Members:

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<tr>
<th>Name</th>
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<th>Department</th>
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<tbody>
<tr>
<td>Paul Florsheim</td>
<td>FAC</td>
<td>School of Public Health</td>
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<tr>
<td>Laurie Petersen</td>
<td>AS</td>
<td>Student Accessibility Center</td>
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<td>Tracy Buss</td>
<td>AS</td>
<td>Center for International Ed</td>
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<td>Stuart Moulthrop</td>
<td>FAC</td>
<td>English</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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<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>Daniel Fuhrmann</td>
<td>AS</td>
<td>Addition &amp; Behav Res (ASC Rep)</td>
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<td>Devendra Misra</td>
<td>FAC</td>
<td>Electrical Engineering (UC Rep)</td>
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<td>Peter Sands</td>
<td>FAC</td>
<td>English (Chair-APCC)</td>
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<td>Kristene Surerus</td>
<td>FAC</td>
<td>Chemistry/Biochem (Chair-GFC)</td>
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<td>Scott Emmons</td>
<td>Dean</td>
<td>Peck School of the Arts</td>
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<tr>
<td>Johannes Britz</td>
<td>Provost</td>
<td>Academic Affairs</td>
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<> Yet to be appointed
1 Repl L. Garrison (2015-E)
2 Repl M. Parsons (2014)
3 Repl A. Chakrabarti (2016)

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 2013

APBC met on September 12 and September 26, 2013 and considered the following items:

1) Given the budget situation and enrollment concerns, we invited Don Weill and Cindy Kluge, Director and Associate Director of the UWM Budget Planning unit to explain various components of the budget. We examined funds like 101, 103, 104, 131, 133, 144, 150 and 189. We explored numerous options where budget can be cut and their implications on various school and colleges. We also reviewed areas like student activity fees, where budget cannot be reduced. We will continue to examine the budget as soon as we have further information on Strategic Planning and Successful Student initiatives.

2) Professor Mark Mone, Chancellor’s Designee for Strategic Planning and Professor Mark Harris, Special Assistant to the Chancellor for Research, provided us update on the Strategic and Research Planning. These presentations were extremely informative and our committee is looking forward to provide input into planning and budget issues. Given the budget and enrollment concerns and various deadlines, our committee anticipates a very busy year.

OCTOBER 2013

APBC met on October 24, 2013 and considered the following two items:

i) Status of 2013-15 Budget and Enrollment – Provost Britz said that the budget is still being worked on by the Legislator in Madison. Current estimates are difficult to predict but cuts will need to be made. Enrollment are projected to decline so other areas for growth are being explored including flex option and online teaching to offset the loss of traditional student enrollment.

ii) Guiding Principles and Need for New Budget Model – Swarnjit Arora Co-Chair of the Campus Budget Committee updated the APBC on budget issues. He said that the committee is reviewing budget models used by universities of similar size as UWM and if selected how it will impact different units of the UWM. He shared with the committee resource allocation chart from 2012 to explain how resources are currently used on campus. He also shared some of the Guiding Principles that the working group is reviewing to develop our Guiding Principles to evaluate different models

NOVEMBER 2013

APBC met on November 7 and 21, 2013 and considered and approved the following items:

1) Undergraduate Certificate in Business and Technical Communication proposed by the Department of English, College of Letters and Science. It is part of the Flex degree option and it will offer specialized technical communication training to
employee and students who require significant communication skills in the areas such as technical writing, information designs and project managements.

2) Interdisciplinary Global Health Certificate – a Joint Proposal by the College of Letters and Science and School of Nursing. The certificate will provide an understanding of problems, issues and concerns related to health across traditional geographic boundaries. It will also expose students to the real world issues that they can use during their studies and after graduation.

3) Graduate Certificate in Online Support Services in Higher Education proposed by the Department of Administrative Leadership, School of Education. It is designed for graduate and post graduate students who wish to learn skills related to providing Online academic and student services in higher education and who would benefit from learning specific skills for designing programs to motivate communication skills.

4) Proposal to Transition the School of Continuing Education into a Non-Academic Unit – proposed by the School of Continuing Education. The School can’t find a Dean who can qualify for tenure and so they will hire a Director. Committee was very concerned about placing four faculty members in other Schools and Colleges. Three of these faculty are tenured. These faculty bring substantial grants and their move from the SCE may involve moving their grant monies. This may impact the staff who work on these grants. A memorandum of understanding about the cost sharing will have to be signed between the SCE and other Schools and Colleges if their faculty teaches non-credit courses in the SCE. Committee was concerned about the budget situation in the SCE and the members presenting the report assured the committee that these things will be worked out before the final decisions are made.

5) We also examined the Remedial Education Reforms and their impact on Retention. Associate Vice Chancellor Dr. Phyllis King made an excellent presentation.

6) Academic Planning Committee Co-Chair Professor Lee Ann Garrison provided an update on the Academic Planning.

DECEMBER 2013

APBC met on December 5, 2013 and considered offering of FLEX degree option at the UWM. Ms. Laura Pedrick, Special Assistant to Provost for Strategic Initiatives and Executive Director for UWM Online along with Associate Vice Chancellor Dev Venugopalan and the Assistant Dean Chad Zahrt from the School of Information Studies made the presentation. They explained operation of the FLEX degree and three degrees and a certificate under consideration. School of the Information Studies plans to offer a bachelor degree in Information Science and Technology; College of Health Sciences plan for a B.S. degree in Biomedical Science Diagnostic Imaging; College of Nursing plans for a BA option for registered nurses and L&S plans to offer Business and Technical
Communication Certificate. Academic Planning and Budget Committee expressed thanks to all three for work well done and well planned options. Number of questions seeking clarifications were raised. Committee wanted to know if there will be one to one correspondence between the regular degree and the Flex degree, how GRE requirements will be met? Question of overload payments to faculty (on line coaches) were also raised. If overload, will it one ninth or will it depend upon number of students enrolled? Ownership right of the courses developed by coaches also needed to be explored. A major concern expressed was that the quality of our degrees must be maintained.

JANUARY 2014

APBC met on January 23, 2013 and considered three items i) Research Evaluation Indicators, ii) Review of School Continuing Proposal and iii) Academic Planning and Campus Budget. These are briefly described below.

i) Sandra Braman, Professor of Global Studies, Professor of Communication and Senior Researcher, Office of the Provost looked into resource reallocation to become a top tier university, how will we know when we have become a top tier university and can we really be in top 100 research universities. She also reviewed the trends in the university rankings, trends in research evaluation indicators, opportunities for the UWM and decision making process. She is working with the Provost’s Office to develop an evaluation system that will work with Schools and Colleges to help define areas of excellence and help develop UWM Brand.

ii) Review of the School of Continuing Proposal: The Faculty Senate asked the committee to review the proposal from the School of Continuing Education again. Senate felt that more information was needed about its impact on faculty and their research grants. The proposal is being currently being worked on by the Provost’s Office and Dean of the SCE. It was moved and second that the committee request Dean Sam White to come to the APBC with completed plan that is being proposed. Motion passed unanimously.

iii) Status of Academic Plans and Campus Budget: The Academic Plans are due in Provost’s Office by February 14, 2014. The Plans will discuss how to avoid inefficiencies and duplications and will also current and future budgets needs of all schools and colleges. Fundraising issues will also be discussed. Concerning budget, the Budget Model Working Group is working on a model for UWM using Strategic and Academic Plans. They are also reviewing budget model of the UC – Davis which allocates budget as a weighted average of the student credit hours, number of majors and degrees granted. Any budget model chosen by UWM will have allow flexibility for changing budget needs of the campus.
FEBRUARY and MARCH  2014

APBC met on February 20 and March 6 and in addition to Provost Britz’s presentation on Strategic Planning and Budget update, considered following six items:

i) Committee endorsed changes in the Master of Public Health program required for accreditation by Fall of 2016. Currently School of Public Health has two tracks one in Environmental and Occupational Health and the other in Community Behavioral Health Promotion. To meet requirements, School wishes to add three new tracks in Epidemiology, Biostatistics and Public Health Policy Administration.

ii) APBC approved a proposal to establish a Center for Advanced Computational Imaging in the College of Engineering and Applied Science. Center will facilitate and promote GE health Care Catalyst Grant and will advance research in areas of the computational imaging.

iii) APBC reviewed and approved proposal to establish UWM Center for Sustainable Electrical Energy System in the College of Engineering and Applied Science. The center will provide a framework for multidisciplinary research and teaching activities. The main focus will be electrical energy and partnership will be with MSOE, MATC and with other UWM schools and colleges.

iv) Interim Vice Provost Mark Harris made presentation on campus research planning and upcoming challenges. Main thrust of his presentations was incentives, resources and build on strength. He pointed out four themes i) focus on critical research, ii) develop top tier research infrastructure, iii) assemble best research teams and iv) outreach and engagement. Possible challenges: i) retaining faculty and students, ii) cultural/climate, iii) multifaceted mission and iv) financial constrains.

v) Dr. Michael Laliberte Vice Chancellor for Student Affairs and Dr. Jeffe Meece, Associate Vice Chancellor for Enrollment Management discussed new initiatives designed to increase yield of students admitted to UWM. One such initiative is Go Milwaukee – one stop shop to navigate life on campus. These include financial aid, registration advising and providing information on campus activities. A new phone line will be established to help and direct student’s calls.

vi) Implications of different budget models on the resource reallocations were discussed. Main object was that in short run these models should not impact schools and colleges which are losing enrollment.

APRIL 2014

APBC met on March 27 and April 10 and considered following four items:

i) Intent to Plan for Occupational Therapy Doctorate Program: College of Health Sciences is planning a doctoral Program in Occupational Therapy. Their current program is well known and can sustain doctoral program without
additional resources. There is also concern that the other universities in in the Midwest region are starting doctoral programs. To retain and attract new students this program is needed. APBC hopes that the final proposal will include budget items.

ii) Update on Successful Student Initiative and Research Centers by Dr. Phyllis King, Associate Vice Chancellor of Academic Affairs: She reported that the Provost and Student Success Groups are working on a plan to increase retention across all levels of UWM. Remedial math and mentoring were crucial. She indicated that UWM plans to increase retention rate from current level of 69.25% to 75% by 2020. Concerns were raised about the admission deadlines. In general students admitted in June and July have a greater propensity to drop out. APBC felt that we do have to maintain balance between enrollment and retention and hopefully by admitting students with good GPA and ACT scores we can attract better students. Due to time consideration, discussion on the research centers was postponed for future meetings.

iii) Strategic Planning and its Next Steps by Dr. Mark Mone, Chancellor’s Designee for Strategic Planning and Campus Climate: Dr. Mone outlined the status of the Strategic Plan and said that its focus was to i) transform UWM into an engaged Top Tier Research University with enhanced national and international reputation, ii) to increase research funding, iii) to have successful students and iv) to have strong community impact. APBC raised the concern on definitions of community engagement, should it be local, national or international. To provide incentive system to faculty and staff to bring more research grants was also discussed.

iv) UWM Financial Report by Robin Van Harpen, Vice Chancellor for Finance and Administrative Affairs and Jerry Tarrer, Associate Vice Chancellor for Business and Financial Services: Ms. Van Harpen and Mr. Tarrer indicated that the report was still under review and will be available soon. The report will explain in clear and concise manner i) state of the campus budget and ii) sources of various revenues and expenditures. Report will be used as a tool to focus fiscal goals for campus, schools and colleges all the way down to the individual departments and programs. The report will be used by our budget committee to work on the new model for resource reallocation. Issues were raised on the construction costs and loans we have to pay.

MAY 2014

APBC met on April 24 and May 8 and considered following six items:

i) UWM International Student Recruitment and Retention Strategy: Track Record and Prospect for Growth – Dr. Patrice Petro, Vice Provost for International Education and
Sara Tully, Executive Director International Education Program, outlined the importance of international education in changing global environments. They indicated that the center is facing drastic cuts due to budget decisions and requested that international students be able to apply for the same scholarships as other non-resident students. It was moved and seconded to have any UWM scholarship targeted to non-resident tuition paying students be open to international non-resident students. Motion passed unanimously. It was also moved to endorse the program for Center for International Education with sustainable funding to support international recruitment, enrollment and retention activities. Motion passed with six yes, zero no and two abstentions.

ii) It was moved and seconded to change the School of Continuing Education to a non-academic unit on condition that all paperwork is finalized and presented in time to the Faculty Senate. Motion passed unanimously.

iii) Biomedical and Engineering Department like Body – College of Engineering and Applied Science. Professor Ron Perez, Associate Dean, College of Engineering and Applied Science emphasized that the department like body will combine resources and enable researchers to work on projects collaboratively. It will create a tenure home for current faculty and researchers in the biomedical fields. APBC unanimously approved to establish such a body.

iv) Strategic Planning and Budget update – Provost and Vice Chancellor Britz provided the update. He said he will be meeting with the school and colleges to work on their five year plans. Key areas will be i) strategic cuts, ii) alternative revenue streams, iii) efficiencies for better budgeting strategies, iv) investing in growth and innovations, v) accountability and vi) collegiality and transparency in the budget process as well as encouraging even more open and shared governance participation.

v) Financial Aid, Recruitment and Retention Strategies: High Achieving Undergraduate Student Scholarship and Institutional Need Based Grants – Dr. Jane Hojan-Clark, Executive Director, Department of Financial Aid Student Employment and Military Education Benefits said that she and the Enrollment Management Task Force are working on UWM’s needs and come up with a new creative strategies for meeting the needs of the students. The task force will be evaluating scholarships, target

Respectfully submitted by,

Swarnjit S. Arora

Professor of Economics

Chair, Academic Planning and Budget Committee