SoE Budget Recommendations and Considerations

PREPARED BY THE APBC COMMITTEE

JULY, 2015
Planning Principles

* Regardless of the cut that occurs via the appropriation to UWM from the state budget, SoE remains in a structural deficit that has been long-standing and must be addressed in order to move forward productively.

* The request has been made that units engage in the “hard conversations” to determine where efficiencies can be realized, and where cuts may need to occur. We believe that the challenges of this time require that these conversations must occur across all levels and within each unit of SoE.

* We have approached these recommendations by considering the work that needs to be completed to support the mission of the SoE and then making determinations of FTEs/positions necessary to complete that work. We need to carefully consider what we can afford and then, given that structure, how to most effectively and efficiently engage in the necessary work.

* In no way are these recommendations evaluative of the work that the people in the positions considered herein are doing. We have tried to consider the roles, responsibilities, and workload associated with positions along with the positions necessary to do the work; these recommendations are not reflective of the people currently doing this work.

* These discussions have been challenging even within the smaller group of APBC. It may be the case that individual members may not agree with each of the recommendations and may need to dissent from some points so as to best represent his/her department. We have done our best to come to consensus and this represents our best thinking with the information made available to us.
Recommendation #1 (Cost Savings)

Consolidation of the Administrative Team (Dean, Assoc. Deans, Asst. Deans)

(potential reduction in FTEs)
Rec. #1: History

The current team consists of 5 full time positions (Dean, 2 Associate Deans, 2 Assistant Deans). This administrative configuration aligns us more closely to the structure of an R1 institution, and makes our administration heavy compared to institutions of comparable size and status.
Rec #1: Considerations

We would count on the expertise of the people in the current 5 positions to best determine how to accomplish consolidation. We recommend that the UEDP Director be included as the responsibility of one of the reconfigured dean positions. Beyond that, some of ideas from faculty include the following options:

1. Reorganize the duties of the 4 assoc. & asst. positions and cut two of the positions.

2. Each dean take on a teaching load or other duties (e.g., Asst. Dean of OSS take on an advising load), as appropriate.

3. Current Asst. dean positions transition to director positions with duties reassigned as appropriate.
Rec. #1: Financials

* The actual savings would depend on how the restructure played out.
* Cost saving of absorption of UEDP into the reconfigured dean positions is $22-30,000.
Recommendation #2 (Cost Savings)

Consolidation of the Ed. Technology Positions from 4 FTEs to 2
Rec. #2: History

* The edTPA work, likely within 1 year, will be streamlined and self-sustaining to the point that a position is no longer required.

* The programming in the departments related to education technology has shifted significantly which has essentially rendered one of the positions obsolete.

* There is strong sentiment regarding a lack of strategic planning related to the original creation of these positions. The 4 positions were created based on perceived needs of the time, and we can no longer afford all 4 positions.
Rec. #2: Financials

The cost of four positions currently totals $282,000. The actual cost savings would depend on how the positions are reconfigured, but could be as high as half of the above figure.
Recommendation #3 (Cost Savings)

Reorganization of Outreach in consideration of the responsibilities of the School of Continuing Education.
Rec. #3: History

- There is a history in SoE of credit courses being lost to Continuing Education and noncredit events funded through Education Outreach instead of Continuing Education.
- Over a decade ago the Business School severed ties with Continuing Education and they agreed not to host “noncredit courses” and Continuing Ed agreed to not host for “credit courses.”
- The SoE in the past has lost over $100,000.00 a year to Continuing Ed. We would like to model a working agreement comparable to the Business School.
Rec. #3: Specifics

* All credit based course and certificate work that is currently being handled in SoCE should be shifted back to the SoE. Collaboration with the appropriate programs to streamline these offerings, and determine continued viability must occur (spec. ECE and Ad. Leadership).

* All Outreach offerings currently housed in SoE should move to SoCE.

* Consideration of viability of 2 FTEs for administrative support staff for Outreach.
Rec. #3: Financials

* Approx. $55,000 if one administrative support position is eliminated or absorbed by SoCE.

* **Tuition revenue** generated by the credit bearing courses currently housed in SoCE that are returned to SoE.
Recommendation #4 (Cost Savings)

BATO Centralization
Rec. #4: History

* The “Shared Services Assessment Report” concluded that, “UWM most likely would not be able to serve the two schools in scope independently at a lower cost.” BATO services are not duplicative of centralized services provided on campus and cannot be delegated back to the relevant campus units. The roles and responsibilities of decentralized and centralized business and financial services are clearly delineated.
Rec. #4: Considerations

* An exploratory committee has been established to determine the possibilities of administrative support centralization of services across the SoE. We leave it to this committee to determine the feasibility and related cost savings of this move. The structure of this centralization will, in some part, be determined by other decisions including potential restructuring of SoE departments.
Rec. #4: Financials

To be considered upon deliberation of related committee.
Recommendation #5: Climate and Accountability

It is in the best interest of SoE to have highly qualified, high performing, committed employees. The work ahead of will require that we expect the very most of our dwindling human resources. For this work to happen effectively, it must be supported via a healthy and trusting climate where there is the flexibility to build from an individual’s skills and work diligently to improve performance where necessary. This goal will also necessitate that we implement and sustain high quality performance evaluation measures at all levels (e.g. tenure and promotion criteria, post-tenure review, staff performance evaluations). As uncomfortable as these processes and procedures may be at times, the quickly evolving situation at hand requires keen attention to detail and high standards and expectations.
Recommendation #6: (Revenue Generation)

*Potential Restructuring of SoE (Department merges, cross-program collaborations)*

* Wide scale rebranding and remarketing of ourselves as a quality and innovative SoE that offers cutting edge programming and that specifically caters to the needs of the larger workforce for which we are preparing professionals.

* Rebranding the school as a school that is comprehensive and intentional in disrupting inequities through a teaching and learning for all as well as admin leadership and policy... as a recruitment strategy.
Rec. #6: History

* This discussion has been on the table for almost a decade. Various factors have inhibited the actual enactment of this idea (fear of loss of identity, silos, resource depletion, lack of trust/climate issues).

* We believe that the current situation leaves us little choice but to rebrand and remarket.
Rec. #6: Considerations

- The APBC suggests that a committee be formed to explore the possibilities related to a restructuring of the SoE to reflect the changes toward our rebranded configurations. Ideas that have been put forth are merging departments and/or coalescing around program areas.

- As programs areas collaborate efficiencies should occur that will both create cost savings and have the potential to increase student enrollment.
Rec. #6: Financials

* Depending on the reconfiguration possibilities, moving to 3 departments would immediately save around $80,000 in Dept. Chair buyouts.

* We strongly believe that this process has the potential for increasing student enrollments.

* As programs coalesce, there is also potential for savings in the cost of program direction.
Possible additional Ideas to be explored (Revenue Generation)

* Develop a Master’s and PhD program in Educational Technology
* National Marketing of Online Programs; Regional Marketing of programs with emphasis on UWM branding (e.g., cultural competence)
* Develop online EdD program for practitioners desiring advanced degree
* Increase number of GER undergraduate level courses
Moving Forward

* We assume that SoE will be included, and participate in wider campus discussions of the merging of Schools and Colleges and centralization of administrative functions (BATO-like).

* We believe that the challenging discussions must continue. We ask for leadership and structure from the 5th floor to guide this process. Guidance is required and clear mission and vision are necessary.

* One reason that these discussions have been particularly challenging is that we do not feel as though there is common vision and mission around “who we want to be” as an SoE. Climate MUST be attended to and we need to come together as a unit (SoE) to develop trust and the momentum to collaborate to move forward. This process must be structured and guided, not simply dictated.