late spring 2021, Provost Britz charged several workgroups that included faculty, staff and administrators to investigate unit realignments. The realignment pairings included:

1. School of Architecture and Urban Planning & Peck School of the Arts
2. Helen Bader School of Social Welfare & School of Education & School of Information Studies
3. College of Health Sciences & College of Nursing & Zilber School of Public Health
4. Graduate School & Office of Research.

From these four pairings, five realignments were proposed by the workgroups (all names are placeholders until final names are determined):

1. College of Architecture and the Arts
2. College of Professions
3. College A (Zilber and CHS)
4. College B (Nursing and CHS)
5. Graduate School & Office of Research.<sup>1</sup>

Of these five realignments, the first four require UWM shared governance review and approval. The realignment of the Graduate School and Office of Research does not require shared governance approval since there are no programs housed within those units.

Formal implementation of the four proposed new colleges is scheduled for July 1, 2023, with the start of Fiscal Year 2024. Realignment activities will commence following UWM shared governance approvals and review by UWSA and the Board of Regents in spring 2022. Informal implementation for most units will start in fall 2022 with various timelines, given unit needs and complexities. Appendix B includes a timeline and approximate dates for various stages of the realignment.

At APBC's November 11, 2021 meeting, Provost Britz and Deans presented and answered questions regarding these four academic unit realignments.

### **2030 Report Rationale: Objectives and Benefits**

The 2030 Report recognized that UWM has a comparatively large number of academic units and that realignment of units could facilitate interactions between schools and colleges. The four proposed unit realignments meet important objectives, preface anticipated benefits, and move UWM in the positive direction of improving student success.

What are the stated objectives and benefits from realignment?

- Fewer administrative structures/units:** The proposals (including Graduate School and Office of Research) reduce the number of administrative structures from 16 to 11. Fewer administrative structures are beneficial in that fewer units will result in increased coordination and integration of services and programs within each unit and amongst the various units. This coordination and integration will allow for more consistency of services to employees and students.
- Efficiencies and Cost Savings:** With fewer units comes fewer administrators and duplicated services for each unit. Many of the units being realigned are relatively small (in comparison to L&S) and there are efficiencies to be gained from non-duplicated coordination within the realigned units.

For example, the College of Professions realignment proposal will have one dean and three associate/vice deans compared to the current structure in which there are three deans and several associate deans. Another example is College A where there will be a total of approximately 700 students in the new realignment (based on Fall 2021 UG and G headcount of 675). Even with 700 students, this is a relatively small college and the collaborations between

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<sup>1</sup> The Graduate School & Office of Research realignment is provided for information purposes only. Information about this realignment is included only in Appendix B.

Public Health, Kinesiology, Nutrition and Health Care Informatics will afford opportunities for new collaborations.

The exact cost savings for each of the realignments is not yet determined. After shared governance and Chancellor approvals, Business and Financial Services (BFS) will work with each new academic unit to develop the budgets based on the particular model proposed. Additionally, gap analyses will be conducted to identify opportunities for additional efficiencies, cost savings, and coordination of services across each college.

- iii. **Coordination of Student Services:** One of the recognized challenges in the 2030 Report is making UWM more student centric. And, one of the barriers to making UWM more student centric is the lack of coordinated student services, like advising, recruiting, and other student support services. Currently, there may be a dozen or more approaches within UWM for how we support student success. Proposed realignments will afford the opportunity to coordinate and integrate these students support services, including more centralized advising guidance and support.

Efforts that are underway as part of UWM’s Moon Shot for Equity: Toward a Student Centric Campus will be considering how their efforts to improve student success can be implemented efficiently and effectively across the realigned units. We have the opportunity in these proposed realignments and our concurrent student-centric efforts to remove silos and barriers to provide consistent and productive operations and student supports.

- iv. **Updating Budget Model:** One of the 2030 recommendations is to update the existing budget model, especially related to the SCH allocation model. These realignments, in conjunction with the General Education Reforms, provide the opportunity to restructure unit budget models in a consistent and beneficial manner. While this work is in progress, the realignments make updating the budget model more achievable due to fewer units.
- v. **Accreditation:** One of the key components of the Provost’s charge to the various units in their investigations of unit realignment was to guarantee that unit/program accreditation will be maintained. The proposed realignments maintain unit/program accreditation with their various accrediting agencies. Additionally, the proposed realignments offer future collaborations and opportunities that may arise from the realignment and increased opportunities for faculty and staff to communicate across the respective schools within the unit.

## Leadership Plans

Many of UWM’s schools and colleges have interim deans in place. The proposed realignments present the opportunity to integrate and realign several units without having to recruit and hire a new set of deans. The plan is to utilize our existing dean talent for the realignments: Tim Behrens will become the dean of College A; Kim Litwack will become the dean of College B; and Tina Frieburger will become the dean of the College of Professions. For the College of Architecture and the Arts, a national search will be conducted as we get closer to the official implementation date in July 2023.

## **UWM Policy and Procedure Changes**

The Provost's Office and Deans have started discussing with Secretary of the University John Reisel about the needed changes to P&P. In particular, three of the realignments propose having schools within colleges. While this is a new model for UWM, it is not unknown within UW System institutions. John Reisel feels confident that P&P can be changed to accommodate this and other changes that may arise as part of the realignments. P&P changes will be presented to shared governance for all required approvals as the implementation process advances following approvals.

## **Timeline**

A timeline for the realignment process exists in Appendix B. After Faculty Senate approval for the conceptual framework to realign existing schools/colleges into four new academic units, UWM will submit these realignment proposals to UWSA and the Board of Regents. Following the Regents' approval in February 2022, we will officially start the many concurrent realignment efforts, with things moving at slightly different speeds for different units. Initial implementation begins in Fall 2022 with formal implementation starting fiscal year 2024—July 1, 2023.

## **I. Unit Identity & Proposed Realignment Actions**

**College of Architecture and the Arts:** The proposed new college will be comprised of the School of Architecture (may be renamed) and the Peck School of the Arts. The department of Urban Planning currently housed within the School of Architecture and Urban Planning will join the College of Professions (as detailed below). Both schools within the College of Architecture and the Arts will remain departmentalized units. The School of Architecture will launch with one department, anticipating adding more departments in the future.

The deans of SARUP and PSOA (Interim Dean Nancy Frank (SARUP) and Interim Dean Kevin Hartman (PSOA)) signed an MOU on September 23, 2021, agreeing to the following basic parameters of this consolidation within a new college:

- a. Schools maintain their own identities within the new college.
- b. No change to graduate or undergraduate program arrays offered by the departments.
- c. Each current school will be managed by a "Vice Dean" reporting to a college dean.
- d. Budgets for the Schools remain separate, overseen by its Vice Dean in consultation with the Dean.
- e. No position cuts are intended, but opportunities will be explored.
- f. Both schools need grant-writing support.

The principal purpose of the creation of the new college is to increase collaboration—programmatically and in relation to faculty, staff, and student academic and administrative services, and to reveal opportunities for efficiencies over time.

**College of Professions:** The proposed new college will be comprised of three schools and one department:

1. School of Education (SOE);
2. Helen Bader School of Social Welfare (HBSSW);
3. School of Information Studies (SOIS); and,
4. Department of Urban Planning.

Under the proposed structure, there will be one dean for the college. Each School will retain a leadership person (e.g., vice/associate dean, or director) which will offset some of the savings recognized from having fewer deans.

The three schools will retain their names and current structures, with SOE and HBSSW remaining departmentalized and SOIS remaining non-departmentalized. Shared governance structures in the schools will remain the same. In addition to housing schools, the College will house one department directly under the college: the Department of Urban Planning (currently a department in SARUP).

**Colleges A & B Overview:** The proposed Health Programs realignments result from the collaborative efforts of leaders and faculty of the College of Health Sciences (CHS), the College of Nursing (CON), and the Zilber School of Public Health (ZSPH). The Health Programs Realignment Team looked at both similar program arrangements at comparable institutions and considered natural fit between programs as seen in clinical settings (i.e., patient-facing/direct patient contact settings) and public health, population health, and community-based settings (where prevention and community interaction/empowerment is common). Furthermore, the realignment team considered the Zilber School of Public Health and College of Nursing's unit-level accreditation requirements, as well as program-level accreditation requirements in the College of Health Sciences. Accreditation requirements drove the need to have two health-focused colleges rather than one. As a consequence, units/programs were aligned with one of two new colleges: one with a *population-health* focus (College A) and one with a *health-care* emphasis (College B), an important distinction within the larger *health* field.

With one exception, all programs in each CHS, CON and ZSPH will be realigned with either College A or College B. At this time, discussions are underway to house the Health Care Administration (HCA) program in the Lubar School of Business, pending AACSB accreditation requirements. Alternate options include HCA joining either College A or College B. A separate request to UWM shared governance will be submitted once the HCA decision is finalized.

**College A:** The proposed College A will consist of

1. the Zilber School of Public Health (ZSPH);
2. the Kinesiology Department and Nutrition program from CHS; and,
3. the Health Informatics faculty and associated programs from CHS.

The Council on Education for Public Health (CEPH) accreditation requirements are very proscriptive and limit how accredited public health programs are structured. College A will not be organized into schools within a college because a School of Public Health located within a College is not a CEPH-accreditable structure. Accreditable structures being considered are: 1) fully non-departmentalized unit; 2) fully departmentalized unit; 3) hybrid model with public health remaining non-departmentalized and possibly 1-2 departments. College A will be led by a dean and appropriate leadership for each of the program areas, as determined by the structure.

The program array included in the proposed College A is presented in Appendix C Table 1. Table 1 includes degree programs only and not certificates, minors, continuing education offerings, or sports and recreation programming. These types of non-degree programming operated by the associated units is assumed to be included in the College A structure. There will likely be some shared programming across College A and College B.

**College B:** The proposed College B will consist of three schools:

1. School of Nursing;
2. School of Rehabilitation Sciences and Technology; and,
3. School of Biomedical Sciences.

College B will be led by a dean, and each individual school will be led by an associate/vice dean who will act as the executive director of the school. Table 3 in Appendix C details the program array in the proposed College B structure.

The proposed restructuring of College B is centered on bringing complementary academic units into a single college, with a focus on health, healthcare delivery and patient/client care services in our communities. The restructuring offers the potential for increased and novel collaboration in research, teaching and community service through our diverse programming, students, faculty, academic and university staff.

## **II. Timetable for Proposed Realignment Actions**

The official effective date for all proposed realignment actions is July 1, 2023.

In the transition period, essential functions including business and financial, human resources, student support, information systems, academic and research support, marketing, and school/college governance will be aligned to meet the needs of the new college and its constituent schools. Transition period work will require up to 15 months for the relevant units to complete their tasks while serving the needs of students, faculty, and staff during the transition period. More details on the work planned during the transition period is presented in Appendix B which is common to the entire restructuring project. Budget authorities remain with the currently existing units until the start of fiscal year 2024. Starting in fall 2022, new students admitted to fall 2023 will be admitted into the new, realigned programs/schools/colleges.

Core services such as human resources, procurement, business, and financial services will be coordinated through the Shared Services unit supporting the respective unit. Although the shared service model is in place for each unit, some reorganization of shared services personnel may be required. Some of these conversations are already taking place.

Faculty, academic staff, and graduate assistant appointments in current academic units will be moved to the new schools created. Program specialists and certain clinical placement supports will likely need to be held within existing schools, while other administrative supports would obviously benefit from a more centralized model across schools as appropriate for optimal efficiency.

After receiving all approvals for the establishment of the realigned colleges and schools, each unit will establish working groups of faculty, staff, and administrators to develop governance documents for the

operation of the units in accordance with UWM policies and procedures. Additionally, workgroups will be developed to work through transition details related to shared services, student success, and program collaborations.

Due to CEPH accreditation, College A's timeline is more complex and is included in Table 2 of Appendix C.

### **III. Impact of Proposed Realignment Actions on Academic Programs, Resource Utilization, Personnel and Students**

The proposed realignment actions do not affect UWM's academic program array. The programs and associated faculty and academic staff will be relocated together in a new organizational structure. As such, the instructional programs will continue to be delivered and overseen by the same faculty and staff as in the current structure.

The proposed unit realignments are expected to positively impact scholarship, research and creative activity within and across colleges and schools. For example, programs in PSOA and SARUP have strong missions on community engagement and improving the artistic, aesthetic, and social environment of Milwaukee and the State of Wisconsin through creative activity. The combination of these schools within a new college is expected to increase the awareness of the activities across the college in ways that spark new collaborations in scholarship and creative work. Similarly, faculty in all areas of the proposed College of Professions have a strong mission of community engagement, social justice, and experiential learning. Several faculty members in the units also focus on urban populations and communities. It is expected that joining these units under one college structure will lead to increased collaborations and innovations. CON, CHS, and ZSPH currently share an Associate Dean for Research. Grant administration including pre- and post-award functions in these schools is provided by a shared office – SOAR. These arrangements will continue to support research and scholarship efforts of the faculty in Colleges A and B. Research collaborations among faculty from the different departments will continue after the restructuring.

Other than the cases mentioned below, the proposed realignment actions are not expected to impact curricula in other programs, departments, or units on campus. Degree programs in each of the units will remain the same. The joint programs that the units have with other entities on campus will not be impacted. There will be no curricular changes to current programs, curricular codes, joint offerings, or cross-listed courses. SARUP maintains two degree programs that are jointly offered between Architecture and Urban Planning: the Coordinated Master's Degree in Architecture and Urban Planning and the Master of Urban Design. Although some aspects of the administration of these degree programs may need to adapt, the success of cross-college joint academic programs (e.g., the coordinated Master of Urban Planning and Public Administration and the coordinated Master of Urban Planning and Civil Engineering) provide substantial evidence that the location of the departments in different colleges should not be a barrier to continued collaboration in relevant curriculum and academic programs. Community Design Solutions (CDS)— “a funded design center in the School of Architecture & Urban Planning (SARUP) that assists communities, agencies, civic groups, and campuses throughout Wisconsin”—may be affected, but negative impacts can be easily avoided or mitigated. The current director is a Faculty Associate with indefinite status in the Department of Urban Planning. The students that the director hires to carry out the work of CDS are typically students in the Architecture programs. The Department of Urban Planning is actively exploring the best way to maintain this relationship and support the long-term success of CDS.



As an urban research institution, UWM has a responsibility to meet the needs of the community. These issues are complex and require an interdisciplinary and holistic response. With the rational realignment of the programs within their respective proposed units, UWM will be better positioned to serve the needs of the region through its various academic and outreach programs.

For College A, CEPH accreditation is at the unit level. Accordingly, CEPH accreditation will require that the programs joining College A adjust their learning outcomes to include the 12 foundational public health learning objectives required by CEPH accreditation. Several existing models exist nationally for accomplishing this. College A academic programs adjusting to CEPH accreditation standards will obtain unit and campus approvals for required curricular changes. As mentioned above, CEPH accreditation places restrictions on College A's organizational structure. Faculty and leadership in the current Zilber School of Public Health and College of Health Sciences are discussing the best structure for College A that will conform to accreditation requirements.

For other realigned units, the proposed realignment actions will not negatively impact accredited programs within the new units. Accreditation is at the program level and, since the programs (including curricula, learning outcomes/competencies, assessment methods, clinical placements, preparation for professional practice, etc.) are not changed by the proposed action, there is no anticipated impact on accreditation. Also, many accrediting bodies are identifying interprofessional education as a program criteria, and UWM's proposed unit realignments will help support these efforts. Change notifications will be sent to accrediting bodies as required.

Resource utilization will be minimally impacted by the proposed realignments. BFS will build the budgets for the restructured units for FY24. BFS will start discussions with each unit following approvals for the proposed realignments. This process will begin in Spring 2022 and will be completed prior to the implementation.

Realignment of the schools will allow for the sharing of services to enhance student, faculty, and staff support. Due to years of budget reductions, many services in schools have been reduced or eliminated. This has led to inefficiencies as individuals are performing functions that are outside of their job descriptions. By combining resources and sharing services, new opportunities are created to restore many of these functions without adding additional costs. For example, when the Director of Student Services in HBSSW retired, the school was able to maintain the same level of student support without hiring a replacement by extending the efforts of the Assistant Deans in SOIS and SOE. Currently, the Assistant Dean of SOE is also working on an evidence-based, data-informed retention and recruitment plan to be implemented in all three schools. The schools have also shared staff to assist with event planning and student centric activities.

No changes in the use or assignment of spaces or facilities are anticipated. Programs will continue to utilize existing spaces and facilities. Programs and staff will review opportunities and needs systematically as these arise in the future. This can be coordinated with the 5-year Space Optimization program being implemented.

There is no anticipated impact on program support with the realigned units.

Combining the multiple schools/colleges/programs into fewer administrative structures leads to a reduction of dean-level positions. Additionally, it is anticipated that coordination of services among the units in the future would lead to cost savings. The exact cost savings for each of the realignments is not

yet determined. BFS will work with each new academic unit to develop the budgets based on the particular model proposed. Additionally, gap analyses will be conducted to identify opportunities for additional efficiencies, cost savings, and coordination of services across each school/college.

There is no anticipated impact on the number of faculty, academic, and university staff associated with the proposed realignments. Existing workload models will continue to be applied after the restructuring. Plans for integrated staffing models within each new realigned unit will be pursued as part of the restructuring process and gap analysis.

There are no anticipated impacts on students under the proposed realignments. Students will be served by current faculty and staff. Program and course offerings will remain the same in units under the new structures, thus there will be no impact on student matriculation, progress or graduation. The only observable feature for students will be a college or school name change.

#### **IV. Plan for Assessing Proposed Outcomes**

In addition to UWM metrics, many programs have metrics that are regularly tracked as part of program review or accreditation. Additionally, UWM's annual budget meetings provide ongoing opportunity to assess outcomes, such as retention and graduation of students, faculty scholarly activities, extramural support for research, and outreach activities. Regular restructuring updates will be provided to shared governance.

#### **V. Path Through Campus Approval Matrix**

The proposed realignments will follow the requirements in the approval matrix. Steps include circulation of proposal to campus units, review by Academic Planning and Budget Committee (completed 11/11/2021), approval by Faculty Senate, Provost, and Chancellor. Final approval for creating units with college or school in their names rests with the Board of Regents.

#### **VI. New Bulletin Copy (provided by unit initiating action)**

Bulletin copy will be created after obtaining all the approvals.

#### **VII. Engagement of Faculty/Staff/Administration of School/College**

Faculty, staff and administrators have been engaged and informed of the proposed realignments. Various communications and opportunities for engagement have been utilized, including surveys, workgroups, and communications. Some units will hold town halls or other tools for continuing communications. All proposed realigned units will create workgroups to focus on different restructuring areas, including shared governance structure and bylaws, integrations in staffing, operations and student services, and fostering synergies within and across schools and colleges.

## APPENDIX A

### Proposed Shared Leadership Structure for the Graduate School and Office of Research Fall 2021

#### Executive Summary

As part of the 2030 Campus Realignment initiative, the Graduate School and Office of Research will operate under shared leadership. These units were previously combined under a Dean of the Graduate School until they were separated in 2013. Since their separation, the two units have continued to share and jointly support several administrative functions (Budget and Finance, Human Resources, IT support). The new shared leadership structure is planned to be implemented beginning in summer 2022. The goal is to facilitate increased sharing of administrative functions and more effective integration of overlapping programs, while retaining the unique roles of each unit. There will also be some budget savings.

Most of the work and personnel in the Graduate School and Office of Research are dedicated to administrative tasks that do not overlap, so will not be affected by the change in shared leadership structure. These include mission-critical areas like graduate student admissions, graduate program support, external grant/contract support, and research development. The new structure will combine the Dean of the Graduate School and Vice Provost for Research into one position, and it will incorporate three Associate Dean positions, including a new position dedicated to improving the coordination and impact of shared programs. The shared leadership structure will also result in consolidating two front-office positions into one position.

#### I. Unit identification

- A. Object of proposed action: Graduate School and Office of Research
- B. Requesting unit: Office of the Provost

#### II. Nature of proposed action

- A. The proposal is to bring the Graduate School and Office of Research under a shared leadership structure.

#### III. Timetable for proposed action

- A. Effective date: July 1, 2022
- B. Transitional period/plan
  - a. There should be few transitional issues because of the existing level of integration of many support functions and the continuance of current operations.
  - b. The main transition will be the development of the Associate Dean for Research Innovation position, which will evolve over the first year.
  - c. There may be a need to merge budgets in the future, but this is not planned at present.
- C. Duration of change: Planned to be a permanent change.

#### IV. Impact of proposed action on academic programs

##### A. Programmatic impact of proposed action

1. Neither unit has an instructional program. The leadership change will not affect any curricula.
2. The two units support two key components of UWM's mission as an urban doctoral research university: the education of graduate students and research activity. This will not change under the new leadership structure.
3. The units provide some training and professional development programs for graduate students and faculty. These will continue and may be enhanced by the appointment of an Associate Dean for Research Innovation.
4. The Office of Research oversees two research facilities (Global Water Center, Accelerator Building at Innovation Campus), two research units (Center for Urban Population Health, Socially Responsible Evaluation of Education program), and is the UWM lead for the regional Center for Translational Science Institute. None of these relations will be impacted by the leadership change.

##### B. Impact of proposed action on resource utilization in unit

1. A budget savings of \$131 k is anticipated from the new leadership structure due to the planned changes to leadership (reduction of dean/VPR to 1.0 FTE, reduction of office support by 1.0 FTE, and addition of an Associate Dean). The financial changes are summarized in the following table. The current year (FY 2022) is a transitional year due to a retirement, a resignation, and interim appointments.

	FY 2021 (5 FTE)			FY 2023 (3.5 FTE)
	GS	OR	GS + OR	New framework
Dean/VPR	\$ 210,119	\$ 201,584	\$ 411,703	\$ 205,000
Assoc Deans/AVPR	\$ 75,338	\$ 90,884	\$ 166,222	\$ 275,000
Front Office	\$ 41,392	\$ 41,350	\$ 82,742	\$ 50,000
<b>Total</b>		<b>\$ 661,627</b>		<b>\$ 530,000</b>

2. Both units will continue to use their current spaces in Mitchell Hall.
3. The Graduate School provides support for graduate programs (course approvals, program reviews, etc.) and graduate students (admissions, fellowships). The Office of Research provides support for external funding (Office of Sponsored Programs) and internal research development programs (DIG, ARC). These will all continue.

##### C. Impact of proposed action on personnel in unit

1. The central change is that senior staff will have a direct report to a head of unit who has leadership responsibility for both the Office of Research and the Graduate School.
2. The work and position descriptions for staff positions will remain unchanged with few exceptions. As noted above, there will be changes to leadership positions and reduction of office support positions from 1 to 2 FTE.

3. The two units already share several administrative functions. The experience has largely been quite positive and will not be interrupted by the new shared leadership structure. All three shared functions currently report to two different supervisors. Consolidating leadership will gain some efficiencies by simplifying their reporting structures.
  - a. The units are supported by a UBR (0.25 FTE each) who also serves the Library (0.5 FTE). The UBR has reconfigured the financial staff among the units to make best use of the staff; the resulting service has been exceptional.
  - b. A shared Information Technology and Analysis units support both units by providing specialized campus-level data and analyses for their internal use, and for the use of many other units across campus. We have been able to retain some outstanding talent in this area.
  - c. Human Resource functions were originally tied to the UBR role. With the implementation of Shared Services, this moved to a service hub. The two units have the same HR Business Representative so this change should not interrupt services.
4. While we expect the roles of the Associate Deans/Vice Provost to evolve over the initial year, the initial distribution of duties will be along the lines of:
  - Associate Vice Provost for Research: Liaison and oversight roles (e.g., CTSI, CUPH, NMDSI, Innovation Campus, Global Water Center, Associate Deans for Research); Internal research awards programs and research development; Research policy development; Research strategic planning; Research Misconduct
  - Associate Dean for Graduate Studies: Graduate program and student support; governance liaison; Graduate student policies; specific responsibilities such as Grad 801, PFFP, Boot Camp, Appeals and Misconducts
  - Associate Dean for Research Innovation: Initiatives and programs related to training and professional development for students and faculty; financial support for students (AOP, Fellowships)

D. Impact of proposed action on students

1. The units do not administer academic programs, so the leadership students should not impact students.
2. The Graduate School will remain engaged with graduate students, but no changes to their functions are planned.

**V. Plan for assessing proposed outcomes**

- A. There will be an assessment of the three Associate Dean model, the sufficiency of the FTE amount and allocation across the Associate Deans, the arrangement of duties, etc. after the initial year of shared leadership.

**VI. Path through campus approval matrix**

- A. No changes to Campus Policies and Procedures are needed for the proposed leadership changes.

- B. The proposed leadership changes do not require approvals under the campus approval matrix.

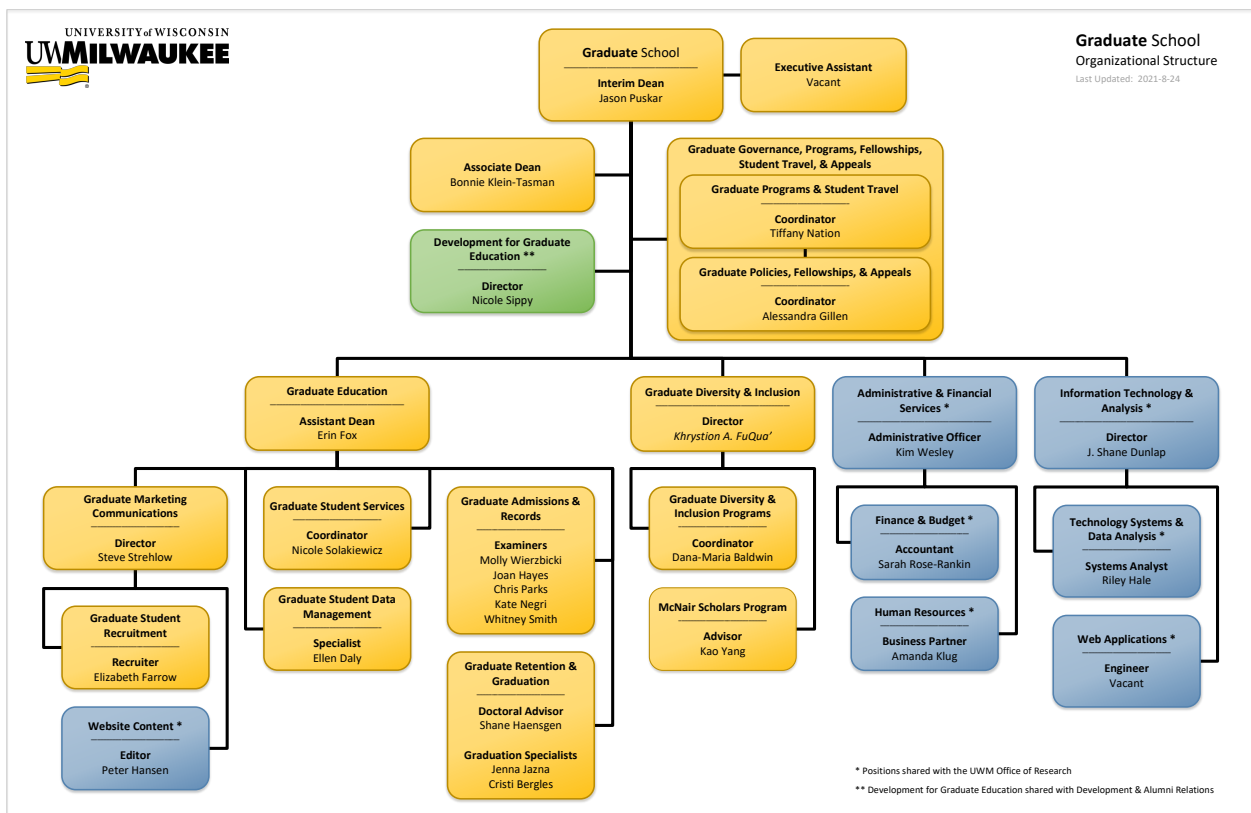
**VII. New Bulletin Copy (provided by unit initiating action)**

- A. The proposed leadership changes do not require changes to the Bulletin copy.

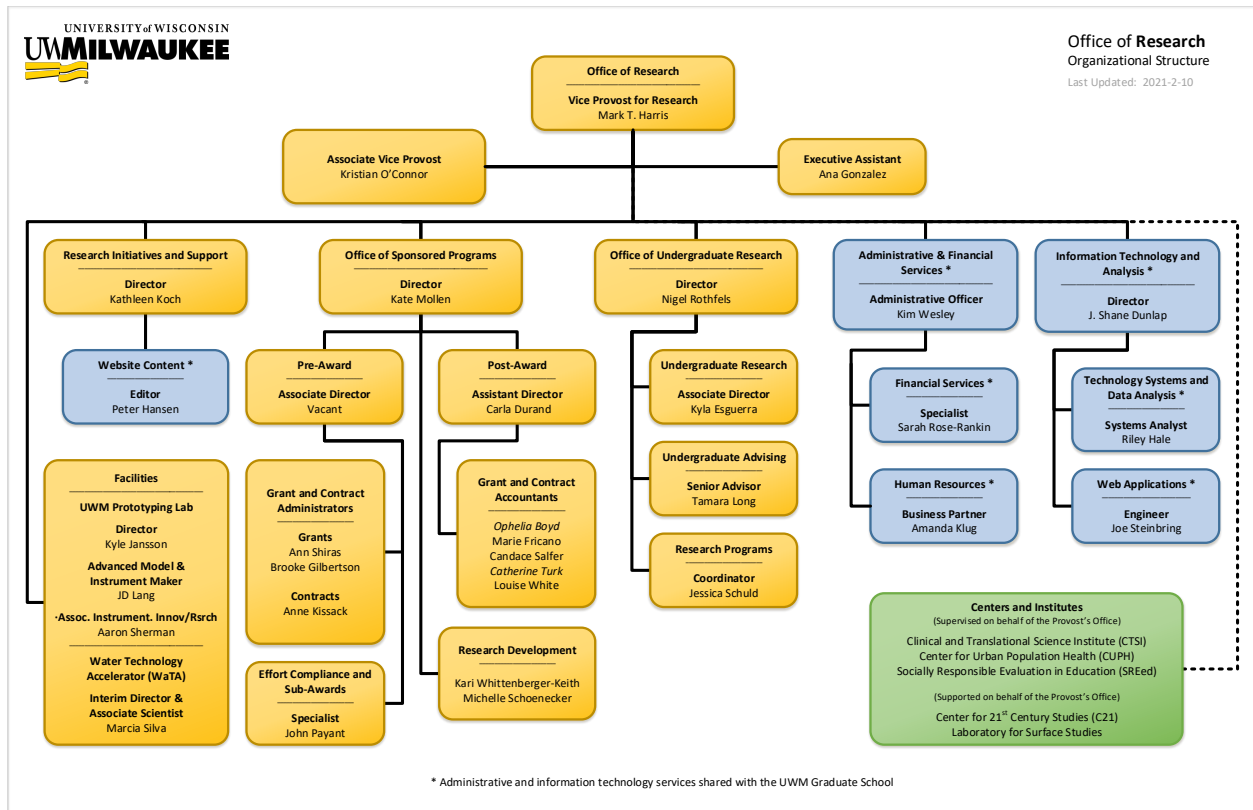
**VIII. Comments from faculty/staff/administration of school/college that is the object of proposed action**

**Appendix: Organizational Charts**

**A. Current Graduate School organizational chart**



## B. Current Office of Research organizational chart



## **APPENDIX B: REALIGNMENT TIMELINE**

### **NOVEMBER 2021**

1. Proposal of Restructuring Plan completed and ready for submission:
  - a. Submit to APBC, week of 11/1/21.
  - b. Concurrently distribute to academic units/faculty for two-week notice
  - c. After APBC Review, send to both Senate Codification (12/1 meeting) & Senate Rules (12/2 meeting).
2. Start preparing/deciding ...
  - a. New Academic Unit Name – Due Dec 1, 2021.
  - b. Mission Statement/Value Proposition
  - c. Organization Chart
  - d. Bylaws and governance

### **DECEMBER 2021**

1. Proposals reviewed by Faculty Senate, Dec. 16

### **JANUARY 2022**

1. Bundle Approved/Pending Proposals for submission to UWSA and BOR
2. Realigned Units finalize plans for how they will market themselves to prospective students

### **FEBRUARY – AUGUST 2022**

1. BOR review of UWM Realignments
2. Realignment Units finalize structures for coding. Impacts: RO, Finance, OAIR
3. Begin discussions with UR regarding marketing plans and website restructuring
4. Realignment Units work with UWM Foundation to determine alumni communication plans
5. Realigned units identify any curricular changes/details requiring unit or Institutional shared governance review. Prepare those documents for review.
6. Identify and prepare any documentation for accrediting bodies.
7. Realignment Units determine internal communication plans to current students: changes and impacts.



8. College A has additional timeline guidance due to CEPH accreditation requirements.

**SEPTEMBER 2022**

1. Begin implementation of new academic units.
2. Budget authorities and structures remain in place until July 1, 2023.

**OCTOBER 2022**

1. Zilber reaccreditation final review.

**JULY 2023**

1. Formal implementation start date, July 1.

## APPENDIX C

**Table 1: College A Academic Program Array\***

Current Unit	Degree Program				
	Bachelor's	Accelerated Master's	Master's	Combined Master's	Doctoral
Health Informatics		MS Healthcare Informatics		MS Healthcare Informatics/MLIS	
Kinesiology	BS, Kinesiology		MS, Kinesiology		PhD, Kinesiology
Nutrition	BS, Nutritional Sciences		MPH/RD (coming soon)		
Public Health	BS, Public Health	BSPH/MPH-CBHP	MPH-CBHP	MPH/MSW	PhD, Public Health-CBHP
		BSPH/MPH-Epi	MPH-Epi		PhD-Epi
	BSPH/MPH-EHS	MPH-EHS	PhD-EHS		
	BSPH/MPH-PHPA	MPH-PHPA			
		MPH-Biostat	PhD, Public Health-Biostat		
		MS, Biostat			
		MPH/RD (coming soon)			
Shared with College B		BS Kines/MS Athletic Training			

\*Includes degree programs only and not certificates, minors, continuing education offerings, or sports and recreation programming.

**Table 2: COLLEGE A OVERLAPPING TIMELINES**

	Fall 2021	Spring 2022	Summer 2022	Fall 2022	Spring 2023	Summer 2023	Fall 2023
ZSPH CEPH Reaccreditation	NOV: Comments back from Initial Self-Study	JAN: Final self-study due FEB: Site visit	JUL/AUG: Council mtg	SEPT/OCT: Council decision			
MPH-RD ACEND/CEPH Accreditation			EARLY JULY: ACEND self-study due	OCT: ACEND site visit	APRIL: ACEND Council mtg POST-APRIL: CEPH notification of substantive change for MPH-RD		Launch MPH-RD with first cohort
Re-Org Campus Approvals	Faculty Senate & Regents Approval						
Campus-based Re-Org Curriculum Change Approvals		Program Change Forms at Unit and Campus Level to allow for the CEPH Learning Objectives					
College A CEPH Approval <sup>1</sup>					Submit the Admin & Curriculum Sub Change Forms to CEPH for College A		Launch re-branded/re-configured College A

**Table 3: College B Academic Program Array – Current vs. Proposed**

<b>Current School/College</b>	<b>Current Department</b>	<b>Academic degree program</b>	<b>Proposed Academic Home in College B</b>
College of Nursing	Non-Departmentalized (College of Nursing)	BS in Nursing	School of Nursing
		RN to BSN	
		Master of Nursing	
		Doctor of Nursing Practice	
		PhD in Nursing	
		Master of Sustainable Peacebuilding	
College of Health Sciences	Communication Sciences and Disorders	BS in Communication Sciences and Disorders	School of Rehabilitation Sciences and Technology
		MS in Communication Sciences and Disorders	
	Rehabilitation Sciences and Technology	BS in Occupational Science and Technology	
		MS in Athletic Training	
		MS in Occupational Therapy	
		Doctor of Occupational Therapy	
	Biomedical Sciences	Doctor of Physical Therapy	
		BS in Biomedical Sciences (including all submajors such as health sciences, medical laboratory sciences, diagnostic medical sonography, and radiologic technology, as well as degree completion programs)	School of Biomedical Sciences
	MS in Biomedical Sciences		