

AGENDA

UW-GREEN BAY FACULTY SENATE MEETING NO. 4

Wednesday, November 11, 2015

Alumni Rooms, 3:00 p.m.

Presiding Officer: Patricia Terry, Speaker

Parliamentarian: Steve Meyer

1. CALL TO ORDER

2. APPROVAL OF MINUTES OF FACULTY SENATE MEETING NO. 2 October 14, 2015 [page 2]

3. APPROVAL OF MINUTES OF FACULTY SENATE MEETING NO. 3 October 28, 2015 [page 8]

4. CHANCELLOR'S REPORT

5. NEW BUSINESS

a. Resolution on the Four-College Model [page 10]
Presented by UC Chair John Lyon

b. Request for Future Business

6. PROVOST'S REPORT

a. Enrollment Strategy Report [page 11]

7. OTHER REPORTS

- a. University Committee Report [page 26] – Presented by UC Chair John Lyon
- b. Faculty Representative Report [page 28] – Presented by Christine Vandenhouten
- c. Academic Staff Report – Presented by Katrina Hrivnak
- d. University Staff Report – Presented by Jan Snyder
- e. Student Government Report – Presented by Hannah Stepp

8. ADJOURNMENT

[draft]

MINUTES 2015-2016
UW-GREEN BAY FACULTY SENATE MEETING NO. 2

Wednesday, October 14, 2015
Alumni Rooms, University Union

Presiding Officer: Patricia Terry, Speaker of the Senate
Parliamentarian: Steve Meyer, Secretary of the Faculty and Staff

PRESENT: Greg Aldrete (HUS), Andrew Austin (DJS), Bryan Carr (ICS), Ryan Currier (NAS), Toni Damkoehler (AND), Greg Davis (Provost, *ex officio*), Doreen Higgins (SOCW), Ray Hutchison (URS), Mark Kiehn (EDU), Arthur Lacey (EDU), William Lepley (BUA), Jim Loeb (BUA), John Lyon (NAS-UC), Kaoime Malloy (TND), Ryan Martin (HUD), Michael McIntire (NAS), Paul Mueller (HUB), Laurel Phoenix (PEA-Alternate), Uwe Pott (HUB), Courtney Sherman (MUS), Christine Smith (HUD), Alison Stehlik (AND), Christine Style (AND-UC), Brian Sutton (HUS), Patricia Terry (NAS-UC), Brenda Tyczkowski (NUR), Christine Vandenhouten (NUR-UC), Kristin Vespia (HUD-UC), David Voelker (HUS-UC), and Amy Wolf (NAS)

NOT PRESENT: Ankur Chattopadhyay (ICS), Gary Miller (Chancellor, *ex officio*), and Rebecca Nesvet (HUS)

REPRESENTATIVES: Katrina Hrivnak, Academic Staff; Jan Snyder, University Staff; and Hannah Stepp and Lorenzo Lones, Student Government

GUESTS: Lucy Arendt (Assoc. Dean, PS), Scott Furlong (Dean, LAS), Clifton Ganyard (Assoc. Provost), Paula Ganyard (Director, Cofrin Library), Sue Mattison (Dean, PS), Tom Nesslein (URS), Ron Pfeifer (Assoc. Chancellor), John Stoll (PEA), Sheryl Van Gruensven (Vice Chancellor, Business and Finance)

1. CALL TO ORDER.

With the Chancellor on the line (he literally “phoned it in” this month), Speaker Terry brought the hammer down at precisely 3:00 p.m., calling the meeting to order.

2. APPROVAL OF MINUTES for Faculty Senate Meeting No. 1, September 16, 2015.

The Speaker asked for corrections, hearing none Senator Vandenhouten moved acceptance, seconded by Senator Sutton. The minutes passed unanimously.

3. CHANCELLOR’S REPORT.

Chancellor Miller was on the road, but wanting the faculty to know how much he loved and missed them, he provided his report (and took questions) via phone. The Chancellor first wanted to bring everyone up-to-date on a few issues, including: 1) Regent approval of the increased cap on the number of out-of-state students attending UW-Madison while holding the minimum number of Wisconsin students the same; 2) the Tenure Task Force is working through the details of the changes in the state statutes, and the Board of Regents (several of whom are on the Task Force) seem very supportive of tenure and shared governance; a “good product”, similar to that out of the University of Michigan (the model we are using), will be coming out of the Task Force; 3) a Tuition Task Force is just beginning its work; and 4) a bill has been introduced into

the legislature to allow concealed carry weapons on campus. While Chancellor Miller is very much opposed to this bill, he mentioned that President Cross issued a statement on behalf of the Board and the Chancellors that he will work with the legislature to educate them about the dangers of such a bill.

Chancellor Miller next steered his comments toward the campus reorganization efforts. The Chancellor, together with Provost Davis, has finished briefing all units of the four-college reorganization plans, emphasizing that this is a great opportunity for us to grow and is coming during a time when we absolutely must grow. Currently, the short term situation is extremely serious which can easily turn into an extremely serious long term situation. All indications point toward another budget cut sometime within the next three biennium (possibly as early as next year). When the tuition freeze is lifted, we will not get tuition increases anywhere in the order that we need to recover the resources we have lost over the past couple years; any tuition increase may be on the order of 2.5%.

The Chancellor is not optimistic about compensation increases. The best thing we can do is to put ourselves in a position to supplement any compensation plan from our own funds, but we are a long way from that happening primarily due to the steady decline in high school graduates which have greatly impacted our enrollment numbers for four consecutive years and will likely continue into next year. During the four years of enrollment declines, we have not reduced staff; we have taken those declines and paid the difference we owe to avoid personnel reductions. The enrollment decline will lead to a \$3.7M shortfall next year and perhaps that much the year after. We also have a \$1.5M budget cut that we are still managing because we have wanted to save some programs. So our best chance to get through this is to grow using the four-college model.

Chancellor Miller addressed three faculty concerns: 1) the 24-credit teaching load (we need to give UW-System a plan by January), 2) faculty reassignments, and 3) overload pay. Even before talk of the four-college model was initiated, these three issues needed to be examined as there were no policies guiding these issues. All three need to be examined through the shared governance process in consultation with the Provost and policies developed together.

The floor was then opened to questions and comments. Some of the questions framed around: 1) inclusion of a better understanding of the financial rationale for the four-college model, the need for more detail as to why this is financially beneficial (response: request that Dick Anderson and Greg Davis meet with this academic unit to discuss the details) and 2) plans to improve social life on campus in order to attract more students to UW – Green Bay (response: Tim Sewall et al. are working on a strategic plan for enrollment including discussion of the campus environment – it was suggested Sewall be invited to Faculty Senate to discuss the details of the plan).

4. NEW BUSINESS

a. Form K, PEA/URS merger

Dean Furlong, who originated the merger of the units, along with the chairs of the two units to be merged, Prof. Stoll (PEA) and Prof. Nesselin (URS), were on hand to share their thoughts and to answer questions from the senate. Dean Furlong explained that the three primary reasons for merging the two units related to: 1) taking advantage of the synergies that exist between the two programs, 2) taking advantage of some crossover in their combined curricula,

and 3) reinvigorating the URS major. A merger would lead to strengthening both programs. Profs. Nessler and Stoll both expressed their respective units' views on the potential merger. Prof. Stoll also pointed out that the two units have been holding collegial joint faculty meetings this year in anticipation of the merger. When the senate floor was opened to questions and discussion, concerns centered around three issues: 1) a perceived lack of support by one of the two units, 2) nervousness expressed by (and for) untenured faculty in those units because the executive committee who will vote on their tenure in the near future is changing "midstream" and the fact that those new executive committee members would not be familiar with their work, and 3) changed expectations for merit, given that every unit has unique expectations. **Senator Kiehn moved approval of Form K to merge the PEA and URS units, Senator Lyon seconded.** It appears the Faculty Senate was reluctant to touch this particular issue even with the proverbial ten-foot pole. **The Senate voted acceptance of the motion (7-5-17).**

b. Program discontinuance document

UC Chair John Lyon introduced the program discontinuance document, work that was begun by the UC during the summer. This work is UW-Green Bay's contribution to a set of ideas to be sent forward to the Tenure Task Force to assist in the establishment of Board Policy on tenure. When the Task Force completes its work, UW-Green Bay code will need to be modified to be in compliance with the Board Policy (either late spring or next fall). Essentially the document states that UW-Green Bay does not wish to change its policy, but now provides a provision for continued employment or severance pay for any faculty member whose program has been discontinued.

c. Request for future business.

Thoughts of Simon and Garfunkel came to mind as the Speaker's request for new business brought "Sounds of Silence" from the senate. The Speaker then reminded Senators they could bring their ideas/concerns to the members of the University Committee at any time or to the next Faculty Senate meeting.

5. PROVOST'S REPORT

Provost Davis reported on several of the items presented at the September Provost's meeting held in Madison. First was a discussion of potential changes to System document, ACIS 1.0. This is a document that explains the "how to" process of changing the programs and degrees we offer. Davis discussed four major changes to the document that are being discussed:

- 1) The "Notice-of-Intent" to create or change a program, currently limited to a two-page document, does not provide sufficient length to explain the proposed program to other institutions so they can respond in a meaningful way; therefore, the Notice-of-Intent may now be up to five pages in length.
- 2) The expiration date on pre-authorized programs, currently set at five years will be reduced to three years.
- 3) Adding distance delivery to a current program, currently only an informational item to System, will (if the changes go through) require approval.

- 4) Changing a location of program delivery, also currently only an informational item to System, will require approval.

Provost Davis also mentioned that Regents and UW System will be looking to minimize duplication of online programs. If units have plans for developing an online program, they may want to move more quickly on it before some other institution develops a similar program into an online version.

Provost Davis next informed the senate about potential changes taking place as a result of the Affordable Care Act. System must report to the IRS the number of people to whom “minimum essential coverage” is offered. For 2015 minimum essential coverage must be offered to 70% of full-time employees and their dependent children. In 2016 and beyond coverage must be offered to 95% of full-time employees and their dependent children. System must determine how many people are full-time employees by the definition of the IRS, so what seems a straightforward issue is actually quite complicated. System is coming up with a policy to avoid a potentially expensive mistake if IRS guidelines are not followed.

Regarding the October 8-9 Regents Meeting, Provost Davis mentioned that discussions took place on: program review balances, the UW System transfer credit report (Regents continue to ask that System keep it easy to transfer from one UW school to another), the current state of developmental and remedial education (UWGB is one of the best in terms of success stories for those types of classes and the students who go through them), the increase in the UW-Madison waiver on non-resident enrollment limit (UW-Madison is still supposed to bring in 3600 Wisconsin freshmen), and the preliminary estimates from the Education Committee on Fall enrollments (UW System down 1.8% overall, but new freshmen are up 1.2%, 11 campuses report new freshmen enrollment is up, transfers are up a little bit, graduate enrollments are static).

The Provost concluded his report by mentioning the 24-credit teaching load and annual merit reviews. Regarding the 24-credit teaching load, the short-term goal is to have a preliminary proposal to President Cross by January 1. Provost Davis does not see that this necessarily means all faculty would teach a 4x4 load. This is part of the discussion on how we count credits toward our teaching load that budgetary units should be having with their units using the memo UC Chair Lyon sent to all Budgetary Unit Chairs. UW-Parkside recently went through this process and it took them three years to implement. Regarding the annual merit reviews, plans to implement annual merit reviews are due by the end of this semester. We do have some money that we were not expecting; UW System reallocated \$5M in base funding for faculty compensation adjustments. UWGB’s share is \$128K and can be allocated for salary increases associated with recognized merit, correcting certain salary inequalities, funding job reclassifications and promotions, and recognizing competitive factors. Provost Davis will meet with the academic Deans to determine how to allocate this money soon.

Provost Davis then fielded questions from the faculty centering around the expansion of the campus to a four college/dean model, including: where the money would come from to fund an additional two Deans, how increasing to four Deans will increase enrollment, what would be the impact on students, how might this expansion change the role of Budgetary Unit Chairs, and how much faculty input will there be regarding the additional Deans.

6. OTHER REPORTS

- a. University Committee Report. UC Chair John Lyon related four items on the UC's to-do list. These include working with Associate Provost Clif Ganyard on the "assumed practices change" from the HLC that deals with the credentials for faculty and instructional academic staff regarding what makes them qualified to be an instructor on campus. In most areas we are in compliance, but there are areas whereby the strictest interpretation we would be in non-compliance. The Faculty Senate will be seeing this as an endorsement of policy in the near future. The UC will work with the Legislative Affairs Committee to draft a resolution opposing the bill before the legislature to allow concealed carry weapons on UW campuses. The Graduate Studies Council is looking to completely restructure their governance. The proposed restructuring would have an executive committee composed of the chairs and a smaller group of elected faculty to the GSC that would deal with new program review and new course review. Lyon then mentioned the memo he sent to Budgetary Unit Chairs requesting comments on workload and merit considerations. The memo is to assist Units, Unit Chairs, and Deans in developing guiding principles for defining the assignment of credit for teaching and guiding principles for satisfactory/meritorious performance on merit evaluations.
- b. Faculty Representative Report. Christine Vandenhouten reported on several items from the October Regents meeting. Among the items was the request of faculty to spread salary out over 12 months. This item which frequently rises from the grave, much like the nosferatu, was finally staked to death by the expense of software updates that would be required to make it happen. Vandenhouten received information from the UW-Parkside faculty representative (put together by their Provost) regarding her request about best practices for faculty reassignment as we move to a 24 credit teaching load. 2015 faculty turnover was virtually the same as the 2011-14 average, however, the reasons for faculty leaving the system were different (salary being the predominant reason) – Green Bay was on the low end of faculty turnover, only Madison and Eau Claire had lower turnover in 2015. Next year may look very different.
- c. Academic Staff Report. Katrina Hrivnak reported that the Academic Staff Committee is meeting to decide how to best disseminate information and receive input from the academic staff on campus – trying to avoid surveying people to death nor do they wish to request input if no action will come from it.
- d. University Staff Report. Jan Snyder reported that the University Staff, as requested by the Provost, are working on the three Strategic Planning questions disseminated by UW System. Their executive and personnel committees have been working with their HR rep to continue to work on their career progression policy and their handbooks. They are providing feedback to HR as they work on a workplace conduct policy. They have been working on a response to the merit compensation memo that was recently sent to the faculty. University Staff currently have performance evaluations that work pretty well, but they are looking into adding a numerical rating system. Snyder also mentioned one longstanding problem with evaluations was the inconsistency among supervisors. University System Staff Council Representatives met as a group to discuss a request for support for the use of fetal tissues in research (UWGB University Staff abstained); and layoffs have begun at several UW comprehensives including Stout, Eau

Claire, River Falls, Platteville, and the Colleges. The annual Fall Professional Development Conference is coming up November 6 at Tundra Lodge.

- e. Student Government Report. SGA Vice President Lorenzo Lones reported that SGA President Hannah Stepp is close to filling the vacant student rep spots on various committees. There will be a presentation to SUFAC about bringing the first campus-wide app to campus. SGA is also working on a student resolution voicing their opposition to the proposed concealed carry bill.

8. ADJOURNMENT at 4:47 p.m.

Respectfully submitted,

Steve Meyer, Secretary of the Faculty and Staff

[draft]

MINUTES 2015-2016
UW-GREEN BAY FACULTY SENATE MEETING NO. 3

Wednesday, October 28, 2015
Alumni Rooms, University Union

Presiding Officer: Patricia Terry, Speaker of the Senate
Parliamentarian: Steve Meyer, Secretary of the Faculty and Staff

PRESENT: Greg Aldrete (HUS), Andrew Austin (DJS), Ryan Currier (NAS), Toni Damkoehler (AND), Greg Davis (Provost, *ex officio*), Doreen Higgins (SOCW), Ray Hutchison (URS), William Lepley (BUA), Jim Loebel (BUA), John Lyon (NAS-UC), Ryan Martin (HUD), Michael McIntire (NAS), Paul Mueller (HUB), Rebecca Nesvet (HUS), Uwe Pott (HUB), Courtney Sherman (MUS), Christine Smith (HUD), Alison Stehlik (AND), Christine Style (AND-UC), Brian Sutton (HUS), Patricia Terry (NAS-UC), Brenda Tyczkowski (NUR), Kristin Vespia (HUD-UC), David Voelker (HUS-UC), Elizabeth Wheat (PEA), and Amy Wolf (NAS)

NOT PRESENT: Bryan Carr (ICS), Ankur Chattopadhyay (ICS), Katrina Hrivnak (Academic Staff Rep), Mark Kiehn (EDU), Arthur Lacey (EDU), Kaoime Malloy (TND), Gary Miller (Chancellor, *ex officio*), and Christine Vandenhouten (NUR-UC),

REPRESENTATIVES: Jan Snyder, University Staff, and Lorenzo Lones, Student Government

GUESTS: Eric Craver (Director of External Relations, Outreach), Scott Furlong (Dean, LAS), Reed Heintzkill (SGA), and Sue Mattison (Dean, PS)

1. CALL TO ORDER.

With a quorum in place, Speaker Terry brought the hammer down at precisely 3:00 p.m., calling the meeting to order. She thanked everybody for attending this special meeting of the Faculty Senate, stating that the gravity of the resolutions before the Senate prevented us from waiting until the next regularly scheduled meeting to take action on them.

2. NEW BUSINESS

a. Resolution on Concealed Carry in Campus Buildings (UW-Colleges).

b. Resolution of the University of Wisconsin–Green Bay Faculty Senate Against LRB-2653/1.

UC member David Voelker presented both resolutions in tandem. With the first resolution, Voelker was simply looking for the UW-Green Bay Faculty Senate to endorse the UW-Colleges resolution opposing concealed carry firearms in UW campus buildings. The second resolution, drafted by our University Committee, was specific to our campus and offered our own perspective on the bill. Voelker noted that other UW campuses (UW-Milwaukee, UW-River Falls, UW-Steven Point, and the aforementioned UW-Colleges) have already passed similar resolutions. Voelker opened the floor to questions regarding the UW-Green Bay resolution, receiving none he handed the floor back to Speaker Terry who asked if anyone would care to move for a vote on the resolution. **Senator Sutton (HUS) so moved, seconded by Senator Wolf (NAS).** During discussion of the motion, Senator Austin voiced that he thought he had seen a previous version of the resolution that included a “whereas” statement expressing the fact that a consequence of firearms not only increased the likelihood of homicide on campus, but also the “successful completion of suicide attempts given the availability of guns.” **Senator Austin**

then moved an amendment to the motion (seconded by Senator Loebel) to include an additional “whereas” statement that would express this idea. When it was pointed out that Senator Austin’s wishes could be accomplished by modifying an existing “whereas” in the resolution by including the phrase “homicides, and suicides”, Senator Austin withdrew his motion to amend the original motion. With that, Senator Vespia moved (second by Senator Wheat) that the wording of one of the “whereas” statements be modified to “WHEREAS, the presence of concealed weapons on campus increases the possibility of accidents, homicides, and suicides, and interferes with campus safety plans; and”. Senator Vespia’s amendment to the resolution passed 25-0-0. With the amended resolution now on the table, the question was called and the resolution carried 25-0-0.

SGA Vice President Lorenzo Lones and SGA Representative Reed Heintzkill were invited to discuss a resolution on the concealed carry bill that is being drafted by SGA and was discussed at an emergency SGA meeting called for Monday night, October 26. Heintzkill reported that discussion was more contentious than anticipated, but work continues on the resolution and they are confident the resolution will pass. They then opened the floor to questions from the Faculty Senate.

3. ADJOURNMENT at 3:21 p.m.

Respectfully submitted,

Steve Meyer, Secretary of the Faculty and Staff

Resolution of the Faculty Senate of the University of Wisconsin Green Bay in support of the administrative reorganization of the University of Wisconsin Green Bay

November 11, 2015

WHEREAS, the political and economic environments of higher education are changing; and

WHEREAS, successful organizations change their business models to address threats and opportunities created by changes in their economic environment; and

WHEREAS, the University of Wisconsin-Green Bay has a business model designed for a very different economic environment; and

WHEREAS, the administrative reorganization proposed by the Chancellor will position the University to more efficiently address opportunities for educational and programmatic innovation, scholarship, community engagement, and growth; therefore, be it

RESOLVED, that the Faculty Senate of the University of Wisconsin-Green Bay hereby endorses the creation of separate colleges for Arts, Humanities, & Social Sciences; Business; Health, Education, & Social Welfare; and Science & Technology.

Faculty Senate New Business 5a 11/11/2015

University of Wisconsin-Green Bay

Institution-Wide Recruitment Plan

2015 – 2016

INTRODUCTION

A major challenge facing UW-Green Bay is increasing student enrollment. Substantial growth of “tuition pool” students is important and an essential component of providing a stable financial base for the University and enrollment growth in revenue-producing programs will also enhance the financial health of the University. Ultimately, as an institution we need to meet and exceed our institutional recruitment goals in order to facilitate innovation, creativity which will lead to a vibrant campus serving the educational needs of the region.

In all venues, the higher education recruitment environment has never been more competitive. Declining demographics and increasing competition have changed the landscape of recruitment in higher education. Enrollment Services staff working collaborative with others throughout the institution are working aggressively to maintain and increase enrollments through efficient and creative recruitment activities. Techniques vary according to target populations and the nature of various campus programs. The purpose of this plan is to summarize the recruitment activities that will be undertaken throughout the institution to achieve institutional goals.

The following table provides current projected and target headcount enrollments for Fall 2015 through Fall 2018.

**Projected and Target Headcount Fall Enrollments
Fall 2015 – Fall 2018**

Student Category	Projected Headcount Fall 2015	Target Headcount Fall 2016	Target Headcount Fall 2017	Target Headcount Fall 2018
Continuing/Reentry Undergraduate	3050	2981	3,068	3,322
New Freshmen	790	910	1,030	1,150
Transfer (On-Campus)	460	495	530	565
Transfer (ILS, Nursing, HIMT)	1120	1131	1143	1154
Special Undergraduate	890	850	850	850
Special Graduate	50	50	50	50
Masters (UWGB)	205	210	215	220

Masters (Collaborative)	45	45	45	45
Totals	6,610	6,672	6,931	7,356

RECRUITMENT ACTIVITIES

DEGREE-SEEKING STUDENTS – UNDERGRADUATE

Special Initiatives Beginning in 2015-2016

1. Major Specific Recruitment Pilot

During the 2015-2016 recruitment cycle, five major areas of study - Psychology, Human Biology, Environmental Sciences, Business/Accounting and Social Work - will be highlighted with enhanced marketing efforts to our target audiences of traditional freshmen and transfers. These programs are in demand by traditional students and incorporate high impact experiences and excellent faculty and facilities. A strong communication plan that includes all of our media channels (social media, digital advertising, paper, email, school visits and campus visits) will be developed for each major. In addition, both video and enhanced websites will be produced to advertise to prospective students and collect new leads.

2. Assign Academic Advisors to be Point-of-Contact/Recruiters for Transfer Students

Part of the official duties of two of the advisors recently hired will involve the recruitment of transfer students. These advisors will serve on the transfer student recruitment team led by Andrew Meyer (Transfer Admissions Adviser). A special emphasis will be placed on advising potential transfer students in the early stages of the recruitment process to determine how their credits will transfer to UW-Green Bay.

3. Hiring of a Bi-lingual Admissions Counselor

The primary responsibilities of this individual will include being the point of contact for local high schools (staff, students and parents); serve as a liaison with the Phuture Phoenix program to increase enrollment of local students; and identify opportunities for UW-Green Bay to better serve regional high school students.

4. Production of an All University Recruitment Video

Video is the best way to engage student in electronic recruitment efforts. Production plans include a 60, 30, and 15 second video created to provide the most flexibility for use on the UW-Green Bay website, social media (Twitter, Facebook, Instragram, Youtube), digital advertising, presentations to prospective students and emails.

New Freshmen

Our goal is to recruit a freshman class of 910 students which represents an increase of approximately 120 students over the 2015-2016 class. This goal includes recruiting a mix of resident and nonresident students including an increased focus on local high school and international students. Specific recruitment initiatives include:

Wisconsin Residents

- Funding from a local donor will allow for ACT score report fees to be covered for students who find this to be a barrier.
- Digital advertising – time sensitive to promote campus visits, special events and applications.
- Development of video assets to be used on the UWGB website, and with our digital advertising campaigns
- Campus visit initiatives to include: Major-specific preview days/open houses and targeted marketing for designated majors (social work, business/accounting, environmental sciences, psychology, human biology); Campus Preview Days; daily campus visits; group on-campus visits (by request); on-campus shadow experiences for admitted students
- Face-to-face relationship building opportunities such as high school visits and college fairs.
- An extensive array of integrated communications to include: postal and e-mail communications customized to stage in the recruitment funnel and student characteristics; print publication development and distribution; telephone campaigns customized to stage in funnel; a systematic and robust social media presence
- “Lead generation” relationships with three vendors (Cappex, Zinch, and Carnegie) to expand lead pool
- Targeted programming for Wisconsin multicultural students (Celebrating Success, Opportunity Knocks, college fairs and high school visits, telephone campaigns, name purchases and follow up
- Engagement of faculty to facilitate follow up with students interested in their disciplines
- Leveraging scholarships through early awarding of a designated number of scholarships

Local Area Students

- Free application fee for local applicants (made possible by donors) will be expanded to encompass 14 local Phoenix high schools
- Dedicated bi-lingual recruiter to serve Spanish-speaking populations, through specialized programming, communications and service.
- Targeted name purchases from ACT for local students
- “My Education My Way” presentations to regional high schools
- “Get it Done” days at local high schools
- Yield events for local students at all stages of the recruitment funnel

- Admissions staff dedicated to each local high school
- Participate in local high schools' scholarship award programs

U.S. Nonresident

- Dedicated recruiter to visit high schools, attend college fairs, and provide intensive personalized follow up for out-of-state students
- Targeted name purchases from ACT for Illinois and Michigan students
- Specialized communications to prospective students in MSEP states promoting the cost advantages of UW-Green Bay.

International

- Two recruitment trips to Asia (fall and spring)
- Two international social media interns to produce content in native languages
- Initiate and nurture relationships with international recruitment agents; provide regular newsletter communications with signed agents
- Intensive personalized follow up with prospective international students
- Survey current international students to determine why they chose UW-Green Bay, and use that information in targeting prospective international students.
- Solicit current students to write letters in their native language that can be provided to prospective students.

Transfer Students – Campus-Based Programs

Campus-Based Undergraduate Programs

Our goal is to recruit a transfer class of at least 490 students into our campus-based programs. This represents an increase of approximately 30 students over the 2015-2016 class. We are confident that with the addition of the two advisor/transfer student recruiters that we can actually exceed this goal.

Initiatives planned to achieve this goal include:

- Having a member of the Admissions staff dedicated transfer admissions
- Two advisor/recruiters housed in the Academic Advising Office but also playing a direct, active role in the recruitment of transfer students
- Regularly scheduled UW-Green Bay advisor office hours at “high-transfer” institutions
- Provide unofficial credit evaluations and degree audits for prospective transfer students
- Implement a comprehensive communication sequence for transfer students in all stages of the recruitment funnel

- Increase the number of students entering the enrollment funnel through lead generation services and name purchases
- Targeted use of digital advertising to attract transfer inquiries (use transfer-campus-specific IP targeting).

Bachelor of Science in Nursing (BSN) – Campus-Based Program

Program enrollment growth has slowed for BSN completion due to significant growth in the number of BSN completion programs across the state and nation. Some relatively new programs are for-profit programs using aggressive recruitment strategies. Enrollment in 2015-16 is projected to decline about four percent (N=60) in the UW-Green Bay BSN Completion program compared to 2014-15 levels. Projected enrollment for 2016-2017 is 60 students.

Specific initiatives in place for 2015-16 to achieve these goals include:

- Follow up with all nursing students who did not register for the past one or two semesters through Qualtrics surveys and phone calls.
- Ongoing marketing and community service contacts with Associate Degree programs and healthcare organizations in NE Wisconsin (e.g., participation in education fairs, professional communications by the Chair and faculty, etc.)
- Continue to work with NWTC to develop a NWTC/UWGB Concurrent Degree Program
- Initiate more complete ADN-to-BSN progression plans with several other technical programs (i.e., NTC in Wausau, Nicolet in Rhineland).

International Transfer Students

We are establishing a modest target 5 additional international transfer students but anticipate that this will be a year to begin to establish relationship that will produce even more students in years to come. Initiatives planned include:

- Two recruitment trips to Asia (fall and spring)
- International social media interns to produce content in native languages
- Initiate and nurture relationships with international recruitment agents; provide regular newsletter communications with signed agents
- Intensive personalized follow up with prospective international students
- Survey current international students to determine why they chose UW-Green Bay, and use that information in targeting prospective international students.
- Solicit current students to write letters in their native language that can be provided to prospective students.
- Pursue transfer partnerships with designated international institutions (Queens College and Taylor's University, Kuala Lumpur, Malaysia)

Transfer Students - Online Programs

The University of Wisconsin-Green Bay has six (6) undergraduate, online degree programs: an Associate Degree (AAS), a Bachelor of Arts in Integrative Leadership Studies (BA-ILS), a Bachelor of Applied Studies in Integrative Leadership Studies (BAS-ILS), a Bachelor of Business Administration (BBA), a Bachelor of Science Degree in Nursing (BSN), and a Bachelor of Science in Health Information Management Technology (BS-HIMT).

Associate of Arts and Sciences Degree

No specific recruitment goals or marketing efforts are planned.

Integrative Leadership Studies (Bachelor of Arts/Bachelor of Applied Studies)

The Adult Degree Program has established the following goals for 2015-2016:

- a. A 10% increase (677 to 745) in the number of students eligible to enroll in the program. As of 8/11/2015, the breakdown of eligible to enroll students for fall 2015 was 302 for the BA and 436 for the BAS.
- b. A 10% increase (374 to 411) in the number of completed applications to the program. A 10% increase (542 to 596) in the number of students enrolled in the program. As of 8/11/2015, this is the breakdown of enrolled students for fall 2015 was 235 for the BA and 362 for the BAS.
- c. The target enrollment in the BA/BAS programs for the 2016-2017 academic year is a 10% increase over the 2015-2016 academic year levels or approximately 657 students.

Specific initiatives to achieve these goals include:

- a. Maintaining active partnerships with technical colleges specific to the BAS including: (1) continuing brand awareness at each school by having table visits at each location; (2) distribution of print materials at partnership sites; (3) focusing recruitment efforts at our satellite locations in Appleton, Milwaukee, and Wausau; particularly at Milwaukee and Wausau where our dual-role advisors are located; (4) developing new and maintaining existing partnerships with out-of-state partners (e.g. Gogebic and City Colleges of Chicago – potential)
- b. Sending out a mass email to over 300,000 prospective BA students. We purchased a list of names from Gannett that was pre-qualified to only include WI area adults with some college credits but no degree earned.
- c. Continuing to use Talisma CRM as the primary recruitment tool for immediate and personalized communication to prospects and managing recruitment campaigns.
- d. Offering online information sessions once each month allows for a more personalized experience for prospective students. During the online information session, prospective students learn about the degrees offered through the Adult Degree Program, tuition, application process, and more. Each session is interactive and allows prospective students to ask questions and comment.

- e. Implementing the Adult Degree Program Marketing Plan that includes print materials, billboards, radio ads with student testimonials, and a Lambeau Field concourse sign advertising our Packer Partnership.
- f. Launching a “Live Chat” option on the Adult Degree Program website

Bachelor of Business Administration (BBA) Online Format

There are currently 73 students declared in the “General Business” emphasis of the Business Administration major. This number includes students who are taking some or all face-to-face classes to complete their major requirements. As it is currently structured, it is not possible to identify how many students are completing degree requirements completely online. Advertising the fact that this program can be completed completely online will be included in the “program specific” marketing materials discussed above.

Bachelor of Science in Nursing (BSN) – Online Programs

The Bachelor of Science in Nursing Program (BSN) includes two on-line tracks BSN@Home and BSN-LINC. National initiatives are pushing nurses to return to school for BSN completion. However, there has been a dramatic increase in the number of BSN Completion programs over the past 5 years.

BSN@Home is an online RN to BSN Program for Registered Nurses who are Wisconsin residents. The program uses the combined resources of bachelor’s degree nursing programs at UW-Green Bay, UW-Eau Claire, UW-Madison, UW-Milwaukee, UW-Oshkosh and UW-Stevens Point. UW-Green Bay enrollment in this program is projected to be 232 students in 2015-2016 which represents a slight decline from 238 students in 2014-2015. Projected enrollment for 2016-2017 is 235 students.

BSN-LINC is an online RN to BSN Program for Registered Nurses who reside outside of Wisconsin. Most students enrolled in this program reside in the states of Illinois, Minnesota, Michigan, and Connecticut. Enrollment in this program is projected to be 96 students in 2015-2016 which represents a slight decline from 100 students in 2014-2015. Projected enrollment for 2016-2017 is 100 students.

Combined enrollment of online undergraduate nursing programs (BSN@Home and BSN-LINC) likely will be stable going forward. As of fall 2014, the online Bachelor of Science in Nursing (BSN) programs had 338 declared Nursing majors enrolled. Combined enrollment in these two programs is projected to decline slightly to 328 students in 2015-2016.

Specific initiatives in place for 2015-16 to achieve these goals include:

BSN@Home and BSN-LINC Initiatives

- a. Follow up with all nursing students who did not register for the past one or two semesters through Qualtrics surveys and phone calls.
- b. Conduct social media campaigns through Facebook, Nurses Lounge site, and website optimization.

- c. Explore new strategies for increasing inquiries and applications from diverse student populations.

BSN@Home Initiatives

- a. Continue to work with NWTC to develop a NWTC/UWGB Concurrent Degree Program.
- b. Update all fourteen Wisconsin and upper peninsula Michigan partnership tables (includes four continuing Wisconsin and upper peninsula of Michigan partners and nine new Wisconsin Technical College institutions) to reflect new General Education requirements scheduled to go into effect in fall 2016.
- c. Initiate more complete ADN-to-BSN progression plans with several other technical programs (i.e., NTC in Wausau, Nicolet in Rhinelander).

BSN-LINC Only Initiatives

- a. Revise all 36 partnership agreements to reflect new General Education requirements scheduled to go into effect in fall 2016; ADN partner schools are located in 22 states (e.g., Minnesota, Illinois, Connecticut, Massachusetts, Washington, New Jersey, Ohio, etc.).
- b. Implementation of newly revised prospective student follow-up system. The system includes a series of 9 e-mails sent at scheduled intervals to prospective students who have inquired about the BSN-LINC program. Inquiries and inquiry to application statistics will be assessed to determine the “return on investment” of this strategy.
- c. Continue electronic and hard copy placement of ads in nursing publications.
- d. Continue “pay per lead” contract with AllNursingSchools.com.
- e. Initiate hospital relationships in eight (8) targeted states for recruitment efforts (MN, IL, MI, CA, NJ, MA, IA, and CT).

Health Information Management Technology (HIMT) – Online Program

The HIMT program is a collaborative, online bachelor’s degree program. Partner institutions include UW-Parkside, UW-La Crosse and UW-Stevens Point. UW Extension (CEOEL), the fifth partner in the collaborative, offers student recruitment and enrollment services, and other student support services for the program.

Students selecting UW-Green Bay as their “home” institution for the HIMT collaborative program is projected to be 97 students in 2015-2016 which represents an increase from 84 students in 2014-2015. Projected UW-Green Bay enrollment in the HIMT program for 2016-2017 is 111 students.

Specific initiatives in place for 2015-16 to achieve these goals include:

- a. CEOEL support services include national marketing for the program which is accomplished through a highly sophisticated digital campaign. Follow up with

prospective students is handled by CEOEL staff until they select a “home” campus and enroll in coursework. Once enrolled, students who select UW-Green Bay as their “home” are assigned a UW-Green Bay advisor.

- b. A CRM system, *Salesforce*, will continue to be used along with a tool called *Act On*, which works with Salesforce to provide auto-email campaigns, email templates, and prospect profiling.
- c. A new adviser training manual, process check-offs, interview and activity standards, phone guides, and new communications, such as email templates have been developed.
- d. Virtual information sessions are being developed to be offered in the fall 2015. This will provide the ability to reach more prospective students at one time, and provide an additional outlet for prospects to receive information.
- e. The budget for the HIMT program includes a small amount (\$7,000) of money to be spent at the local level for marketing. During 2015-2016, UW-Green Bay will spend the money on a local digital campaign through the Green Bay Press-Gazette.

DEGREE-SEEKING STUDENTS - GRADUATE

Campus-Based Graduate Programs

Master of Science in Applied Leadership for Teaching and Learning

Enrollment in this program is projected to be 40 students in 2015-2016 which represents a decrease from 48 students in 2014-2015. The 40 students above includes 21 students who will enroll in the program through a special initiative with the Plymouth, Wisconsin School District starting in the fall 2015 semester. Total projected enrollment going into the 2016-2017 academic year is projected to be 60 students.

Recruitment for this program is primarily based on personal contacts with practicing educators as well as contacts with district administrators throughout Northeastern Wisconsin.

Master of Science in Environmental Science & Policy

Enrollment in the Environmental Science and Policy program is projected to be 41 students in 2015-2016 which represents a slight increase from 36 students in 2014-2015. Total enrollment projected for the 2016-2017 academic year is 50 students.

While no specific recruitment efforts are planned for the 2015-2016 academic year. Future recruitment efforts could include:

- a. Advertising the research and accomplishments of our faculty via short YouTube videos, better faculty webpages, etc.
- b. Increase international partnerships, national marketing, direct contact with those schools currently providing the majority of our students.

- c. Develop a marketing campaign with the undergraduate majors to market sciences (& policy) as a bundled strength at UW-Green Bay
- d. Increasing TAs and prestigious University Funded RAs for top student recruits.
- e. Develop a weekend science “preview” with graduate and undergraduate symposia, field trips to our natural areas, etc.

Master of Science in Management

Enrollment in the Management program is projected to be 29 students in fall 2015 which represents an increase from 22 students in fall 2014. Total enrollment projected for the fall 2016 academic year is 25 students.

Recruitment efforts for 2015-2016 will include:

- a. Speaking to local businesses and encouraging them to refer their employees looking career advancement opportunities.
- b. Focusing marketing efforts on the value of our program in comparison to the competition
- c. Encourage our alumni to network with prospective students, speak at events.
- d. Speak at events and market to Green Bay Current members.

Master of Social Work

Enrollment in the Social Work program is projected to be 81 students in 2015-2016 which represents a significant increase from 55 students in 2014-2015. Total enrollment projected for the 2016-2017 academic year is 90 students.

Recruitment activities for 2015-2016 include:

- a. Reconnecting with past applicants who were not admitted to the MSW program in 2014-2015.
- b. Providing targeted information to BSW-only programs across the state: Carthage College, Concordia University, Marian University, Mount Mary University, UW-River Falls, UW-Stevens Point, UW-Superior, UW-Whitewater, Viterbo University.
- c. Providing targeted information to advisors in disciplines/programs across campus: Adult Degree, Human Development, Psychology, DJS, etc.

Online Graduate Programs

UW-Green Bay currently has three online graduate programs including a Master of Science in Data Science (MS-DS), Master of Science in Sustainable Management (MS-SMGT), and Master of Science Degree in Nursing Leadership and Management in Health Systems (MSN).

Master of Science in Data Science

The online Master of Science in Data Science is a collaborative effort of six University of Wisconsin System campuses: UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Oshkosh, UW-Steven Point, UW-Superior.

Enrollment in the Data Science program is projected to be 63 students in 2015-2016 and an additional 35 students in 2016-17. These numbers represent enrollments across the 6 institutions. The number of students identifying UW-Green Bay as its “home” institution will be determined during the fall semester.

Recruitment efforts during 2015-16 include the following:

- a. UWEX is marketing the program primarily through digital marketing, using Search Engine Marketing, Social Media, Digital Displays, and Email blasts among others. The marketing campaign of this program has created several UWEX records already in terms of lead generation and applications submitted in a single month.
- b. UWGB receives a \$7,000 marketing budget from UWEX for the entire year. That amount is to be spent on highly-targeted, localized promotional initiatives that do not overlap or interfere with Extension’s statewide efforts. Planned, local marketing efforts include: a press-release, three-stage email blast, social, media campaign, advertising in local business publications, and development of a program brochure.

Master of Science in Sustainable Management

The online Master of Science in Sustainable Management is a collaborative effort of five University of Wisconsin System campuses: UW-Green Bay, UW-Oshkosh, UW-Parkside, UW-Stout, and UW-Superior.

Enrollment in the Sustainable Management program is projected to be 36 students in 2015-2016 which is an increase of 25 students compared to 2014-2015. Total enrollment projected for the 2016-2017 academic year is 40 students.

Recruitment efforts during 2015-16 include the following:

- a. UW-Extension marketing efforts include national marketing for the program which is accomplished through a highly sophisticated digital campaign. Follow up with prospective students is handled by CEOEL staff until they select a “home” campus and enroll in coursework.

- b. The SMGT has a local annual marketing budget of \$7,000. These funds are used for direct mailings to alumni in appropriate disciplines, print ads in publications such as the NEW North Mid-Year Report.

Master of Science in Nursing Leadership and Management in Health Systems

Enrollment in the Nursing Leadership and Management in Health Systems program is projected to be 36 students in 2015-2016 which is up 30% from 2014-2015 enrollment of 27. Total enrollment projected for the 2016-2017 academic year is 40 students.

MSN-LINC Initiatives

- a. Implement new prospect follow-up process using CRM software. Process includes four scheduled emails with progressive information for first three months following initial inquiry date by each prospect. The process also includes three emails to prospects who inquired within previous 18 months sent early September, October and November for Spring recruiting and early April, May and June for Fall recruitment.
- b. At the end of each semester, new UW-Green Bay BSN graduates will receive an email congratulating them on reaching BSN and recruiting them for MSN.
- c. BSN program alumni will receive a recruitment message with annual Alumni Newsletter.
- d. Partner relationships with health care systems will be explored using employer contacts from MSN graduates and students.
- e. Partner relationships will be recruited with hospitals/health care systems/employers of nurses in California, Connecticut, Iowa, Illinois, Massachusetts, Michigan and Minnesota in addition to Wisconsin. (The identified states are states from which we have good BSN student recruitment.)
- f. Continue electronic and hard copy of ads placed in nursing publications in 32 states with web based publications available across the United States.

NON-DEGREE STUDENTS - UNDERGRADUATE

College Credit in High School (CCIHS)

Legislative actions in the past two years has significantly impacted concurrent enrollment in Wisconsin. Initially, students/parents were responsible for paying the cost of tuition in order to receive college credit. "Course Options" legislation then placed the cost with Wisconsin school districts. Then in the 2014-15 school year, the UW System paid for the credits associated with this program. This resulted in an increase in the number of students who earned credits. On July 12, 2015, Course Options legislation was changed to restore payment responsibilities with students/parents. Due to these drastic changes, the development of new courses has been limited. The 2015-16 school year should provide a more stable environment and allow us to promote new courses.

The 2015-2016 school year goal is 800 student enrollments earning 2,400 credits. Specific initiatives to achieve these goals include:

- a. Cultivate new partnerships to increase CCIHS offerings in high school around Wisconsin.
- b. Increase available offerings by working with additional campus departments who do not currently offer CCIHS classes.

Off-Campus Specials (Educators)

Educator re-licensing and how they progress on salary scales has changed dramatically for PK-12 educators in Wisconsin over the last several years. PI 34 eliminated the requirement for educators to earn university credits for their five-year license renewal. Therefore, the number of practicing PK-12 educators seeking university credits for their professional learning experiences has dwindled drastically. Nevertheless, pockets of need still do exist from educators who have been grandfathered in under the law who can still utilize university credit (undergraduate level credit satisfies this provision) for their educator license renewal.

Our goal for the 2015-2016 school year is 80 student enrollments in off-campus undergraduate course offerings.

Specific initiatives to achieve this goal include:

- a. Identifying and establishing new partnerships while maintaining existing partnerships with area schools who are seeking undergraduate level course opportunities for their staff for professional growth.
- b. Developing and delivering customized undergraduate course options in response to expressed professional development needs of area PK-12 school districts.

International Students - Exchange Visitor Programs (J-1 Visa Holders)

The goals for J-1 visa holders are 25 enrollments for fall 2016 and 7 enrollments for spring 2017. Specific initiatives to achieve these goals include:

- a. IREX UGRAD – Pakistan Application
- b. IREX UGRAD Application
- c. Muskie Application
- d. Kosovo Undergraduate Exchange Application
- e. Tunisia UGRAD Application
- f. IIE/BSMP Application

International Students - Intensive English Program

Goals for the Intensive English Program are 10 students for summer 2016, 10 students for fall 2016, and 10 students for spring 2017. Specific initiatives to achieve these goals include:

- Material Update – Website, Brochure, Translations
- Cultivate Current Agency Contacts and Develop New Partnerships
- IIE/BSMP Applications
- Pursue Tokyo Metropolitan Government Opportunities
- Pursue Proyecta 100K
- Pursue Gulf State Scholarship Programs/Possibly visit consulates in Washington D.C.
- Local High School Contacts
- Explore/Cultivate SACM
- Attend ICEF Fair in Miami

NON-DEGREE STUDENTS - GRADUATE

Alternative delivery, off-campus (through OAA)

Our goal for the 2015-2016 school year is 300 student enrollments in off-campus graduate courses delivered in response to school district requests.

Educator re-licensing and how they progress on salary scales has changed dramatically for PK-12 educators in Wisconsin over the last several years. PI 34 eliminated the requirement for educators to earn university credits for their five-year license renewal. Furthermore, Act 10 resulted in a change in how teachers are compensated for professional learning in many school districts in our state -- no longer are many school districts recognizing graduate-level course work for increases on the salary scale. Therefore, the number of practicing PK-12 educators seeking university credits, particularly graduate-level credits, for their professional learning experiences has dwindled drastically. Nevertheless, pockets of need still do exist of school districts who are recognizing graduate level credits for professional learning courses translating in more teacher pay.

Collaborative Recruitment Efforts

Many recruitment initiatives require collaboration among individuals outside the Office of Admissions and the Enrollment Services division. To maximize the impact of the resources devoted to the recruitment process, several support teams have been established to generate ideas for recruitment initiatives, trouble-shoot issues that arise, and function as standing working groups to support the institution-wide recruitment process. These teams include individuals from throughout Enrollment Services and in many cases outside of the Division as well.

Student-Athlete Support Team

This Team will meet monthly to address issues such as (1) pre-admission screening processes for potential student athletes; (2) coordination between Athletics and Enrollment Services throughout the student athlete recruitment process; (3) Academic Advising – major selection; registering for classes; (4) academic support, e.g., tutoring, remedial classes, etc.; (5) career counseling and information. Team membership includes representatives from Athletics, Academic Advising, Registrar, Admissions and GBOSS.

Underrepresented Student Recruitment Team

This Team will support the recruitment process by developing ideas and carrying out efforts to recruit underrepresented students. The Committee includes representatives from TRiO/Upward Bound, the Phuture Phoenix Program, the American Intercultural Center, the Admissions Counselor assigned to local high schools and other Admissions staff, and Academic Advising.

Academic Advising Working Group

This Team will focus on developing ways to coordinate the academic advising process across divisions. This group will be continuing some of the work begun by the recently formed Academic Advising Task Force. Committee representation will include Academic Advising, Adult Degree, GBOSS, the AIC, and academic advisors from specific academic programs.

Data Analysis and Communication Team

This Team will be charged with the development of enhanced data reporting capabilities and creation of dashboard-style applications to enable timely and accurate analyses of our institutional recruitment efforts. To promote the concept that recruitment is a university-wide effort, special consideration will be given to establishing a system of regular, campus-wide communications.

Transfer Student Team

This Team will look at several related issues including the transfer student orientation process, credit evaluation process, coordination of recruitment/advising efforts, as well as program-to-program and inter-institutional credit transfer agreements.

Institutional Enrollment Steering Committee

This Committee is responsible for the preparation of the annual UW-Green Bay Institution-Wide Recruitment Plan and all aspects of its implementation. The committee will be composed of Enrollment Services staff, chairs of any working groups established as part of the annual recruitment process, and, as appropriate, individuals from other operational areas responsible for recruitment of students.

August 17, 2015

UC Chair Report - Nov 2, 2015

1. Campus Carry – Resolution passed at special Faculty Senate Meeting.
 - a. Resolution published on campus and forwarded to the Committee on Legislative Affairs for forwarding to our representatives in Madison.
2. Campus reorganization to a four college administrative structure.
 - a. The UC drafted a resolution endorsing the proposal and it will be a new business item at the next faculty senate meeting.
3. The transition to a 24-credit workload.
 - a. The UC has requested proposals from the budgetary units for how the different ways that instruction is performed on the campus is considered towards workload. We expect that information soon.
 - b. Once collected we will try to identify aspects that are common across budgetary units and the aspects that are unique to the different academic programs and to draft a workload policy that addresses both. We will distribute the draft policy to the appropriate administrative and governance units, make appropriate changes and then bring to the Faculty Senate for their revisions and approval. This will most likely spring business for the Senate.
 - c. **Question of style.** Three basic types of faculty workload policies are common. The UC is requesting direction as to what type of workload policy should be proposed.
 - i. A formula based policy. This type of policy would have a series of equations that would make an adjustment of course credit hours, to teaching load by taking into account any and all differences in the types of instruction being delivered. Every credit generating teaching activity would be considered in some way towards faculty workload.
 - ii. A general all campus policy. This type of policy would address the most common types of instruction performed by faculty members that generate student credit hours and have policies in place for the consideration of these activities towards faculty teaching loads. The major difference between this kind of policy and the formula based policy is that this type of policy has fewer adjustments for the different types of teaching and therefore softer targets for load expectations. Banking systems for non-formal course instruction are common and not everything is addressed as part of teaching load
 - iii. A unit-by-unit policy. Basically a policy that states that the diversity of the university is so great that teaching loads must be determined at the unit level with the blessing of a dean.
 - d. Within each of these policies would be statements regarding what non-teaching activities would be given reassignments from teaching.
4. Yearly performance reviews and policy for merit adjustments
 - a. This is important, and is something that I would like to address once the workload issue has moved out of the UC. We currently have a policy that addresses “Star” adjustments. Not many people know of this policy because it seemed to have been lost during the last administration. It was an administrative policy and to my knowledge was not approved by faculty governance. I think it may be a good

starting point for a policy going forward, but I would like to see that it is reviewed and approved by the faculty senate.

5. Base budget adjustments from current one-time funds
 - a. We have had discussions with the provost regarding this issue and since the basic requirements for using merit considerations for making salary adjustments may not be able to be done fairly across campus, we have encourage the Provost to work with the Dean to identify the best use of these funds.
6. Graduate Studies Council
 - a. Request to reform as a council that has parallel duties as the AAC. The proposal would have the AAC have jurisdiction over undergraduate courses and programs and the reformed GEC to have jurisdiction over graduate courses and programs.
 - b. The UC is supporting the proposal and will bring code change once the campus reorganization question is settled, as the language in the code will need to reflect our academic structure.
7. Qualifications for faculty and teaching academic staff
 - a. A HLC issue. We should have a document that states what are the minimum academic credentials for faculty and teaching academic staff. The draft document that I shared with the provost's office identified a problem with the credentials of the faculty who teach in the CCIHS program. We are now working with the HLC and the directors of the CCIHS program to find a solution. Once that is finished, we will have a policy statement to bring to the senate for their endorsement.

November 11, 2015 - Faculty Rep report

1. Faculty Retention & Turnover

- Fac Rep from UWW & UW colleges are developing a survey regarding faculty retention & turnover for distribution among UW Faculty and Academic staff.
 - Quantitative (Qualtrics) & Qualitative interviews
 - Spring 2016
 - Existing data collection methods
 - Reps to determine existing practices on campuses for exit interviews including who, how conducted and where data is reported.
 - David Miller, UWS VPA & Shenita Brokenburr- UW System HR discussed System HR perspective
 - “Retention is Vital to the functioning of the System”
 - Are we losing faculty to direct peer institutions (apples to apples), what is the % change in salary (when salary is the reason)
 - Retirement- early retirement d/t current politics/policy vs. planned retirement
 - Looking at current data.
 - No uniformity across system
 - Data shows tenure track (untenured) faculty are leaving to a larger extent.
 - Interested in **turnover AND recruitment issues**
 - Relative size of pools of candidates for positions historically and current (In the aggregate)
 - Possible follow up with candidates who turned down offers
 - One problem is there is no system-wide talent management system in place in the system.
2. **Tenure Task Force**- continuing their work but draft language is not yet available.
- Regent Behling had 3 meetings with healthy discussion; trying to come up with draft legislation. Currently laying out priorities with guidance for those who will draft the legislation. Next meeting will review updated list of recommendations. “Goal is to match with AAUP guidelines”
 - **Campus input will be sought in January.**
 - Post-tenure review- want consistent approach for example, every 4 years. Gives faculty time to remediate if performance is not meeting expectations.
- **Faculty application trends**- UW LC, UW Superior, UW-O- seeing fewer applicants and lower caliber of applicants. Often 1st & 2nd offers are declined. Some conversation about grad programs cutting back on PhD student numbers.
 - **Combining Colleges & Streamlining**- UW Milw. Is looking at reducing the number of colleges to gain efficiencies (8 to 6). Support among administrators and faculty for this.
 - **Program Closings**- UW Superior has seen programs eliminated; UWEC is starting to look at program closures
 - **Dept. Chair Evaluation Process**- UW-S solicited input re. UW practices for dept. chair evaluation.

- UW-Madison College of Letters and Science evaluates dept. chairs annually and provides input to Dean; UWW, UWSP- Faculty meet with Dean to give feedback on the chair; UWEC, UWRF are not evaluating chairs; UW-O evaluates dept. chair every 3 years.

Joint Session- All Reps

- **WRS Changes**-2 pieces of legislation
 - raising retirement age from 55 to 57 (for those under 40), those older than 40 will be grandfathered.
 - Average of top 5 years (vs. 3).
 - Anticipate if doesn't pass this session, it will likely pass next year;
 - Wonder impact on recruitment & retention.
 - ? How will this impact those who are vested in WRS? No board position at this time but could argue to amend legislation grandfathering those who are vested in the current system.
- **UW System Strategic Planning Progress**- meetings have concluded and a group is meeting on Nov. 11th to look at themes in data.
- **Concealed Carry Bill Update**- neither chair (Senate or House) seems interested in moving the bill forward at this time (as of today).
 - Expect hearing in both houses but at this time no real momentum.
 - If anyone speaks to this legislation, Jeff Buhrandt- Director of State Relations, suggests we avoid issue of anti-gun vs. pro-gun but rather talk about administration of the legislation- too complicated, let university decide on their own. Authors of legislation have acknowledged the complication of rolling this out.
 - ? from Student rep-if bill moves forward, how would they deal with res halls so that roommates are aware of concealed carry permit/gun in room etc.
- **Tuition Setting Taskforce Update**- provide clarity how tuition will be set once tuition freeze goes through final phase.
 - Looking at national trends, affordability, to make recommendations for broad framework for setting tuition on campuses. Considering Program array, institutional efficiencies, affordability
 - Segregated Fee working group also looking at impact on tuition. What kinds of similarities should we have; allocable vs. non-allocable