Guiding Principles for Developing a New UWM Budget Model
Academic Planning and Budget Committee (APBC)

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The Academic Planning and Budgeting Committee recognizes—and thanks—the Administration for developing guiding principles for developing a new UWM budget model. Recognizing its responsibilities for “making recommendations … regarding short range and long range academic plans for the campus that are consistent with the mission” as well as for considering “budget implications for these plans,” the APBC recommends that the Administration—in its pursuit of a more equitable budgeting model—adhere to the following values that acknowledge how budget models impinge on the daily and long-range work of teaching, advising, scholarship, and research:

- We remain committed to a broad-based liberal education that prepares students to be lifelong learners.
- We hold fast to the University’s access and excellence missions.
- We support and encourage thoughtful and effective teaching and advising at all levels.
- We are committed to offering a comprehensive array of high quality degree programs at all levels.
- We honor student investment by seeking tuition rates that are fair and competitive, and we pledge to seek alternative forms of funding for students.
- We ensure that students have the opportunity to finish their degrees in reasonable time.
- We are committed to increasing retention and graduation rates of all students, with particular attention to those whose rates differ from the majority.
- We seek fair, equitable, and competitive salary structures for all who work on campus.
- We provide substantive support for research and scholarship, including competitive and fair support for graduate students.
- We advocate a long-term view of sustainability of high quality academic programs as we look for short-term solutions to budget shortfalls.
- We enable unit leaders to make long-term budget plans.
- We reward co-operation and increased interdisciplinarity across campus.
- We seek a morale of optimism and shared possibility on campus as well as a working environment that supports the health of all on campus.
- We support the values and efforts of shared governance.
- We support the provision of timely, accurate budget information to campus constituents.

We also recommend that any new budget model address the following problems of the current model:

- Those responsible for budgets are often unable to make long-term plans because they have no adequate ability to predict future funding. Budgets depend on steady growth in student numbers; programs that have reached student capacity lose funds rather than stay at a steady budget or are unable to expand resources that would enable future growth.
- The tie of funding to numbers of students discourages interdisciplinary teaching and research; units compete for student credit hours at the expense of fruitful collaboration across or within units.
- The tie of funding to numbers of students also discourages improvement in our degree programs and our general education programs because no units can afford to give up the student credit hours they get through the general education courses they teach.