University of Wisconsin–Milwaukee

Academic Planning and Budget Committee
2011-2012 Annual Report

Members:

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<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Department/Office</th>
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<tr>
<td>Swarnjit Arora</td>
<td>FAC</td>
<td>Economics</td>
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<tr>
<td>Amol Mali</td>
<td>FAC</td>
<td>Electrical Engr &amp; Computer Science</td>
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<td>Enrique Figueroa</td>
<td>FAC</td>
<td>Roberto Hernandez Center</td>
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<td>Joyce Latham</td>
<td>FAC</td>
<td>School of Information Studies</td>
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<tr>
<td>Janet Mittelstadt</td>
<td>AS</td>
<td>Student Affairs</td>
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<tr>
<td>Bettina Arnold</td>
<td>FAC</td>
<td>Anthropology</td>
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<td>Bill Watson (replacing Janet Lilly, Dance)</td>
<td>FAC</td>
<td>Theatre</td>
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<td>Janet Padway</td>
<td>AS</td>
<td>Library</td>
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<td>Bruce Wade</td>
<td>FAC</td>
<td>Mathematical Sciences</td>
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<td>Lee Ann Garrison, Chair</td>
<td>FAC</td>
<td>Art and Design</td>
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<td>Seth Zlotocha</td>
<td>AS</td>
<td>Enrollment Services (ASC Rep)</td>
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<td>John Boyland</td>
<td>FAC</td>
<td>Electrical Engineering (Chair-APCC)</td>
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<td>Anne Wysocki</td>
<td>FAC</td>
<td>Chair-GFC</td>
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<td>Rodney Swain</td>
<td>Dean</td>
<td>Letters &amp; Science</td>
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<td>Johannes Britz</td>
<td>Provost</td>
<td>Academic Affairs</td>
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Charter:
Functions/Responsibilities:

A1.05 Academic Planning and Budget Committee

(1) Membership. Sixteen members as follows: five faculty appointed by the University Committee, one from each of the four divisions including at least one of whom shall be a senator, and one member of the University Committee; one faculty elected by each of the four divisions; the chair of the Academic Program & Curriculum Committee; the chair of the Graduate Faculty Council; three members of the Academic Staff, two elected by the Academic Staff, and one member of the Academic Staff Committee; and ex-officio, an academic dean and the Provost or designee.

(Document 2169, 12/17/98; UWM Administration, 12/30/98)
(Document 2277, 5/15/01; UWM Administration, 6/12/01)
(Editorially revised per Codification Committee, 4/26/02)
(Document 2377, 3/27/03; UWM Administration Approval, 04/12/03)
(Editorially revised, 8/24/06)
(2) Functions. Makes recommendations to the faculty and to campus administration regarding (1) short range and long range academic plans for the campus that are consistent with the mission, and (2) budget implications for these plans.

a) Reviews long range plans regarding academic interests that are consistent with the mission of the schools and colleges and the campus;

b) Advises faculty on issues related to budget and its impact on academic program quality, student retention, and development;

c) Recommends and evaluates planning for new programs that are not the province of a single academic unit;

d) Represents the interests of the faculty to the Chancellor and Vice Chancellor and Provost regarding both short range and long-range plans for the academic units and the budget implications of these plans;

e) Examines those actions taken by the Board of Regents, campus administration, or individual units on campus that impact the overall short range or long range plans for other academic programs on campus and the budget for the academic units;

f) Makes recommendations for faculty action;

g) Reviews university policies that impact the academic programs of the academic units and long-range plans for these units;

(Document 1977, 5/11/95; UWM Administration, 6/14/95)
(Document 2169, 12/17/98; UWM Administration approval, 12/30/98)
(Document 2187, 4/15/99; UWM Administration approval, 5/1/99)

Meetings:
The APBC meets every two weeks during the academic year on Thursdays from 8:00 am – 9:30 am.

During the 2011-2012 academic year, APBC Chair Lee Ann Garrison represented the APBC on the new Budget Model working group at the request of Interim Provost Johannes Britz and Vice Chancellor Christy Brown. She represented APBC on the Space Planning Committee lead by Interim Associate Vice Chancellor Phyllis King. In late spring, Chair Garrison represented APBC on the new Academic Planning working group at the request of Provost Britz.

September 15, 2011
Introduction of new members, member reports, elections of Chair (Lee Ann Garrison), APBC members for PEC (Janet Padway), and two representatives for the new Special Committee Regarding Faculty/Staff Salary Planning (Swarnjit Arora and Enrique Figueroa).

September 29, 2011
Campus Budget Presentation by Don Weill, Cindy Kluge and Jerry Tarrer, Budget and Planning Office. Along with Ed Rodrigues, they answered questions about the process for selecting a new budget model.

October 13, 2011
Interim Provost Johannes Britz discussed the budget, the new budget model, strategic planning and long-term goals of the university.

**October 27, 2011**
The committee endorsed the proposal for Authorization to Implement a Doctoral Degree in Public Health with a Focus on Community and Behavioral Health Promotion at the Joseph J. Zilber School of Public Health, adding: We strongly object to the reallocation of funds from existing schools, colleges and programs.

Chancellor Michael Lovell discussed the State Budget Lapse and how it will affect UWM (asked to give back to state approximately $10 million).

**November 10, 2011**
Phyllis King presented information on the Campus Space Planning Committee (formerly Northwest Quad committee).

Dean Rodney Swain and L. Terando (Foreign Languages and Literature) presented a new Proposal to Create a Translation and Interpreting Department-Like Body. The committee endorsed the proposal and voted to send it to the GFC for their review.

**November 17, 2011**
Interim Provost Britz continued discussion of the budget, budget lapse, reporting back on Chancellor Lovell’s meetings in Madison. He also said the Budget Model working group had decided to hire a consultant to help gather information on various budget models.

APBC members began work on Budget Values Guidelines to give to the Budget Model working group for consideration in their decision-making process.

**December 8, 2011**
Mark Harris spoke to the APBC about a task force (Spring 2012) forming to address issues and create guidelines regarding Graduate Teaching and Research Assistantships. Amol Mali volunteered to be the APBC representative on this task force. APBC members asked that the committee also have graduate student representation.

APBC members continued to refine the Budget Values Guidelines.

**January 26, 2012**
Interim Provost Britz updated the committee about the state budget lapse.

The Provost asked the APBC to help with strategies to creatively use the budget we have to further the mission of the University to plan for the future.

The committee passed this budget resolution reported to the Faculty Senate at the January Senate meeting:
Resolution from the University of Wisconsin-Milwaukee
Academic Planning and Budget Committee
January 26, 2012

Whereas the Academic Planning and Budget Committee recognizes the current UWM and system-wide budgetary crisis and the resulting need to be careful about every dollar we spend,

Whereas the Academic Planning and Budget Committee recognizes the need to move quickly in finding a new and equitable budget model that supports the University’s core mission,

Whereas external consultants are expensive but also inefficient because they require time to learn about the UWM campus culture and structures in order to make effective recommendations in line with the common good of the University,

In the spirit of shared governance, the Academic Planning and Budget Committee resolves that the Budget Model Working Group draw on existing local expertise -- such as former provosts and chancellors -- to consult on budget models rather than hiring external consultants.

February 9, 2012
Jerry Tarrer, Interim Director, Business and Financial Services, updated the committee about the state budget situation (still in progress). Committee continued work on the Budget Value Guidelines.

February 23, 2012
APBC endorsed two proposals:
1. to change the name of the Center for Addiction and Behavioral Health Research to: The Center for Applied Behavioral Health Research.
2. to change the name for the Center for Gravitation and Cosmology to: The Leonard E. Parker Center for Gravitation, Cosmology and Astrophysics.
Committee continued work on the Budget Value Guidelines.

March 8, 2012
The committee finalized the Budget Values guidelines. Chair Garrison was asked to be a faculty representative on the search committee for the campus Budget Consultant.

The APBC Guiding Principles for Developing a New UWM Budget Model will be given to the Budget Model working group and presented at the March 16 Faculty Senate meeting.

April 5, 2012
Provost Britz spoke to the APBC members about the Provost and Chancellor’s office work to develop a new strategic plan. He updated the committee on the Budget Model work.

Professor Alfonzo Thurman presented his revised (revisions at APBC recommendation in late spring 2011) Proposal for Research Center for Urban Education Leadership Development. The APBC endorsed the revised proposal.

Chair Garrison gave an update on the RFP process for the Budget Model consultant.

APBC members worked to incorporate suggestions from the Faculty Senate to the APBC Guiding Principles for Developing a New UWM Budget Model. L Garrison will present the revised Principles at the next Faculty Senate meeting.

April 19, 2012

Provost Britz updated the committee about upcoming projects and initiatives for the campus, including Campus Strategic Planning, Best Place to Work initiative, Recruitment, Retention and Remediation group, Budget Model working group, and campus Space Planning Committee. Provost Britz asked APBC to work on Academic Planning and how it fits with the new Budget and Strategic Planning.

Ed Rodrigues, Academic Affairs, updated the committee on the RFP process and the new Budget Model consultant, Larry Goldstein.

Interim Associate Vice Chancellor Phyllis King asked the committee to review the process for evaluating Centers and Institutes at UWM. With the previous Centers/Institutes review process left uncompleted five years ago, and with inaccuracies on the website for Centers and Institutes, there was an underlying understanding that the review process needed to be revised. Plans to review that process were discussed.

APBC approved the revised APBC Guiding Principles for Developing a New UWM Budget Model Guidelines (attached at the end of this report).

Dean Rodney Swain, ex-officio, asked that An Investment Plan be discussed at the next APBC Meeting. Many Universities offer a plan in which Faculty and Staff may invest in the University like shareholders of a corporation. He will present at the next meeting the proposal.

May 3, 2012

Dean Rodney Swain, ex-officio, and Doug Stafford gave an informational presentation on Tax Advantaged Research Financing.

Phyllis King, Interim Associate Vice Chancellor, discussed the review process of Centers and Institutes. As per the previous guidelines, APBC was charged with this review every five years. The previous review was not fully completed. The committee discussed the need to review the review process. King agreed to create a task force to begin work on revising the process.
Over the summer 2012, APBC received the Proposal to Establish the Great Lakes Genomics Center from the School of Freshwater Science and reviewed via email because we could not reach a quorum for a meeting time (APBC only meets during the academic year). On June 19, 2012, Chair Garrison forwarded a response with comments in favor of the new proposal to Dev Venugopalan to continue through the approval matrix.

Report respectfully submitted by 2011-2012 APBC Chair Lee Ann Garrison
Guiding Principles for Developing a New UWM Budget Model
Academic Planning and Budget Committee (APBC)

March 8, 2012, revised April 10, 2012

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.