University of Wisconsin–Milwaukee

Academic Planning and Budget Committee
2012-2013 Annual Report

Members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Department/Program</th>
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<tbody>
<tr>
<td>Tracy Buss</td>
<td>AS</td>
<td>Center for International Ed</td>
</tr>
<tr>
<td>Lee Ann Garrison</td>
<td>FAC</td>
<td>Art &amp; Design</td>
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<td>Rebecca Klaper</td>
<td>FAC</td>
<td>Freshwater Sciences</td>
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<td>Rob Yeo</td>
<td>FAC</td>
<td>Film</td>
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<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 Sci</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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<td>Janet Mittelstadt</td>
<td>AS</td>
<td>Student Affairs</td>
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<td>Bettina Arnold</td>
<td>FAC</td>
<td>Anthropology</td>
</tr>
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<td>Kathleen Koch</td>
<td>AS</td>
<td>Graduate School (ASC Rep)</td>
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<tr>
<td>Lane Hall</td>
<td>FAC</td>
<td>English (UC Rep)*</td>
</tr>
<tr>
<td>John Boyland</td>
<td>FAC</td>
<td>Electrical Engr (Chair-APCC)</td>
</tr>
<tr>
<td>Michael Brondino</td>
<td>FAC</td>
<td>Social Work (Chair-GFC)</td>
</tr>
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<td>Magda Peck</td>
<td>Dean</td>
<td>Zilber School of Public Health</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)

(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) Reports to the Faculty Senate regarding both short and long range academic plans for the campus that are consistent with campus mission and budgetary implications of those plans;

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

e) 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;

f) 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;

g) Makes recommendations for faculty action;

h) 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:

September 13, 2012
Introduction of new committee members, election of the Chair (Swarnjit S. Arora), nomination of the APBC member on PEC (Tracy Buss) and members reports. In
collaboration with Provost Johannes Britz, Vice Chancellor Christy Brown, Associate Vice Chancellors Phyliss King and Jerry Tarrer, the Academic Planning and Budget Committee planning to work in three main areas:

i) Academic Planning Guidelines and time framework for its implementation

ii) New Budget Model

iii) Review of Centers and Institutes.

Work was at early stages and would continue throughout 2012-13.

APBC reviewed, “Tax Advantage Research Financing – Milwaukee Institute for Drug Discovery.” Several states allow substantial tax incentives to encourage private support for translational research at their universities. Dean Rodney Swain of L&S asked our committee to examin applicability of benchmark tax credit program to support MIDD and other UWM biomedical research initiatives.

APBC approved a Departmental like body for the Nonprofit Management Program.

September 27 and October 11, 2012

APBC met on September 27 and October 11, 2012. In its bi-weekly meetings APBC reviewed status of Academic Plan, New Budget Model Plan and the Strategic Plan. Based upon the available information, APBC constructed the time line for all plans.

According to Provost Britz, Academic Planning has started at the School and Colleges and tentative date of final report is May, 2013. New Budget Plan under Co-Chair of Jerry Tarrer and Swarnjit Arora is setting up a working group. They will be meet regularly and final report will be due by May, 2013. Input from these plans will be incorporated into the Strategic Plan, which is due by December 2013.

Professor Mark Mone, Chancellor’s Designee for Strategic Planning and Climate, made presentation to the APBC and outlined the working of the operational teams which will start meeting during November, 2012. He indicated that the operational team will be instrumental in working with Faculty and Staff Governance bodies to implement the Strategic Planning Process.

APBC members expressed concerns about the duplication of the efforts in three plans and suggested that there should be some coordination in data collection and analysis. Concerns were also expressed about our enrollment goals. Due to high non-resident tuition and declining MPS attendance, committee felt that we may not be able to meet our goals.

APBC reviewed Women’s Studies Program and voted to approve Department – Like Body for Women’s Studies.

October 25 and November 8, 2012

APBC met on November 8, 2012 with Mr. Larry Goldstein, President Campus Strategies and Consultant to our campus on New Budget Model. We discussed various budgetary issues facing our campus and the data to be collected by the New Budget Model Working Group. Main areas of focus are:

1. What are main concerns with the current approach to resource allocation?
2. What are the features of the current approach to the resource allocation that should be retained in the future model of resource reallocation?

3. What specific criteria should drive university resource allocation decisions (e.g., quality outcome or likelihood of success)?

4. How resource allocation should support research and enrollment increase?

New Budget Model Working Group consists of about 38 members equally divided between faculty and administrators and expects to submit report to the Provost by September, 2013. APBC will be working closely with the Working Group.

On October 25, APBC met with Professor Mark Harris, Interim Senior Special Assistant to the Chancellor and reviewed various issues facing Graduate School such as research awards and expenditures, graduate assistantships and stipends. He also provided some emerging features of the Research Study Group:

1. Research planning to identify key research themes
2. Investment outcome oriented approach focused on key themes and centers
3. Data system to evaluate outcomes and progress
4. Increase number of faculty researchers, may be hire some researchers on private contracts.
5. Research support

We reviewed a proposal to unify Center for Culture and Community Based Learning, Leadership and Research with the Center for Volunteerism and Student Leadership. The committee felt that by working together, these two centers will be able to expand their offerings and add even greater learning and leadership component to the service experience. Motion to approve a unified center passed unanimously.

**November 29, 2012**

1) APBC met on November 29, and reviewed recommendations of the Graduate School Task Force, Chaired by Professor Mark Schwartz. The Task Force had recommended two models for consideration. Under Model 1, one person will be both Vice Provost for Research and Dean of the Graduate School and reporting for both functions to the Provost. Under Model 2, two positions, the Vice Provost for Research and the Vice Provost and Dean of the Graduate School are similar to the positions in Model 1, but will be held by two individuals. However both will report to Provost, which is different from the current model. As compared to the old model, both Model 1 and Model 2 provide consistency for reporting. Our committee based upon email responses, preferred the Model 1. It avoids duplication and support coordination of research and graduate studies. Our committee also suggested that both graduate and undergraduate research be under the same office.
2) Our committee also reviewed the New Budget Model and asked for the data. Associate Vice Chancellor Jerry Tarrer’s office is working on the request and has provided some data. A couple of committee members wanted to know our current debt situation and what the plan for paying it. As a Co-Chair of the New Budget Working Group, I along with Jerry Tarrer, are working on the questions to be asked to the stack holders.

3) Provost Britz provided information on the flex degree program, how we embrace it and not sacrifice quality of our education. Schools of Nursing and Information Studies are planning to offer flex degree on line where students can move on their own pace. He stated that the evaluation procedures and details still have to be worked out. With changing job market, it is expected that the flex degree will improve our graduation rate and help us in achieving economic development of our region.

**December 21, 2012 and January 24, 2013**

1) Received presentation from Associate Vice Chancellor Phyliss King on, “Research Centers and Institutes: Approval and Evaluation Policies and Procedures.” Dr. King explained that the Institute is defined as multidisciplinary largely self-sustaining unit while center can be within a school or college. She also indicated that the review of Institutes and Centers will be on five year cycle. For thorough and comprehensive review committee would be made of 4 reviewers including 2 internal (one non-affiliated faculty and one from the faculty governance) and two external. To establish centers and Institutes there will be a pre-proposal approval process. There will also be annual review by the Dean of the Schools and Colleges. Committee expressed desire to improve efficiency in allocation of resources and means to improve efficiency.

2) APBC reviewed the current and proposed budgeting models based upon incremental, zero based, formula based and the RCM. Issues of marginal tuition revenue and carry overs were also discussed. Impact of potential changes in enrollment and its implication on our budget were also discussed. Committee reviewed the budget model working group’s listening and data gathering sessions. Consensuses seemed to be to explore RCM and formula based models further.

3) APBC forwarded to Provost the comments of the members on the Graduate School Reorganization Plan and preference of the members present seemed to be for Model 1 as long as a high emphasis is placed on research.

4) Chair of the APBC provided an update on the Strategic Planning. Components of the Plan including functions of the core team, functional teams and thematic teams were discussed. Chair pointed out that the Strategic Plan takes the
Academic Plan, Budget Plan, Space Plan and other planning issues together and incorporates these into a plan for both short and long term planning for the University and its mission.

5) Provost Britz’s provided information on Spring Semester Activities of the Academic Affairs. He indicated that the Chancellor’s Plenary and Spring semester activities will be the Academic Planning, the Budget Planning and the Strategic Planning which will work together to focus UWM on its goals to increase success in its students and making UWM a top tier research university. Some of the initiatives that are working towards these goals are the Best Place to Work groups and the Strategic Planning groups.

February 7 and March 7, 2013

APBC met on February 7, 2013 and March 7, 2013 and considered the following five items:

1) Reviewed proposal to establish Center for Aging and Translational Research in the College of Health Sciences and Halen Bader School of Social Welfare. Goal of the Center is to unify research and collaborate around theme of aging. It will strengthen aging research and should lead to stronger extramural grant proposals. Also it hopes to attract and support Ph.D. students and faculty. Budget request is $400,000 from Provost and $100,000 over next five years. Committee strongly felt that we should avoid, where ever possible, duplications with the existing centers.

2) Proposal to establish and implement M.A. in program in Sustainable Peace Building was discussed and approved. It will be a multidisciplinary program and students will be required to take 48 credit hours including 12 hours of internship over two years. The course work will include study of environmental, economic, historical and other issues related to sustainable peace.

3) Special Assistant to Chancellor, Professor Mark Harris discussed Recommendations of the Graduate School Task Force on Assistantships. He said that the UWM Graduate Assistantships rates are not competitive. Chancellor’s award helps but is not sufficient. National average is $15,000 at 50% appointment for nine month while UWM’s average is around $13,500. Underlying goals of the study were i) align titles and work with need, ii) raise pay rate, iii) provide flexibility for recruitment of the outstanding students and iv) identify how to maintain competitiveness. APBC supported the recommendations of the Task Force to modify definition of RAs and PAs so that RAs include all graduate assistant in a research project. Use $15,000 pay rate as a base line and use higher stipend for disciplines with national norms above that level and make graduate fellowship as a fund raising priority.
4) Recruitment and Retention of Undergraduate Students from Diverse Population was discussed. Committee felt that it is extremely important topic and we should request Associate Vice Chancellor Professor Phyllis King to provide us further information. She agreed to join the committee on May 9, 2013.

5) Alternate Non-resident Tuition models to attract foreign students were also discussed. Three models were considered i) to provide non-resident tuition remission to attract graduate students. UWM will come out better with or without paying pay penalty of 25%, ii) to reduce burden of heavy non-resident tuition provide scholarships to deserving students and iii) explore offering of joint degrees with other universities.

April 25 and May 9, 2013

APBC considered following five items:

1) Provost Britz provided update on the Academic Planning, Strategic Planning and Budget Modeling. He explained various deadlines and meeting schedules. He further said School and Colleges will prepare their Academic Plans and explicitly specify their assumptions. APBC will examines these program arrays and see what is doable and what is not doable. Currently we have 184 degree programs and various units have proposed 88 new degree programs. Clearly this is not achievable with current resources.

2) To avoid duplications and improve efficiency, APBC reviewed possible course overlap between L&S Film Study program and the Peck School of Arts’ Department of Film, Video, Animation and New Genres program. Peter Paik from the Film Study Department of L&S provided a sample of course listings that are similarly listed in the Department of Film Studies of the Peck School of Arts. Rob Yeo, Chair film study program in Peck School responded that by formal agreement, his department classes included minimum of 20% production and his department has been trying to avoid duplications. APBC will keep looking into issues like these but, it was a common consensus that these issues have to be resolved at a higher level. APBC can provide input, but can’t enforce it.

3) Mark Harris, Special Assistant to the Chancellor, provided report on the Research Planning and indicated that it is a work under progress. His group is focusing on three main items : i) provide framework for facilitating campus conversation i.e. build from faculty interest, consider opportunities, invest in research clusters particularly across disciplines and create Center Growth Program, ii) increase faculty and research staff from current 838 FTEs to 900 to 1,000 FTEs, increase compensation, clarify expectations and increase graduate student help, use undergraduate research to attract graduate students and iii) invest more in infrastructure including IT and Library.
4) Eric Grow, one of our student made presentation on the, “Political Economy of UWM Student Union Project.” He indicated that the administration had promised during the course of the referendum to initiate a fund raising campaign to offset costs to the students for a new Union. Administration’s recent plan shows that an annual $2.9 million can reduce the anticipated fee from $215 per semester to $148 per semester. He felt that money could be better used to provide scholarships to say about 1,000 students.

5) Connie Jo, Assistant Dean, L&S explained allocation of Student Credit Hours (SCH) to various departments. Currently, if a course is offered by say Economics and students from Global Studies, Sociology, Political Science etc. take that class then her office manually allocates these credits from Economics to other departments. It is very time consuming and laborious. L&S is preparing a solution that involves using PAWS to enable departments to list which department should gain funding. APBC moved to recommend that if L&S experiment is successful, changes to the PAWS system should be made to adopt this procedure throughout the campus.