Proposal to Transition the School of Continuing Education (SCE) into a Non-Academic Unit

School of Continuing Education
University of Wisconsin-Milwaukee

Initial Request: October 23, 2013

Considered by the Faculty Senate and sent back to APBC on December 18, 2013 to be reconsidered when all SCE faculty members had found new academic homes. That has occurred. The APBC re-approved this request on December 4, 2014. What follows is the Revised Request that is updated to reflect that the School of Continuing Education no longer has any tenured or tenure track faculty:

January 13, 2015

To be considered by the Faculty Senate, January 29, 2015
Executive Summary

This proposal is to transition the School of Continuing Education (SCE) into a non-academically-led unit effective July 1, 2015. The transition of SCE into a non-academic unit was initiated by the Provost with feedback from multiple stakeholders in order to align credit and non-credit offerings on campus. This document is the School’s proposal to give up its independent academic status and become part of the Provost’s Office; thus, SCE purposes that it be led by a Director, not an Academic Dean. This proposal is put forward with input from a working group of Academic and Classified Staff responsible for SCE’s current programming, operations and administration and input from now former faculty in SCE. The effective date for completion of the proposed action is July 1, 2015.

The goal behind the proposed action is to appropriately shape the permanent leadership structure needed for SCE’s diverse public programs, community based outreach, and applied research. Non-academic status will allow SCE to transition from leadership under an Academic Dean, Associate Dean and Assistant Dean to a new model headed by a Unit Director and at least one Administrative Officer, thus, eliminating tenure requirements for the top administrators. Finding an acceptable, tenure-ready candidate to lead SCE has proven to be challenging. Opening the position to a larger pool of candidates will result in more stable and well prepared leadership.

SCE is reliant upon non-credit programs and contracts and grants for revenue generation to support its operations. SCE also receives about 25% of its annual operating budget from UW-Extension funds targeted to expand the boundaries and services of the university to the Greater Milwaukee area and nearby communities. The proposed action strikes a balance amongst entrepreneurial spirit, community outreach/engagement, and applied research. SCE will continue to create lifelong learning opportunities that support individual, organizational, community and economic development objectives.

In anticipation of this request, SCE has found new academic homes for all of its faculty members. Kalyani Rai and Cheryl Baldwin were formally transferred to the School of Education as full time, tenured or tenure-track faculty members as of August 18, 2014. Mordecai Lee and Enrique Figueroa formally transferred their academic homes to the Department of Urban Planning in the School of Architecture and Urban Planning as of the start of the second semester pay period in January 2015. The condition that the faculty members have new academic homes has been fully met. The Provost has signed off on these changes of academic homes. We are now, as we were in 2013, seeking permission to transfer the School of Continuing Education to a non-tenured, director-led School. The School no longer has any faculty, and it offers no credit classes. Therefore, SCE should not have to be led by a tenured dean.
I. UNIT IDENTIFICATION

A. Title of School/College or Department That is the Object of Proposed Action

School of Continuing Education (SCE)

B. Title and Location of Unit That is Proposing the Action

School of Continuing Education.

II. NATURE OF PROPOSED ACTION

A. Substantially Restructure Unit

This proposal is to transition SCE into a non-academically-led unit with a non-academic leader. Beginning in June of 2012, the Provost initiated a process to review the strategic alignment of SCE with other UWM Schools and Colleges. A year of working group analysis, feedback from SCE faculty/staff & input from UWM faculty/staff (external to SCE) resulted in a recommendation to transition SCE into a non-academic unit.

The SCE Academic and Classified Staff working group as well as the then SCE faculty supported the Provost’s recommendation. An underlying assumption with the proposed action is that SCE operations will remain largely the same. SCE staff will continue to work in current programming areas and remain responsive to programming needs driven by the market and community. SCE will continue to serve both UWM and UW Extension objectives. The impetuses behind the proposed action include solidifying SCE’s leadership and fostering collaboration with other UWM Schools/Colleges. Non-academic status will allow SCE to mold an accurate position description for permanent leaders and eliminate the tenure requirement associated with Academic Deans. In addition, the Assistant Dean position will transition to an Administrative Officer position with direct responsibility for SCE financial, budgetary and human resource matters.

The Academic and Classified staff members of SCE place high value on past and current programming initiatives. The proposed action is viewed as an opportunity to strengthen SCE operation while continuing to serve the missions of UW-Extension & UW-Milwaukee.

There will be no impact on curricular code from the proposed action to become a non-academic unit. SCE does not grant credit for programs; thus, SCE does not maintain curricular codes. Credit-based programming affiliated with SCE is done in collaboration with
III. TIMETABLE FOR PROPOSED ACTION

A. Effective Date
The proposed date for the establishment of non-academic status for SCE is July 1, 2015.

B. Duration of Change
The transition of SCE to a non-academic unit is proposed as a permanent change.

IV. IMPACT OF PROPOSED ACTION ON ACADEMIC PROGRAMS IN UNIT

A. Programmatic Impact of Proposed Action

1. Instructional Programs

SCE no longer has any tenured or tenure-track faculty members on its staff. SCE will, however, continue to work with the School of Education to contractually teach credit programs in the SCE Center for Early Childhood Professional Development. The credit classes are School of Education classes. SCE markets the classes and finds and supports students in them. The individuals who teach are adjunct instructors.

2. Research Programs

Research by SCE Academic Staff will continue. The scale of this research will not match what it was when SCE faculty members were present. But some contract and grant supported research continues.

3. Outreach and Community Engagement

Several programming units in SCE have focused on the outreach and community engagement mission of the university to extend its mission of academic learning. SCE has provided a pathway to underserved communities to access the resources of the University in their education as well as overall community development. In SCE, this work is based on a participatory, asset based, grassroots engagement with community members outside the traditional classroom setting. The extension of
educational programs to address the relevant social, economic, environmental and cultural issues of the community members is done through a particular lens of programming in which, the “community is the curriculum” framework is woven in its community-based educational programming. SCE Academic Staff will continue to work closely with community members in planning, designing, implementing and evaluating the programs that are beneficial to the community.

Given the extensive track record of SCE and its past accomplishments in community outreach, SCE will continue to engage and facilitate community members through educational programming at grassroots level, which is of vital importance to the long term interest of UWM. SCE will simultaneously fulfill the Continuing Education extension functions as well as the UWM mission of “making learning accessible at every age, stage of life and location.” SCE is uniquely positioned to play a key role in engaging the campus and community members and community based agencies to create community focused educational programs based on their experience of embedded programming in the community for the last four decades.

4. Affiliation with Other University Programs

Because of its interdisciplinary nature and focus, several campus-based faculty, academic staff and classified staff members, as well as administrators have working and cooperative relationships with SCE. For example, SCE will continue to offer non-credit, engineering continuing education classes (CEAS), non-credit Water Technology classes (SFS), and credit and non-credit Early Childhood Administration and Program Development classes (SOE).

Moving forward, any involvement with credit programs will be documented with a memorandum of understanding (MOU) between SCE and the degree-granting school or college (and approved by provost). Both entities will specify any planned sharing of revenues and costs associated with the approved instruction.

Impact of Proposed Action on Resource Utilization in Unit

1. Financial Impact of Proposed Action for First Two Years

No significant financial impact will be attributed to the proposed action, aside from the assignment of some dollars from SCE to the Schools that are the new homes of former SCE faculty members. The underlying assumption is that SCE operations will continue to run as they have been, and SCE will continue to receive Extension and UWM GPR funding to the degree possible. The goal is to bring a strong leader in the
Director’s position with expertise and skills in organizational capacity building, workforce development, and community engagement who will support and facilitate the creation and development of innovative non-credit programming in order to generate a steady stream of revenue for the school as well as bring new ideas and operational skills to strengthen and enhance SCE’s programming in southeastern Wisconsin. The proposed action will help make SCE even more successful in achieving its UWM and UW-Extension missions in promoting educational access and equity.

2. Impact of Proposed Action on Utilization of Space, Facilities, and Infrastructure

There would be no impact on resource utilization in this area. SCE Academic Staff and Classified Staff are currently housed at the School of Continuing Education facility (161 W. Wisconsin Avenue Suite 6000 in the Plankinton Building) and will remain at this location. Therefore, the transitioning of SCE to a non-academic unit will not require any additional space.

3. Impact of Proposed Action on Program Support

No Change

4. Other Financial/Resource Impact of Proposed Action

SCE non-credit offerings will continue to function under the directions of the director and staff of the reorganized SCE. SCE academic staff who depend on grant and contract revenue will continue to seek such engagements.

B. Impact of Proposed Action on Personnel in Unit

1. Impact of Proposed Action on staffing, workload and position descriptions in Unit

The impact on the SCE faculty has been a change in academic home. The two faculty members who transferred to Education will have some summer engagements at SCE. Otherwise they are completely engaged as faculty members in Education. Mordecai Lee will continue to work at SCE, but he will participate in academic activities in the Department of Urban Planning. Enrique Figueroa will remain as Director of the Roberto Hernandez Center, and he will participate in academic
activities in the Department of Urban Planning. All of the faculty members will continue to be involved in governance in their new academic homes.

The impact of a leadership change on the Academic and Classified Staff will be minimal. If certain program areas are more or less successful, Academic and Classified Staff may be asked to move to other program areas; however, this is what already occurs under the current Dean-led model. The program areas will continue to be led by Academic Staff members. Academic staff will continue to be by far the largest staff group numerically. Academic staff members will be supervised and evaluated by supervisory academic staff and the Director, as appropriate. The Academic Staff members will continue to be active participants in the immediate governance of policy and program development in SCE.

2. **Impact of Proposed Action on Students in Unit**

   No impact is expected: the transition would appear seamless to credit and non-credit students.

V. **PLAN FOR ASSESSING PROPOSED OUTCOMES**

The transition to a non-academic-led unit will be revisited in three years after the director is hired. The Provost’s office will work with the SCE Management Team and engage all SCE faculty members, Academic Staff, and Classified Staff in analyzing the outcomes from the transition. Analysis emphasis will be placed on SCE’s ability to meet community needs, enhance and/or create new roles for SCE at UWM, and pay down the School’s debt. The assessment will also document the impact the transition has on SCE staff and its impact on overall SCE organizational work culture, health, and wellness.

VI. **PATH THROUGH CAMPUS APPROVAL MATRIX**

This proposal was approved by the SCE faculty when they were part of SCE as well as academic and classified staff at SCE. The routing of the proposal for review and approval is following the academic approval matrix (S0.5). This includes circulation to campus schools/colleges for comment, review by the Academic Planning and Budget Committee – which was done in early December 2014. SCE now seeks approvals by the Faculty Senate, Provost, and the Chancellor.
VII. NEW BULLETIN COPY

Since SCE does not offer any for-credit programs, there is no current bulletin copy. The transition does not require the unit to have a bulletin copy.

VIII. COMMENTS FROM FACULTY/STAFF/ADMINISTRATION OF SCHOOL/COLLEGE THAT IS THE OBJECT OF PROPOSED ACTION

A. Comments on the Strengths of SCE

The Academic and Classified Staff Members at SCE would like to focus on and promote the school’s strengths. An understanding of these strengths will help move the school in the right direction as organizational changes are finalized.

The School of Continuing Education is successful in many ways and on many levels. Through public programming, community-based outreach and applied research, SCE creates accessible lifelong learning opportunities that support individual, organizational, community and economic development. SCE is a driving force for the Wisconsin Idea in Southeastern Wisconsin. Our programs, partnerships and services support and expand the mission of UWM.

Below are a few highlights and statistics describing what SCE has done and continues to do:

- Serves individuals ages 5 to 95
- Offered 1,049 different sessions in FY2014. (Over 8,000 people placed 15,000 orders for these programs.)
- Serves over 1200 additional individuals who were not formally registered for programs
- Administers 16 different program areas.
- Has experienced employees who are researchers and practitioners in the disciplines of Adult and Continuing Education as well as youth education. SCE brings both academic knowledge and practical expertise and skills to program development, marketing, implementation and evaluation.
- Has developed an array of community programs and services funded through foundation and local, state and federal grants that provided millions of capacity
building funds directly to the community, including grassroots agencies and other underserved population.

- Has one of the most diverse, if not the most diverse, group of student/participants of any school at UWM. Engineers, therapists, teachers, school counselors, childcare workers, children, retired people, refugees, recent immigrants, mediators, business people, small business owners, public administrators, non-profit professionals and all manner of life-long learners participate in SCE programs and organizations.
- Employs close to 500 different instructors from diverse disciplines each year.
- Administers 56 different non-credit certificates that help individuals advance in diverse careers.
- Is a certified education provider for credentialing organizations such as Project Management Institute, International Association of Business Analysts, Society for Human Resources Management, the Kirkpatrick Four Level Evaluation Certification and Healthy Family America (accreditation pending).

SCE positively impacts UWM in many ways, including:

- Provides expertise, program planning and administrative support to serve underserved students in credit outreach and non-credit programs especially in the areas of early childhood administrators, youth workers, trauma counselors and refugee integration and education. For any credit programs, other UWM schools offer the credit and partner with SCE to implement the programs.
- SCE is Payment Card Industry (PCI) 3.0 compliant in the use of credit cards for registration, and SCE can be used by other departments for registrations.
- Administers all of the College of Engineering and Applied Sciences and School of Freshwater Science non-credit programs.
- Administers a portion of non-credit programming for the Helen Bader School of Social Work and is working with the School of Education to provide all of their non-credit offerings going forward.
- Offers conference facilities and services that are utilized by schools, colleges, departments, faculty and staff for meetings, conferences and classes.
- Utilizes some campus faculty and markets them and their knowledge, thereby enhancing the reputation of the faculty and the University.
- Has an award-winning marketing department that promotes and supports SCE’s programming and UWM.

B. Recommendations on School Restructuring from Academic Staff
1. The Academic Staff would like input on the position description of the new Director of the School of Continuing Education. Based on our programming structure, community outreach model and our dynamically unique position within the local community and with businesses, partners and affiliates, we acknowledge that there are certain attributes to be considered in a quality candidate.

2. The Academic Staff requests to be proportionately represented on the Search and Screen committee for the new director position at SCE.

3. We ask that a statement in the final document asserts that SCE will remain a school and continue to operate under our existing school status.

4. As a unique arm of the UWM body of schools and colleges, we ask that we have input in future decisions regarding our programming and infrastructural changes in the case where future replacement hires (i.e. Provost, Deans of Colleges, and Chancellor) have the potential to arbitrarily make changes to SCE due to lack of historical context.

5. We would like the final proposal to define our relationship with UW Extension and the alignment of our missions, detailing how it fits within the new leadership model.

6. We ask that the new role faculty will play at SCE be thoroughly explained in the proposal; upon its completion, we ask that the final proposal be shared with the Academic Staff at SCE.

7. Lastly, we ask that this document binds our agreement throughout and well after the transition from Dean to Director at SCE.
APPENDIX – SCHOOL OF CONTINUING EDUCATION DECLARATION

Prologue

Historically, SCE has served as a balance between UW-Extension, Campus, and Community in the content and scope of its programs. With changes currently underway, SCE will be strategically positioned to serve a unique role in connecting the credit and non-credit tradition of UWM and Extension as well as provide for the education and training needs of the community.

SCE has infrastructure (a conference facility) and support services (e.g., conference arrangements, customer services, marketing, and registration) from which other colleges and schools can benefit in supporting non-credit offerings.

SCE has the agility and capacity to design and implement responsive and customized non-credit instruction to meet the immediate needs of the community.

SCE is also strategically positioned to contribute substantially in linking credit and non-credit offerings through designing and implementing bridge programs as well as numerous non-credit certificates and other supportive initiatives for the Flex Degree Option being developed by UW System.

Recommendations

We recommend that the Provost enunciate the following general rules regarding credit instruction:

1. Credit instruction is the complete responsibility of the degree-granting schools and colleges.
2. SCE staff will teach credit courses only with explicit approval and written agreement with the affected degree-granting schools and colleges.
3. In those instances where SCE faculty/staff have been approved to teach credit classes, a memorandum of understanding (MOU) between SCE and the degree-granting school or college (and approved by provost) shall specify any planned sharing of revenues and costs associated with the approved instruction. The sharing of revenues and costs will vary, depending on factors such as the size of a class and the degree to which student tuition is paid by the students or is covered by SCE-generated grants.

We recommend that the Provost enunciate the following general rules regarding non-credit instruction:
1. Non-credit instruction, including personal enrichment and adult professional development, remains the principal activity of SCE, and such instruction is to be implemented in collaboration with UW-Extension, UWM, and the larger community.

2. SCE staff will work collaboratively with degree granting schools and colleges on campus to enhance non-credit instruction aimed at adult professional development initiatives in order to promote the UWM agenda of community-university engagement.

3. Leaders of SCE and the Deans of schools and colleges should have a clear understanding of the scope of non-credit professional development programming to be undertaken by their respective units. If there are instances of disagreement as to which school or college has responsibility for what, the Provost will resolve the issue and an MOU will be created between the school or college and SCE that will be signed by the respective leaders and the Provost.

4. MOUs can be revised at any point with mutual agreement of the two executives and the approval of the Provost to allow the flexibility and responsiveness to meet the emerging needs of the community and UWM.