Executive Summary

The proposal is to establish a new College at the University of Wisconsin-Whitewater at Rock County with the proposed name of the College of Integrated Studies. This new College will house the AAS, BAAS, and collaborative degrees in Nursing, Engineering, the online AAS (should UW-W choose to participate), and other programs offered there in the future. The College of Integrated Studies will have one department that houses three Academic Areas (Arts and Humanities, Natural Science and Mathematics, and Social Sciences) that will manage the curriculum. A new curricular prefix (or element of the prefix) will be created for all UW Colleges courses that will be offered by this new College. Over time, the goal will be to align all courses at the branch location with UW-W courses and programs. This includes the AAS, BAAS and other degree options.

The proposed administrative structure will be similar to other academic units at UW-W with a dean and department chair but with the addition of area coordinators for each of the academic areas listed above. The dean will serve as the designated campus administrator and have oversight for administrative, budget, hiring, program quality, and community relations. An associate dean will have responsibility for campus administrative functions and student services. A department chair will have responsibility for academic programs, personnel review, and department operations.

This new College will significantly enhance UW-W's access mission that “is a national and international leader in providing transformational and empowering educational experiences.” The aligned curricula will enhance the ability of students to transfer into four-year degree programs at UW-W while maintaining smooth transfer to other UW System institutions. In addition, the coherent college structure will allow the branch campus to function as a cohesive unit to offer the specified programs as well as to be eligible for federal and other grant funds that are only available to two-year colleges. It will be responsible for the AAS, BAAS and other access-oriented and collaborative degree programs that are specific to the branch campus in addition to collaborating with the academic colleges and departments of the main campus to expand program offerings to Rock and nearby Counties.

This proposed structure was developed based on information gained from the work of various UW-W/Rock County restructuring working groups, UW-W and Rock County listening sessions, joint meetings between UW-W and UW-Rock County faculty, and other conversations with UW-Rock County faculty, staff and administrators. This proposal format is based on the University of Wisconsin-Milwaukee Faculty Document No. 3141, March 15, 2018. This proposal will be reviewed by the UW-W/Rock County Joint Restructuring Committee, UW-W Faculty Senate, the Rock County Collegium and other governance groups.
Unit Identification
Title and location of the unit: The College of Integrated Studies located at the Rock County branch campus of the University of Wisconsin-Whitewater.

Timetable
Effective July 1, 2018; ongoing from this date forward

Transition Plan
Curriculum for the 2018-19 academic year will be that of the UW Colleges, but course and program offerings beginning in the 2019-20 academic year will be those of the new College. Appropriate academic support and other activities related to curriculum will continue as currently offered by UW Colleges with existing personnel, throughout 2018-2019. During the 2018-2019 academic year, the appropriate organizational structure and committee structure for decisions around curriculum and academically-related programming and support will be established to work within the UW-W committee and governance structures. During the 2018-19 academic year, curriculum mapping will occur with the goal of alignment by the 2019-20 academic year.

Purpose of the new college
The formation of a new academic College within UW-W will serve as the home for the designated Integrated Studies and professional programs, such as the AAS, BAAS and collaborative degrees. It will offer courses in traditional, hybrid and online formats to achieve degree goals. The degrees include the General Education breadth courses as well as courses that provide foundational requirements for transfer to many majors available at UW-Whitewater and other UW System universities. The faculty, curriculum, and related academic programming and support that will make up the College of Integrated Studies are already in place at the branch campus, which is currently a branch campus of the UW Colleges.

The College of Integrated Studies will provide access to the first two years of higher education to those who are in the Rock and surrounding counties area or desire a smaller campus environment for their initial higher education experience. Students who begin their higher education studies in the College of Integrated Studies will build a solid foundation for matriculation into a variety of four-year degree programs at UW-W or other UW institutions of their choosing. They will also be able to enroll in and complete a B.S. degree in Nursing through collaborative degree program with UW-Oshkosh and Blackhawk Technical College or a B.S. degree in Electrical or Mechanical Engineering through a collaboration with UW-Platteville. This new partnership will benefit UW-W by providing clearer and stronger pathways for students to prepare for transfer to UW-W degree programs.

Organizational Structure
A structure is proposed with a new constituency of the College of Integrated Studies. This new College will be lead by a dean and consist of one academic department with three academic areas as currently exist in the form of “divisions” at the Rock County campus (see Organizational Charts in Appendix A). The name of the academic department could reflect the
disciplines (e.g., The Department of Arts, Humanities, Mathematics, Natural and Social Sciences).

The dean of the new College will be responsible for administration of the new College as well as for Continuing Education programs across the branch and main campuses. This will allow for independent administration at the new College as a branch campus but also for enhanced coordination of community and continuing education programs, including summer camps, conferences, credit outreach, domestic travel study, adult student services, English Language Academy, and Summer and Winterim course offerings. The dean will serve as the designated campus administrator and have oversight for administrative, budget, hiring, program quality, and community relations. An associate dean for administration and student services will have day-to-day responsibility for campus administrative operations and a variety of student services. A department chair will have responsibility for academic program offerings, assignment of faculty workload, program and course quality, faculty & staff evaluations, assessment, audit & review, recruiting/outreach, and other typical department chair functions.

The following principles were used in the development of this organizational structure:

- Prioritize a structure that will ensure student success
- Use information gathered from UWW/RCK restructuring working groups, restructuring listening sessions, joint meetings of UW-W and Rock County faculty, other meetings with UW-W and Rock County faculty, staff and administrators
- Create a structure that meets HLC branch campus criteria
- Conservative use of available funding
- Capitalize upon existing talent as much as possible
- Align structure with current UW-W administrative, student services and academic structures and enabling compliance with UW-W Faculty Personnel Rules for hiring, promotion and tenure.

A branch campus as recognized by HLC is geographically apart and independent of the main or home campus of the institution and has all or most of the following five attributes:

- Offers courses in educational programs leading to a degree, certificate, or other recognized educational credential (Campuses offer at least one, but typically multiple, degree programs.
- Is permanent in nature (Campuses typically have a permanent physical structure)
- Has its own faculty and administrative or supervisory organization (Campuses typically have a body of faculty associated with that facility. That body of faculty should have some responsibility for the oversight of curriculum at the facility. It may also have responsibility for development of curriculum there and/or shared responsibility for development of curriculum across the institution.)
- Campuses typically have an administrator or administrative team on site that oversees operations at the facility (Has academic resources and support services for students that include library, laboratories, business operations, admissions, advising, and registrar/records maintenance housed on this location; Campuses typically provide academic resources, advising and other services to support students attending that
facility. Campuses may also have their own accounts receivable, human resources, and other functions supporting the business and personnel at that facility.)
• Has its own budgetary and hiring authority (Campuses typically have designated budget.)

The coherent college structure will allow the branch campus to function as a unit to offer specified degree programs as well as to be eligible for federal and other grant funds that are only available to two-year colleges. This could be tremendously advantageous to both the branch and main campuses. The College of Integrated Studies will be responsible for the AAS, BAAS and other access-oriented and collaborative degree programs that are specific to the branch campus in addition to collaborating with the academic colleges and departments of the main campus to expand program offerings to Rock and nearby Counties. This structure will also allow for the continuation of faculty and academic staff workload and pay structures that are in alignment with the reduced tuition requirements for programs offered at the branch campus.

The library at the new College will report directly to the Director of the Library at UW-W.

Currently, the UW-Colleges academic departments exist statewide, across the thirteen campuses, for each discipline (e.g., English, Mathematics, etc.). With the joining of UW-Rock County with UW-W, there will not be sufficient numbers of faculty to maintain discipline-based departments. Overall there are 60 total faculty and staff FTE, with 20 faculty FTE. Therefore, the College of Integrated Studies will create one new department that consists of academic areas representing their existing three interdisciplinary Academic Areas: Humanities, Natural Science and Mathematics, and Social Sciences. Each academic area will have a designated Academic Area Coordinator who will serve in the same capacity as existing divisional leaders. This structure will allow the new College to take advantage of pre-existing working groups and practices to continue the strong interdisciplinary working relationships that already exist.

Promotion and tenure guidelines will be created for the new College to follow UW-W personnel rules with approval by the UW-W Faculty Senate and the Chancellor. The departmental structure will allow for appropriate review of faculty Purple Books and the dean will function to review faculty personnel files as is required in existing UW-W Faculty Personnel Rules. Overall, this structure will provide appropriate department and college tenure homes for faculty members at the University of Wisconsin-Whitewater at Rock County branch campus, subject to final approval by the UW Board of Regents. In addition, mechanisms for new College faculty to participate in UW-W disciplinary departmental activities will be worked out during the 2018-19 academic year so that faculty can have a disciplinary departmental affiliation for curriculum development, scholarly and creative activities as well as other community-building activities across the two campuses.

This structure also allows UW-W to maximize the use of existing administrative FTE and conservatively use funding provided by UW System to support the new College. The new College Dean position utilizes one UW-W Administrative FTE from the Dean of the School of Graduate Studies and Continuing Education (SGSCE) at UW-W and 50% salary for this position.
obtained from UWC additional funds (see Appendix B). There is currently an administrative support staff position at Rock County that carries out a variety of support functions across the administrative, student services and academic functions. Future administrative support functions will be evaluated in the future.

**Impact on UW-W Campus Mission**
The missions of the UW Colleges and UW-W are already strongly aligned with both committed to access and serving students from a variety of different ethnic, socio-economic, identity, ability, and preparation backgrounds. Both are also committed to serving the state and the communities of southern Wisconsin by providing high quality educational programs that lead to productive lives and successful careers. A revised UW-W mission statement will articulate the shared commitment of the new branch campus with UW-W (being developed by the UW-W Strategic Planning and Budget Committee with subsequent approvals by campus governance groups). We believe that this will enhance the opportunities that UW-W to expand its access mission to more people in the southern region of Wisconsin as well as northern Illinois. Given the commitment of both the new College and UW-W to the principles of LEAP and Inclusive Excellence, and to providing High-Impact Practices (HIPs) to all students, we believe that this new partnership will result in increased post-secondary credential attainment in the southern Wisconsin and northern Illinois region.

**Curricular codes for UW Colleges courses offered by the new unit**
Curricular codes for UW Colleges courses will be transferred to UW-W under the College of Integrated Studies, with a pre-fix to identify these courses as those offered within in the new College at the branch campus. A UW-W/RCK working group is engaged in a process of creating a curriculum “cross-walk” for all courses to be offered within this new College (previous UW-Colleges courses) with UW-W courses. Many of these courses already transfer as equivalents into UW-W. It is expected that this phase will be completed in 2018-19, the first year of existence of the College of Integrated Studies.

**Academic Programming Impact at the new College**
The new College will continue to offer current degree programs (AAS, BAAS), collaborative degrees with other UW universities (BS Nursing, BS Engineering) or programs that prepare students to enter appropriate programs at UW-W. The new College may also choose to participate in the online collaborative AAS degree. In addition, existing or new UW-W programs may be offered at the Rock County branch campus location, in collaboration with UW-W faculty and academic departments. A joint working group of faculty, staff and administrators is currently conducting a curriculum cross walk to improve articulation of courses for transfer to UW-W degree programs. The existing UW Colleges AAS degree will be offered during the 2018-19 academic year. During this time, College of Integrated Studies faculty will work with UW-W faculty to develop AAS and BAAS curricula that take advantage of the strengths of the branch and main campuses.

The College of Integrated Studies will offer Developmental Education programming that includes prerequisite or co-requisite courses to speed a student’s progress to and through the
first credit-bearing college courses in Math and English. The College will also offer appropriate academic support for both Developmental Education programs and other credit-bearing entry-level courses. These elements of the Developmental Education program are already in place at the UW-Colleges branch campus at which the College will be located.

The College of Integrated Studies will also offer other academic programs already in existence at the UW-Colleges Rock County branch campus, e.g., First-Year Experience, Honors, Service Learning, TRIO, and Undergraduate Research. The new College faculty currently offer many dual enrollment courses in collaboration with Rock County high schools, as well.

**Student Services Programming Impact at the new College**

Current student services will continue to be offered at the new College, such as Admissions, Registration, Campus Previews/Tours, Academic Advising, Placement Testing, Student Life & Events, New Student Orientation, Tutoring, Veteran’s Services, Mental Health Counseling, International Programs, Academic Appeals, etc. To ensure that the ongoing delivery of student services at the new College are well supported, a joint working group comprised of Rock County Solution Center Staff and Student Affairs and Enrollment Services staff from the receiving campus have been and will continue to meet on a regular basis.

**Impact on UW-W Academic Programs**

The College of Integrated Studies will provide a clear and direct pipeline into a variety of UW-W’s four-year degree programs. In addition to the general education core courses that are part of a student’s first two years, they will also be able to enroll in other courses that articulate with four-year degree programs in math, science, business, education, social science, and the arts. The curriculum crosswalk that is currently being developed jointly by UW Colleges Rock County faculty and UW-W faculty will contribute to a clearer map that will help students better prepare for success in their chosen four-year degree program. This work is expected to be completed in the 2018-19 academic year.

It is anticipated that the impact of the College of Integrated Studies on current UW-W enrollment and tuition will be minimal. Final tuition structure decisions are pending UWSA-level action. One of the objectives of the restructuring was to continue “existing tuition levels post-integration for courses currently offered at the two-year institutions” (see: [https://www.wisconsin.edu/uw-restructure/frequently-asked-questions](https://www.wisconsin.edu/uw-restructure/frequently-asked-questions)). A variety of models are being considered.

One such model would establish a tuition and course enrollment structure in the new College that would only be available to those students who have been accepted to the degree programs (AAS, BAAS, Nursing and Engineering) currently offered in the new College. In this model, UW-W students enrolled in four-year programs would not be eligible to enroll in courses offered in the new College unless they apply for special student status there. Tuition bills would be separate for any courses taken in the new College. Therefore, the tuition plateau would not apply to combined credits. In effect, the ability for UW-W students to take courses at the lower tuition rate in the new College will be the same as it was before the restructuring. It is
anticipated that, in the future, courses that count towards four-year or graduate degree programs at UW-W may be offered at the new College location. In that case, four-year or graduate tuition would be charged for students taking those programs. All of this is pending final recommendations from UWSA on the tuition structures.

Given that first-year and general education/core courses are an important source of revenue in UW-W’s other colleges it will be important to assess the impact of the restructuring on these offerings as the new partnership is implemented. There will continue to be substantial financial incentives for students to begin the AAS degree at a lower tuition rate in the new College and later transition into the BAAS at the new College or into BA, BS, BSE, or BBA degrees at UW-W’s campus. Even though that is possible now, it may become easier once students are able to apply to change their major rather than apply as a transfer student to what was a separate institution (UW-W).

To ensure that the restructuring does not adversely impact UW-W’s first-year and general education/core courses, enrollment patterns will be monitored and reported to appropriate administrators and governance bodies annually for the first four years after the joining.

Other programmatic impact of proposed action (e.g., Advising, Outreach, Technology Utilization, Distance Education, Accreditation)

The UW-College at Rock County is currently engaged in distance education with faculty having expertise in a variety of modalities including point-to-point, node, online, and flex options. This provides opportunities to expand our reach well beyond the southern region of Wisconsin. Several current UW Colleges Rock County faculty teach in the existing online AAS degree as well.

Impact of Resource Utilization within the unit

For the 2018-2019 academic year, UW System will maintain current funding levels that will support the College of Integrated Studies’ activities. Nearly all of the faculty and staff proposed for the new College currently exist in some form of employment, except those who currently function in regional appointments. The local new College budget (currently the UW Colleges Rock County local campus budget) will be held in a UW System “holding company” for the 2018-19 academic year in order to provide seamless payroll and other HR services until employees can be transferred to the UW-W HRS system. UW System is providing an additional allocation to provide for an administrative structure and hire additional staff required to augment services at the new College. The current UW-College Rock County branch has its own Foundation that is dedicated to raising funds for that branch campus. The majority of funds raised are for scholarships for students.

Note that the implementation of the proposed staff, budget, and other planning elements contained here is subject to UWS funding allocations transferred to UW-W and the relevant new College budgets. See Appendix B. Branch Campus Budget Information.

Impact of action on utilization of space, facilities, and infrastructure
The College of Integrated Studies will be located at the current UW Colleges Rock County location. The facilities there are owned and operated by Rock County, including funding for large infrastructure projects, new buildings, and ongoing maintenance and improvements.

The Rock County branch campus was originally built as a full-service free-standing campus and houses a library, academic support services space, student advising space, teaching labs, classrooms and lecture halls, and sports facilities in a variety of sizes that adequately support the enrollment and academic programming that will be available within the new College. There is room for both programmatic and enrollment growth at the Rock County branch campus; Fall 2017 enrollment was 932 headcount (661 FTE), which represents a 27.6% decline in headcount (24.5% decline in FTE) from its historical high in 2011 (1288 headcount/876 FTE).

Of note are the specialized engineering labs and classrooms that were funded by generous donations from the community. We anticipate fuller utilization of these facilities with a renewed collaboration with UW-Platteville, including support for new equipment and faculty to provided needed resources to assist in degree completion. An MOU is currently being developed between UW-W and UW-P to make clear the terms of this collaboration in service to students.

The Nursing degree relies on clinical facilities at Blackhawk Technical College as well as upper level course work options offered by UW-Oshkosh in the BSN@Home program. The latter does not require any facilities at the Rock County branch location.

**Services provided to the Branch Campus from the Main UW-W Campus:**
The main UW-W campus will provide a variety of services to support/enhance services provided by UWSA centrally or on the Rock County branch campus in order to ensure smooth operations and a positive student and employee environment.

**Impact of proposed action on program support (e.g., extramural research support, etc.)**
Currently, there is limited support for grants management (including grant submission) for faculty and staff at the branch campus. What is available is the responsibility of Central Office UW Colleges administrators in academic and finance. Although grant activity is currently very limited and it will most likely be programmatic in nature, it will be important to ensure that UW-W grant management staff have capacity to take on some additional work.

**Impact of personnel in the unit**
Staff teaching, scholarship, and service workloads will be set according to the current practices of the UW-Colleges. In 2018-2019, all staffing will remain as it currently exists. Starting in 2019-2020, the College of Integrated Studies will be subject to the same central decision making processes as other UW-W schools and colleges.

**Impact of proposed action on students**
Currently, students at the Rock County branch are pursuing the Associates of Arts and Sciences degree, with a few pursuing the BAAS degree, the collaborative Nursing and Engineering
degrees or the online AAS degree. UW-W will be applying for HLC approval to offer the AAS and BAAS programs through the new College so that current students can continue their academic progress.

It is believed that AAS degree students will be retained and complete their degree at a higher rate than is currently experienced because they will see a clear pathway to a baccalaureate degree at UW-W. The development of degree pathways that are closely aligned with the most popular four-year degree programs at UW-W will further provide a clear pathways to the baccalaureate.

It is expected that the College of Integrated Studies will develop new lower division courses that do not currently exist to meet the requirements for four-year majors that align with faculty expertise and are of interest to our community constituents. This will provide students with a wider array of options not only for course offerings, but also for baccalaureate degree pathways. In addition, we anticipate that collaborations between the new College faculty and UW-W faculty will result in other course and program development.

Students pursuing the associate’s degree will also benefit from the supportive environment that currently and will continue to exist within the new unit. These elements are integrated on the branch campus site so that students have a holistic network of support that will be continue to be offered within the new College. The new College structure will provide the flexibility needed to develop new courses such as new freshman transition courses that will support the students within it.

Impact on students outside the unit (courses needed for other majors, etc.)
One hundred percent (100%) of the faculty who will join the College of Integrated Studies have doctoral degrees or terminal degrees (Ph.D., D.M.A., and M.F.A.) in their disciplines and all are required to participate in scholarly activity, including research in their discipline. These faculty provide a potentially expanded pool of upper division or graduate course instructors, mentors in undergraduate research or other HIPs including community-based learning and travel study. The College of Integrated Studies faculty, working closely with affiliated departments in other Colleges, may have opportunities to serve on graduate committees or advise graduate students.

Plan for how students will matriculate after change (alternatives being offered and timeline for existing students to graduate)
Students will be able to complete any degree program in which they are currently enrolled and will be UW-W graduates beginning in August 2018.

Plan for assessing proposed outcomes
The UW Colleges current assessment model operates at the AAS degree and discipline levels. At the Associate of Arts and Science degree level, the institution regards the following areas of proficiency to be of primary importance in the education of its students: Analytical Skills, Quantitative Skills, Communication Skills, Aesthetic Skills, and Intercultural Skills.
Degree-level assessment is implemented at the existing department level with the development of common tools and assessment assignments. Results are reported through department chairs to the Provost’s Office. Assessment assignments measure the five institutional proficiencies on a rotating cycle. Results inform teaching, learning, and curriculum decisions for each department at the AAS program level. Discipline-level assessment occurs through academic department assessment of department/program-specific learning objectives. Department/program-specific learning objectives are congruous with the five institutional proficiencies. Like degree-level assessment, department/program-specific assessment of learning objectives inform teaching, learning, and curriculum decisions for the discipline.

During the transitional phase, the current UW-Colleges assessment model will be in place for 2018-19. Changes to the assessment model will be directed by departments and academic leadership in consultation and with approvals of requisite governance at the new College and appropriate committees at UW-W.
Appendix A: Organizational Charts

Dean (1.0),
College of Integrated Studies and Continuing Education*

- Continuing Education (WTW & RCK)
- Associate Dean (1.0), Administrative & Student Services
- Chair (0.5), Academic Department

  - Natural Science & Mathematics (Coordinator)
  - Social Sciences (Coordinator)
  - Arts & Humanities (Coordinator)

* This title reflects both responsibilities: Oversight of the College of Integrated Studies and the combined offices of continuing education at Whitewater and Rock County. The order in which the responsibilities are listed as well as the name of Continuing Education may change in the future.
Appendix B: Branch Campus Budget Information

The following pro-forma is a projection of the UW-Whitewater and UW-Rock budgets based on FY18 Budget (not actual expenses) and is a projection of what the budget might look like in the future. It is based on flat enrollment and expense estimates and therefore the actual results may either be higher or lower than projected.

Some key information as to the fiscal health of the UW-Rock campus: The campus has no debt service on its buildings, which are maintained by the county at a standard much higher than many of the other Colleges. The Rock campus has a small tuition target shortfall of $60,000 which is being addressed through a redistribution of central funds. It is projected to have a slight increase in enrollment in the fall of 2018. The transactional functions such as invoicing, purchasing, payroll and other financial and human resource operations will continue to be completed by the Colleges central office until at least June 30th of 2019. The buildings will continue to be maintained by Rock County.

In addition to the UW-Rock central campus budget, note the figures highlighted in Red, these are the Regional and Central funds for FY18/19 and FY19/20. These funds were not part of the central campus budget prior to FY18/19, rather these funds were used to pay for Regional Staff and Central Services from which the UW-Rock campuses received services. The Regional Fund of $519,514 is currently available for hiring staff. The $861,757 Central Fund is not fully

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*At this juncture (January 2018), all adjustments are still to-be-determined.
available at this time, but rather will be released overtime as services from the Central Offices are transferred to the Receiving Campuses. Just recently a small amount of Central Fund in the amount of $53,482 was released for the purposes of recruitment. Note that the funding must cover both salary and fringe benefits.

The chart below identifies the current available funding, pending analysis of vacancies:

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<td>UW-W Budget (.25 of Salary Savings)</td>
</tr>
<tr>
<td>$ 460,586.00</td>
<td>$ 276,104.78</td>
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</tr>
</tbody>
</table>

Potential use of funds:

<table>
<thead>
<tr>
<th>Position</th>
<th>Department</th>
<th>Funding Amount</th>
<th>Salary Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean (part-time)</td>
<td>CAMPUS DEAN</td>
<td>$70,000.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Adm/Student Affairs</td>
<td>ASSOC CAMPUS DEAN &amp; STUDENT AFFAIRS</td>
<td>$107,000.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Dept Chair (part-time)</td>
<td>DEPT CHAIR</td>
<td>$20,000.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Student Services Staff</td>
<td>STUDENT SERVICES STAFF</td>
<td>$55,000.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Recruiter</td>
<td>RECRUITER</td>
<td>$55,000.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Facilities</td>
<td>DIR, PHYSICAL PLANT/M</td>
<td>$84,000.00</td>
<td>1.00</td>
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<tr>
<td></td>
<td></td>
<td>$391,000.00</td>
<td>5.00</td>
</tr>
</tbody>
</table>

Final use of funds will be decided by the Main Campus Chancellor.