

Proposal to Establish the College of General Studies at UW-Milwaukee

Executive Summary:

The proposal is to establish a new UWM College of General Studies (CGS) that will house the AAS and BAAS degree programs, as well as the faculty and staff to deliver these degree programs. The College of General Studies will have three interdisciplinary departments (Arts and Humanities, Math and Natural Sciences, and Social Sciences and Business) that will have control over the curricula. The current UW-Colleges courses will be transferred to UWM for the 2018-19 academic year by creating new curricular codes with a prefix identifier representing the new College (e.g., CGS MATH 105). The eventual goal will be to fully align the courses of the new College with those on the main campus. The proposed administrative structure for the College of general Studies is in line with typical practices of other UWM colleges, and the College's operating budget is also consistent with the current operating budget for the Waukesha and Washington County campuses. This new college will positively impact UWM's dual roles as an access and research institution. By aligning curricula, the College of General Studies will positively impact the ability of students to seamlessly move from the two-year degree in the new College to the four-year degree programs at UWM. In addition, the wide range of scholarly activity by faculty additions may contribute to UWM's mission as a research university.

I. Unit identification

- A. Title: College of General Studies located across the two branch Campuses located in West Bend, WI (Washington County) and Waukesha, WI (Waukesha County)
- B. Title and location of unit that is proposing action: The UWM New School/College Task Force and the Faculty/Staff at UW-Waukesha and UW-Washington County

II. Nature of Proposed Action

- A. The purpose of this action is to preserve and build on the valuable qualities of the UW-Colleges and integrate into the University of Wisconsin-Milwaukee. To this end, we propose to form a new academic College within UWM that will serve as a home for the successful AAS degree and all its components (traditional credit format and competency-based format), as developed and updated within the UW-Colleges. The degree includes the General Education Core as well as courses that provide foundational work for most majors available at UWM. The faculty, curriculum, and related academic programming and support that will make up the College of General Studies are already in place at these two branch Campuses, currently branches within the UW-Colleges.

It should be noted that the missions of UW-Colleges and UWM strongly align; both are committed to access, service to the state and communities in which the campuses are located, student success, and high quality educational programs. The new College will carry forward the original mission of UW-Colleges, providing new opportunities for UWM to expand its own access mission. As a Doctoral Institution classified with the Highest Research Activity, UWM also has a strong research mission. In many ways, this new college may enhance the Institution's research mission by bringing to it additional scholarship agendas currently pursued by members of the faculty to be folded into this new College.

The College of General Studies will provide access to the first two years of a UWM education to those who are place-bound or desire a small Campus environment for their initial higher education experience. The College will extend UWM's access mission throughout the M7 Region. The ability to establish a new College that has embedded in it an integrated approach to support academic success and degree completion that is directly focused on its academic program and the students it serves will benefit UWM by building a strong and well-prepared pathway to its Baccalaureate degree programs. The establishment of a new College that has a single administrative and governance structure will facilitate the integration of the faculty and staff across the two branches into a cohesive unit that will benefit from the strengths of each, and expand opportunities to support students.

Currently, the UW-Colleges academic departments exist statewide, across the thirteen campuses, for each discipline (e.g., English, Mathematics, etc.). With the joining of only two of these (Waukesha and Washington County) with UWM, there will not be sufficient numbers of faculty to maintain discipline-based departments. Therefore, the College of General Studies will create new departments representing three interdisciplinary areas; Arts and Humanities, Mathematics and Natural Sciences, and Social Sciences and Business (Organizational Chart in Appendix A). This departmental structure will allow the new College to take advantage of pre-existing working groups and practices to form the core of these new academic departments. One unique quality of the academics within this new College, as was present at each campus under the UW Colleges, is an interdisciplinary approach to the structures and teaching of foundational courses in the college/university curriculum. Faculty and Instructional Academic Staff within the UW-Colleges have had significant access to members of other disciplines. For example, it has been common for members of humanities disciplines like philosophy to collaborate with social scientists or natural scientists on scholarship and on academic teaching. Students have greatly benefited from this approach which allows faculty and instructional staff to help students connect knowledge and learning from courses across disciplines. Becoming a single new College keeps this valuable tradition of interdisciplinary work alive for the freshmen and sophomore students.

- B. Curricular codes for UW-Colleges courses will be transferred to UWM under the College of General Studies, with a pre-fix to identify these courses as those offered within in the new College at the branch campuses (CGS). An Academic Affairs Integration working group is engaged in a process of aligning all courses to be offered within this new College (previous UW-Colleges courses) with UWM courses. These courses already transfer as equivalents into UWM. It is expected that this phase will be completed in 2018-19, the first year of existence of the College of General Studies. The existence of this new College, with its completed work to align its AAS degree with UW System standards and with AAC&U LEAP standards for general studies in higher education, should enhance the work of the entire UWM in providing quality general studies to all of its undergraduate students.

III. Timetable for proposed action

- A. Effective date - July 1, 2018
- B. Transition period/plan: Curriculum for the 2018-2019 academic year will be planned and scheduled by UW-Colleges Curriculum Committees and staff prior to the joining of the campuses with UWM. Appropriate academic support and other activities related to curriculum will

continue as currently offered by UW-Colleges with existing personnel, throughout 2018-2019. During the 2018-2019 academic year, the appropriate organizational structure and committee structure for decisions around curriculum and academically-related programming will be established, as will the organizational structure related to academic support. During this time, work to ensure alignment of courses across the two institutions will take place. Mapping of majors to two-year curriculum has already begun.

C. Duration of change: Ongoing

IV. Impact of proposed action on academic programs

A. Programmatic impact of proposed action

1. Impact of proposed action on unit's instructional programs: quality of program by curricular code

The College of General Studies will offer the HLC-accredited Associate of Arts and Sciences Degree, the Flex AAS degree (which is a competency-based program), and the BAAS degree. The BAAS degree shall continue to be offered to teach out those students currently enrolled in this applied degree program, but shall not admit new students. UWM is seeking HLC approval to offer the AAS degree currently offered by UW-Colleges. Curricular codes for UW-Colleges courses will be transferred to UWM under the new college, with a pre-fix to identify these courses as those offered within in the new College. Over time, it is expected that the UWM and the College of General Studies courses will be fully aligned.

Faculty who will be part of the College of General Studies are in the process of developing curricular pathways for students to improve retention and shorten time to completion of the Associate's Degree that map closely with UWM majors and complement UWM's meta majors work. The College will also be implementing Math pathways, which UWM has implemented providing students with the appropriate Math curriculum needed for their majors. The College's degree programs and pathways will ensure a smooth transition to Bachelor's degree programs at UWM and other UW-System institutions.

The College of General Studies will offer Developmental Education programming that includes co-requisite courses to speed a student's progress to and through the first credit-bearing college courses in Math and English. The College will also offer appropriate academic support for both Dev Ed and other credit-bearing courses. These elements of the Developmental Education program are already in place at the UW-Colleges branch campuses at which the College will be located.

The College of General Studies will also offer for those high-achieving and/or highly motivated students, an Honors program that is well-established at the UW-Colleges Waukesha Branch. With the new College structure, the program will be available at both branches. Conversations have begun with the Director of the Honors College at UWM to identify ways to align the two programs so that a four-year Honors pathway is established. The branches currently also provide students with opportunities to participate in undergraduate research in both their freshmen and sophomore years. This aligns well with the UWM Freshman/Sophomore research initiative. The structure of the new College will facilitate opportunities for students at the branches to learn about and take advantage of research opportunities that may be

within the College at the alternate branch. The new College will work closely with UWM's program, furthering expanding opportunities for students, in this case at both the branches and main UWM Campus.

The ability to establish a new College that has embedded in it an integrated approach, using national best practices to support academic success and degree completion, and that is singly focused on its academic program and the students it serves will benefit UWM by building a strong and well-prepared pipeline to its Baccalaureate degree programs. In addition, the faculty and staff within the College have expertise that can be shared across the institution.

2. Impact of proposed action on scholarship, research, and creative activity, as it relates to campus mission and conception of urban doctoral research university

Many of the faculty who will be part of the College of General Studies currently carry out scholarly activity across the disciplines and publish manuscripts as well as articles in peer-reviewed journals relevant to their field. As an urban institution with an access mission, UWM and its students will benefit from scholarship around a wide range of methods from evidence-based approaches, archival research, qualitative and quantitative work.

The College of General Studies will include approximately 72-funded fulltime faculty lines with 63 currently active, along with a few Instructional academic staff across the two branch campuses that have historically engaged in inter-disciplinary teaching and in some cases cross-disciplinary scholarship projects. Within the structure of the new College, faculty will be organized into three academic Departments (Social Sciences and Business, Arts and Humanities, and Mathematics and Natural Sciences) that will further enhance cross-disciplinary exchange. It should be noted that at the same time, some of the College's faculty will continue to pursue discipline-specific scholarship and will have the ability to request affiliate appointments with relevant academic departments in other UWM colleges. In this instance, members of the new College can contribute to the scholarship and possibly the teaching missions of the discipline-specific departments, broadening the scope of those departments.

3. Impact of proposed action on curricula in other programs, departments, and units

The College of General Studies, with its access mission and infrastructure focused on student success during those first two years of college, can provide a strong pipeline into UWM's four-year degree programs. In addition to the general education courses that are part of a student's core during those first two years, they can also enroll in courses that provide the foundation for a four-year UWM degree. The Pathways to completion that the UW-Colleges faculty and staff are currently developing, when implemented in the new College, will provide students with a map that will better prepare them for their four-year major. Collaboration between the College of General Studies and other UWM colleges can enhance the Pathways work begun in the UW-Colleges and build a smoother transition to UWM majors. An integral part of this would be the work done by faculty in the new College and the appropriate UWM departments to align the curricula and courses. This work is expected to be completed in the 2018-19 academic year.

The two branch campuses have established relationships with local constituent groups that include non-profit, K-12, government, and business and industry. In addition to individual relationships, the Waukesha Branch currently has representation on the Waukesha County Business Alliance Board (ad hoc membership), which is the County's chamber with a strong advocacy role and interest in the workforce pipeline. The Washington County Campus is part of the County's Business Education Partnership that brings together local K-12 and higher education institutions with business and industry to address workforce pipeline issues. The new College, through its continued relationships with these organizations, will bring to UWM information related to the higher education needs across much of M7, and opportunities for extending UWM programs at the branch campuses responding to those needs. The new College will take advantage of existing relationships with individual high schools in the counties to provide additional opportunities to engage students in Early College programs.

It is anticipated that the impact of the College of General Studies on current enrollments in courses in other UWM colleges will be minimal. Generally speaking, students in the AAS degree program will be restricted to enrolling in classes offered through the College of General Studies, while students in a four-year program will be restricted to enrolling in classes offered through the other UWM colleges. The tuition structure in the new College only will be available to students in the AAS degree program or who are special students within the new College.

Still, first-year and General Education courses are an important source of revenue in UWM's other colleges, and an important source of teaching support for graduate students, so it is important to assess the impact of the restructuring on these offerings carefully. There will continue to be substantial financial incentives for students to begin an AAS degree at a lower tuition rate in the new College and later transition into the BA or BS degree at UWM's campus. Even though that is possible now, it may prove easier once students no longer have to transfer between what are now separate institutions, and once the new College aligns its curriculum and course numbers with existing programs at UWM. To ensure that the restructuring does not adversely impact UWM's graduate programs or its first-year and General Education courses, UWM will monitor enrollment patterns and report to appropriate administrators and governance bodies annually for the first four years after the merger (APCC, GFC).

4. Impact of proposed action on metro/regional, state, national/international programmatic needs, in light of existing programs and schools/colleges

The focus of the College of General Studies will be to deliver the associate's degree with UWM classes that also may count toward the first two years of the bachelor's degree for students needing a smaller environment or an option close to their homes in the greater Waukesha and Washington County regions. The College's presence on the Washington County and Waukesha campuses extends UWM's reach into these distant areas of the M7

region. This new College will be UWM's link to this population of students. As has been stated earlier, the College of General Studies will provide pathways for students from these regions into UWM degree programs, offer these students the AAS degree, and provide UWM opportunities to better reach out to the communities of this region.

5. Other programmatic impact of proposed action (e.g., Advising, Outreach, Technology Utilization, Distance Education, Accreditation)

UW-Colleges campuses are engaged in and have expertise in a variety of distance education modalities including point-to-point, node, online, flex. This provides opportunities to expand our reach well beyond our individual branch campuses, throughout the M7 region, and to provide a wider array of course offerings to our students. The Waukesha campus is currently collaborating with on-line to offer courses in area high schools that are not available through the branch.

The nature of our programming provides us with deep knowledge and expertise in advising freshmen and sophomore students, including undecided students and those entering the institution requiring Developmental Education. It should be noted that our current experience in delivering the AAS degree will help to secure HLC accreditation for offering the AAS degree and the flex AAS degree.

B. Impact of proposed action on resource utilization in unit

1. Current budget information for a unit and the financial impact of proposed action for first 2 years

For the 2018-2019 academic year, UW System will maintain current funding levels that will support the College of General Studies' activities. Nearly all of the personnel in the new College organizational chart currently exist in some form, including the Dean and Associate Dean lines. Therefore, the current portion of the UW-Colleges' budget that will be transferred from System to UWM in 2019-2020 will support this administrative structure (Appendix B). Note that the implementation of the proposed staff, budget, and other planning elements contained here is subject to UWS funding allocations transferred to UWM and the relevant Colleges' budgets.

The branch campus operations organizational charts are shown in Appendix C. Currently the branch operations are supported through UW-Colleges consolidated central units for some administrative functions including IT, HR, Enrollment Management, and related marketing. UWM has identified the additional resources to support the operations of the two campuses and is working to secure the necessary funds from System (Appendix D).

Currently, there is limited support for Grants management (including grant submission) for faculty and staff at the branch campuses. What is available is the responsibility of Central Office UW-Colleges administrators in academic and finance. Although grant activity is currently very limited, it will be important to ensure that grant management staff have capacity to take on some additional work. The majority of grants activity will likely be programmatic in nature, rather than research-oriented.

Each of the UW-College branches has its own Foundation, dedicated to raise funds specifically for that branch Campus. At both the Waukesha and Washington County branches, the majority of funds raised are for scholarships for students. Limited funding is made available for professional development support for faculty and staff or classroom materials or equipment, depending on the Foundation.

2. Impact of action on utilization of space, facilities, and infrastructure

The College of General Studies will be located across two free-standing branch campuses located in Counties they serve. The facilities themselves are owned by the County. While each County operates somewhat differently, large infrastructure projects such as roof or HVAC replacements are funded by the Counties.

Each branch campus was originally built as a full service free-standing campus and houses a library, academic support services space, student advising space, teaching labs, classrooms and lecture halls in a variety of sizes that adequately support the enrollment and academic programming that will be available within the new College. On both Campuses there is room for both programmatic and enrollment growth; current enrollment at the Waukesha branch is 20.3% below its historical high in 2010 while the Washington County Campus is 33.4% below its historical high, giving us some ability to project capacity for each.

There is no research space available in which science faculty can carry out bench research; in a few instances a faculty member has taken over a small office space for a piece of equipment or place to house non-mammalian animals. Those who wish to pursue bench research would benefit from some limited amount of dedicated space for that purpose. Any research support allocated centrally across UW-Colleges is based on a competitive process across all thirteen of its Campuses and is minimal. Resources will be required to continue such programs of support for faculty in the new College.

3. Impact of proposed action on program support (e.g., extramural research support, etc..)

As described elsewhere in this proposal, limited support for grants management is offered centrally for faculty and staff at UW-Colleges. With the support of UWM staffing in this area, likely grant proposal writing will increase, particularly for programmatic grant opportunities. UW-Colleges also has a centrally-administered IRB and IACUC; faculty in the new College will need to take advantage of UWM's existing resources in these areas.

4. Other financial/resource impact of proposed action

None

C. Impact of proposed action on personnel in unit

1. Impact of proposed action on staffing, workload, and position descriptions in unit

Faculty and Staff teaching, scholarship, and service workloads will be set according to the current practices of the UW-Colleges.

2. What is the impact on existing staff (will they be moved, terminated, how will change impact workload?)

In 2018-2019, all staffing will remain as it currently exists. Starting in 2019-2020, the College of General Studies will be subject to the same central decision making processes as other UWM schools and colleges.

D. Impact of Proposed action on students

1. Impact on students within the unit (e.g., overall SCH/enrollment, students pursuing course of study in unit)

Currently, students at the Waukesha and Washington County branches are pursuing the Associates of Arts and Sciences degree, with a few pursuing the BAAS degree. UWM will be applying for approval to offer the AAS program of study through the new College. UW-Colleges also currently offers many of the courses that students need in preparation for their majors, including courses that meet entry-level degree requirements towards the major. These courses will continue to be part of the academic program within the new College. Such an array of courses provides students with a smooth transition into their four-year degree, whether at UWM or any UW-System institution. It is believed that Associate's degree students will be retained and complete that degree at a higher rate than currently experienced, because they will see a clear pathway to a baccalaureate degree at UWM. The development of Associate's Degree pathways that are under development will be closely aligned with the four-year degree programs most often pursued by Associate's degree students, which will further provide a very clear path to the baccalaureate.

It is expected that the College of General Studies will develop new lower division courses that do not currently exist to meet the requirements for four-year majors that align with faculty expertise and are of interest to our community constituents. This will provide students with a wider array of options not only for course offerings, but also for baccalaureate degree pathways.

Students pursuing the associate's degree will also benefit from the supportive environment that will exist within the new unit, which will retain the elements that currently exist that impact student success. These elements are integrated on the branch campuses so that students have a holistic network of support that will be replicated within the College. The College structure will provide the flexibility needed to develop new courses such as new freshman transition courses that will support the students within it. Currently, ~20% of students arrive on these campuses requiring Developmental English and ~60% arrive requiring developmental math. Currently, unique courses and programs consistent with

national best practices are offered at these branches. These will be retained within the new College.

2. Impact on students outside the unit (courses needed for other majors, etc.)

The College of General Studies and the branch campuses on which it will be located currently have a number of programs that could benefit from an expanded pool of participants from students within other Colleges at UWM and that could conversely provide opportunities to students who may not be able to access similar programs at UWM. Music, Theater, and undergraduate research in certain disciplines are some examples. More than 97% of the faculty who will join the College of General Studies have doctoral degrees or terminal degrees in their discipline; all are required to participate in scholarly activity, including research in their discipline. Following UWM Graduate Faculty membership guidelines, these faculty provide an expanded pool of potential dissertation mentors or readers, or undergraduate research mentors, particularly in sub-fields that may not be represented among faculty in other UWM departments and colleges. The College of General Studies faculty, working closely with affiliated departments in other Colleges, may have opportunities to serve on graduate committees, advise graduate students, or teach courses in programs outside the new College. In coordination with other UWM colleges and departments, the College of General Studies will also continue to provide additional opportunities for graduate students to teach.

3. Plan for how students will matriculate after change (alternatives being offered and timeline for existing students to graduate)

Students will be graduates of UWM as of December 2018. Students currently enrolled in the BAAS program will complete their degrees as part of the teach-out plan that will be developed by UWM.

4. Plan for assessing proposed outcomes

The UW-Colleges current assessment model assesses at the AAS degree and discipline levels. At the Associate of Arts and Science degree level, the institution regards the following areas of proficiency to be of primary importance in the education of its students: Analytical Skills, Quantitative Skills, Communication Skills, Aesthetic Skills, and Intercultural Skills.

Degree level assessment is implemented at the department level with the development of common tools and assessment assignments. Results are reported through department chairs to the Provost's Office. Assessment assignments measure the five institutional proficiencies on a rotating cycle. Results inform teaching, learning, and curriculum decisions for each department at the AAS program level. Discipline level assessment occurs through academic department assessment of department/program-specific learning objectives. Department/program-specific learning objectives are congruous with the five institutional proficiencies. Like degree-level assessment, department/program-specific assessment of learning objectives inform teaching, learning, and curriculum decisions for the discipline.

During the transitional phase, the current UW-Colleges assessment model will be in place for AY2018-19. Changes to the assessment model will be directed by departments and academic leadership in consultation and with approvals of requisite governance at the new college and UW Milwaukee.

V. Path through campus approval matrix

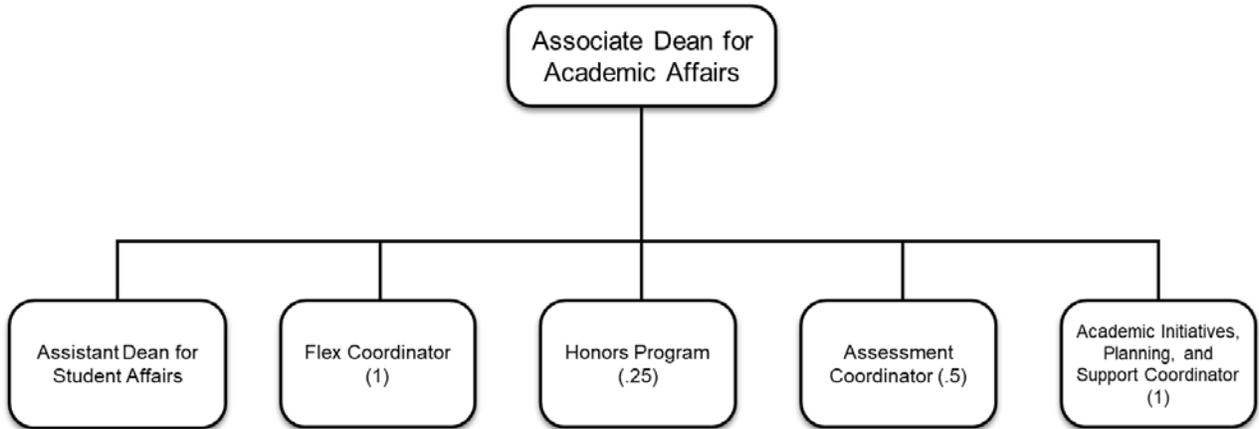
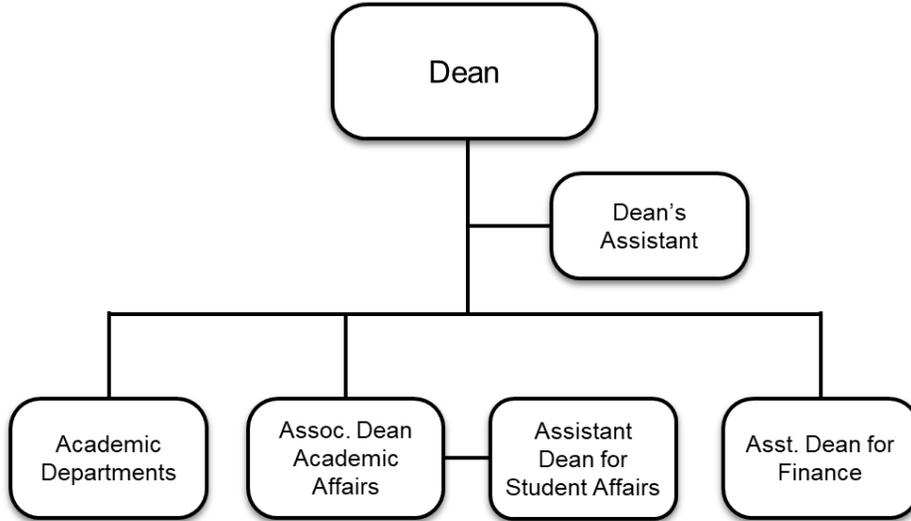
The proposal was developed by a Task Force comprised of UWM, UW-Waukesha, and UW-Washington County governance leaders and administrators. The proposed structure of the College of General Studies has been presented to the Colleges' Faculty/Staff and has received their support.

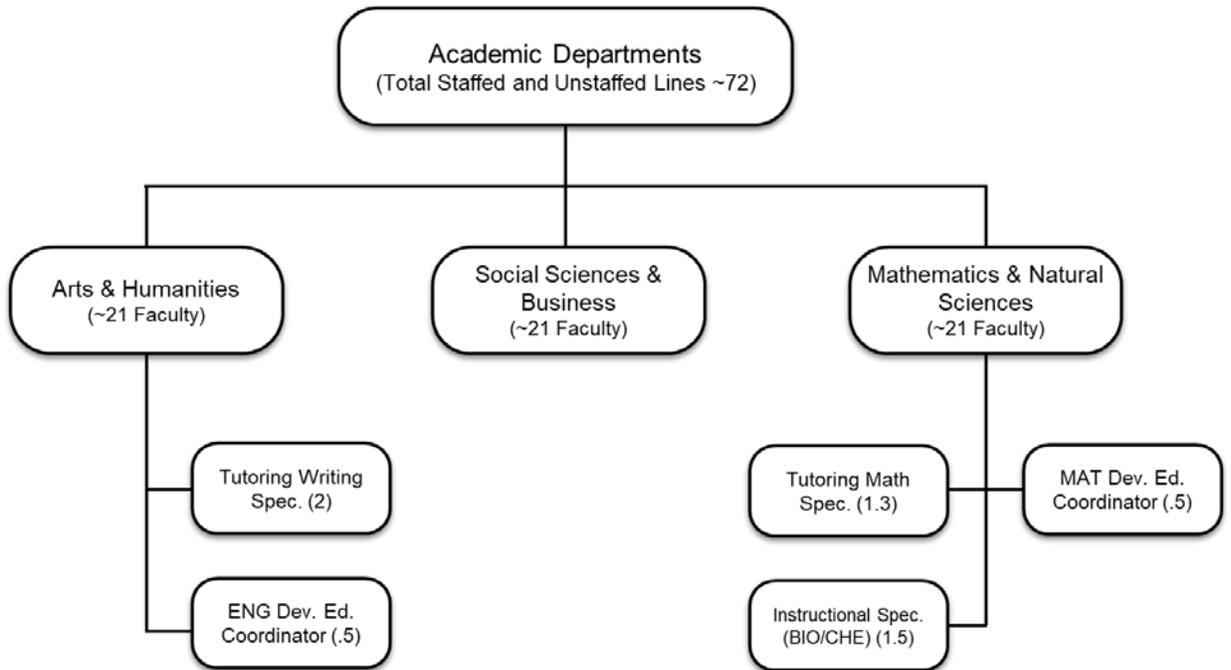
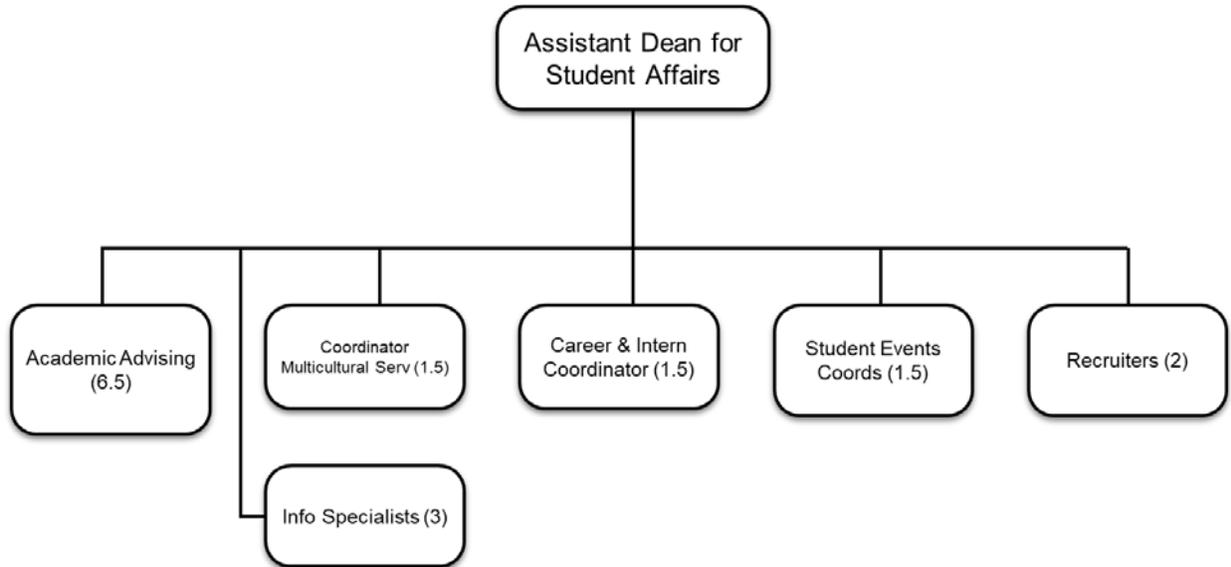
VI. New bulletin copy (provided by unit initiating action)

Given that the UW-Colleges' curriculum will remain in place for 2018-2019, the new UWM bulletin copy will be created prior to the integration of the curricula for the 2019-2020 academic year. The bulletin for 2018-2019 will include references to the AAS degree program and point to the UW-Colleges catalog for more information.

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

Appendix A. College of General Studies Organizational Chart





Appendix B. College of General Studies Budget

Overview of budgets transferred to UWM

Item	\$	Status as of July 1, 2018
UWW/UWWC GPR/Tuition	\$9,438,919	Fully transferred to UWM
UWW/UWWC Auxiliary	\$949,572	Fully transferred to UWM
UWW and UWWC General operations	\$1,004,174	Fully transferred to UWM
Restricted: Federal/Gifts/Grants	\$402,270	Fully Transferred to UWM
Total from UWW & UWWC budgets	\$11,794,935	

Note: Line 1 includes all budgeted (filled and vacant) positions including faculty, academic staff, and university staff positions. Total FTE: 106.59 and salary budget \$4,953,376.

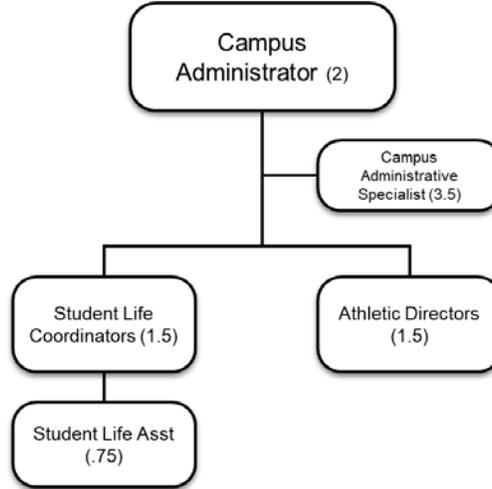
UWC Regional Funding (All Funds)	\$1,204,847	Transferred to UWM
UWC Central Administration	\$1,961,807	Transferred to UWM
Total Amount transferred	\$14,961,589	

Note: Line 5 includes funding for administrative positions for the new College that are currently budgeted in the SE Regional budget of UW-Colleges

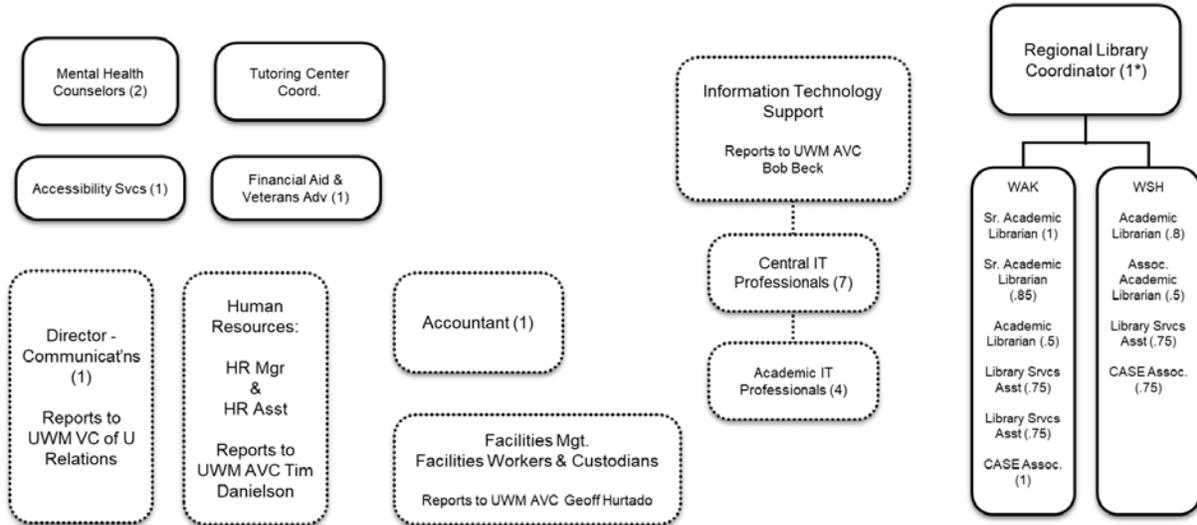
Note: Line 6 includes various items currently supported centrally by UW-Colleges such as library, common systems, financial services, and professional development

Appendix C. Campus Operations and Central Support Organizational Charts

Campus Administration (total FTE for both campuses)



UWM Provided Services



Appendix D. Budget request to UWS for central functions

Item	FTE	\$
Human Resources		
HR Manager	1	\$65,000
HR Asst Adv	1	\$45,000
Total for Personnel		\$110,000
HR S&E		\$2,800
Total HR		\$112,800
Information Technology		
Central IT Professionals	7	\$420,000
Academic IT Professionals	4	\$240,000
Total for Personnel		\$660,000
Replacement Costs		\$150,000
Additional Work Stations		\$2,538
Computer Access		\$24,344
Total Non Staffing		\$176,882
Total IT		\$836,882
Finance		
Assistant Dean for Finance	1	\$105,000
Accountant	1	\$50,000
Total for Personnel		\$155,000
Finance S&E		\$2,800
Total Finance		\$157,800
Total for central services		\$1,107,482