date 23 May 2008

project name University of Wisconsin-Milwaukee Master Plan

project # 07G2U

meeting date May 20, 2008

time 10:00 a.m. – 12:00 p.m.

location Union – Fireside Lounge

recorded by Tyler Patrick

distribution Jon Jenson, Jeff Kosloske, Kate Sullivan, Patricia Arredondo, Chris Gluesing, Jim Vander Heiden, d’Andre Willis, Lora Strigens, Julie Penman, Greg Havens, Janne Corneil, Philip Parsons, Kathryn Madden

purpose Administrative Affairs

These minutes represent a summary of the content and character of each meeting and are not meant to be an exhaustive list of the comments made. Also, these notes are an initial attempt to understand the student life, academic support, and external issues that affect UWM; we will return to gather additional information as necessary.

ATTENDEES
Robin Van Harpen, Legal Affairs
Joely Urdan, Legal Affairs
Jim Skorlinski, Purchasing
Christy Brown, Financial and Administrative Affairs
Eric Skibicki, Systems
Mary Wise, Systems
Cathy Kroeger, Payroll
Paul Rediske, Internal Audit
Don Weill, Business and Financial Services
Ryan Liebert, Business and Financial Services
Linda Woods, Finance and Administrative Affairs
Barbara Musgrave, Internal Audit
Cindy Kluge, Resource Analyst
Chris Gluesing, UWM
Jeff Kosloske, UW System
d’Andre Willis, HGA
Greg Havens, Sasaki
Tyler Patrick, Sasaki
SUMMARY

A. Issues and Opportunities

1) Communication
- Electronic communication is prevailing; however, many individuals do not have ready access to a computer to get the information. It's not as much a problem for students but rather the staff that supports them.
  - Physical Access – example is custodial staff, which totals 150 people. Also, food service, restaurant operations, auxiliary staff.
  - Training
- Electronic communication is good, but meetings are also important. With multiple campuses, this becomes more difficult.

2) Technology
- Establish better guides to what technology and services are available.
- Establish enhanced video conferencing capabilities, particularly if UWM introduces a new location.
- Increasingly reliant on computer systems, which requires sufficient support.
- Purchasing - Many processes are still paper-driven, which will become more complicated if UWM moves to a distributed-campus system. State governance restricts what can and cannot be done. In terms of purchasing, UWM must follow the state's procedures, which are still paper-based, so it is difficult for UWM to lead this.
- Security and Technology
  - Student Records
  - Legal
- Working to set up a redundant data center to back up the Engelman campus. Will be in Kenilworth, but not on the Kenwood campus.

3) Physical Space
- Need for meeting room space; much of it has disappeared over the years.
- Most administrative affairs departments are distributed across campus.
- There's a sense that administrative affairs can just be located anywhere and "fill in the gaps", with faculty the priority.
- Overall, there is an office space deficiency.
- Would like a central administrative building
  - Students have to travel back and forth across campus; would be better to have one-stop shopping.

4) Critical Adjacencies:
- Overall, critical adjacencies are maintained.
- Legal must be near higher level administration. Currently located in Chapman, which works well.
- Payroll and HR must be together.
- Accounts payable and accounting must be together
- Accounts receivable and cashier's office (Mitchell now) must be together.
- Financial Aid and Enrollment (and should be located near accounts)
- Director would like to have proximity with managers of various areas.
- Purchasing works closely with Risk Management and Legal Affairs.
- Internal Audit works with Enrollment Services.

5) Multiple Campuses
- Concern over multiple campuses in terms of paper, payroll, accounting, etc.
There are a few things happening now, like courier service to Water Institute, but with other campuses, time sensitive issues may become a problem.

- If UWM develops another campus, a satellite facility would be best so that staff from main campus can travel and work there, but the home base is back on the main campus. Hotel concept.
- HR – recruitment is very paper-based. There are couriers running back and forth across campus. Need systems in place for getting paper back and forth if there is another campus.
- If there is an expanded or new campus, workforce must increase: police, custodians, legal staff, business and financial service. As rest of campus grows, support services must grow. Driven more by increases in numbers than by location.

6) Financial
- Decreasing state financial support is an issue
  - There is not a steady stream of income coming in from auxiliary services.
  - Veteran's Admission Program mandate – veterans can get free tuition for themselves, spouses, and children. UWM is the largest provider of education to these individuals in the state.
  - Segregated fees – trying to keep them down for students because tuition is increasing.
  - Athletics is not profitable.
- Missed Opportunities
  - Restaurant Operations – have been making money over the last 7 years. Cannot privatize all of it because of union workers because there is no guarantee that the franchisees would employ them, which is why they decided to operate it themselves.
  - Bookstore – should it be privatized?
- When gift funding exceeds 50% of cost of building, state gives priority.
- Deferred maintenance is an issue.
- The state takes back any energy savings, so there is no incentive to decrease energy use.
- Possibility of changing the structure for assessing tuition; currently it's per credit up to a certain point, then it plateaus. If you moved to a per-credit system, tuition dollars would increase. Encourages a high drop rate in classes as students "shop" for courses. However, this change could impact competition of other institutions because it could be cheaper to take more classes at another institution at a lower cost.
- Would like to encourage more summer students because UWM keeps all of the revenue. UWM is dead in the summer. Right now, every building is kept open and a/c is running – paying for it, so why not use it. Gets back to the idea of whether it's a destination campus or a commuter campus?

7) Research and Real Estate
- Research and Real Estate – as real estate pursuits become more complex and sophisticated, it requires more complex rules and regulations, which impacts Legal Affairs.
  - Example – Human Subjects Compliance Area, Export Control Compliance, Sensitive Chemicals and Hazardous Areas.
  - Each new grant adds complexity to accounting for that, purchasing, etc.
o As Federal Funding increases, more compliance issues.
  o Creative Real Estate Projects, such as Kenilworth.
  o Foundation has its own legal services.
  o Increased intellectual property issues.
  o Partnerships with private industry
  o Any future acquisition of property will be handled through the Foundation.

8) Student and Staff Levels
  • There has been a growth in enrollment over the years, but not an increase in staff. If there is any significant growth planned for the future, staff must also increase. Technology has bridged these reductions, but need to assess the critical break point.
  • Allocation Model is needed – if you grow enrollment by x amount, then you must increase staff by y amount. Otherwise, everyone competes for resources. Marquette has done this.
  • UWM receives funding from the state for energy costs.
    • GPR (General Program Revenue Operations). Does not cover the auxiliary services, who must pay their own expenses.
    • Overall, UWM is doing well with energy, but it could be a problem in the future.
    • No direct charge to program units for energy costs – University pays for all. Only program revenue units get charged on a per square foot basis.

9) Transportation and Circulation
  • Public Transportation is very difficult from downtown – very time intensive. Becomes more of a problem when discussing distant locations. UWM shouldn't run its own additional shuttles, but make the best use of the city's transit infrastructure.
  • Need more state vehicles. Very difficult to procure.
  • Parking issues are augmented by the fact that public transit is poor.
  • Dense campus makes it easy to get around.
  • Close Hartford and make parking lots green space.

Next Steps
1. Document meeting minutes.

2. Perform data and site analysis throughout the summer.

3. Present initial analysis findings in the Fall.

The information above will stand as recorded unless Sasaki receives written comments within five days of the distribution date from a recipient requesting an amendment.