

Committee Membership
UW-L Joint Planning and Budget Committee
2015-2016 FY

1. *Seven Faculty Members*

Martin Allen, CS-CSH (alternate for Monte)
Enilda Delgado, SOC-CLS
Peter Haried, IS-CBA
Jenifer Holman, LIB
Anne Galbraith, BIO-CSH/Faculty Senate VC
Eric Kraemer, PHL-CLS
Rebecca LeDocq, MTH-CSH, CONVENER

2. *Six Academic Staff Members*

Louise Janke, Financial Aid
TBD, ME-PD/ASC VC
Troy Richter, Residence Life
Douglas Salmon, Student Affairs
Diane Sasaki, International Education
Penny Tiedt, Continuing Ed

3. *Seven Administrative Members*

Julia Johnson, Dean, CLS
Robert Hetzel, VC for Admin & Finance (CFO)
Paula Knudson, VC for Stud Affairs/Dean of Students
Betsy Morgan, Interim Provost/VC for Acad Affairs
Laura Milner, Dean, CBA
Gregory Reichert, VC for Univ Advancement
Bruce Riley, Dean, CSH

4. *Two Classified Staff Members*

Karoline Auby, MTH
Brandon Harris, IT

5. *Four Student Representatives*

Molly Davies, Student Association Vice President, undergrad
Kaylee Otterbacher, Student Association President, undergrad
, grad
, grad

6. *Six Ex-Officio (non-voting) Members*

Sandy Grunwald, Interim Assoc VC for Academic Affairs
Catherine Lavalley-Welch, Library Director
Aaron Monte, Immediate Past Chair of JP&B Committee
(replacement for Mark Reeves?), Asst VC, Financial Services
Natalie Solverson, Director of Institutional Research
Marcie Wycoff-Horn, Director of School of Education
(Kristin Stanley, Budget Director)

UW-L Joint Planning & Budget Committee
Meeting Minutes, 23 September 2015, 1:15 PM
325 Graff Main Hall

Present: Martin Allen, Enilda Delgado, Peter Haried, Jenifer Holman, Anne Galbraith, Eric Kraemer, Rebecca LeDocq, Cynthia Carlson, Samuel Pierce (for Louise Janke), Chris Stindt, Maren Walz, Bob Hetzel, Julia Johnson, Paula Knudson, Betsy Morgan, Glenn Knowles (for Laura Milner), Bruce Riley, Karoline Auby, Brandon Harris, Molly Davies, Kaila Henry

Consultants: Sandy Grunwald, Catherine Lavalley-Welch, Aaron Monte, Natalie Solverson, Kristin Stanley

Absent: Troy Richter, Will Van Roosenbeek, Gregory Reichert, Kaylee Otterbacher

Recorder: Riley

1. Election of Chair – Rebecca LeDocq.

2. Election of Executive Committee:

Faculty member – Enilda Delgado
Academic Staff member – Maren Walz
University Staff member – Karoline Auby
Student member – Molly Davies
Dean member – Bruce Riley

3. The minutes from the 29 April 2015 meeting were approved.

4. Fall 2015 meeting dates were approved:

October 7th and 21st, November 4th and 18th, and December 9th

5. Chancellor's Update

- During the summer, the Budget Council met to develop recommendations on how the university might use the \$765,000 in restored (from the initial 2015-17 biennial budget reduction) funds. Health insurance changes influenced the formation of the recommendations. The recommendations were considered later in the meeting.
- Fall 2015 enrollment (head count) was 10,408 (down from 10,558 in fall 2014), resulting in a \$1.2 million shortfall in projected revenue. For the short term, reserves will be used to compensate for the revenue shortfall.

Fall 2015 freshman enrollment exceeded the 2,025 target but international student and transfer student enrollments were down. In addition, last year's graduation rates were higher than in the past, resulting in fewer returning students. Maintaining desired enrollment in the long term would be an ongoing priority.

- At the System level, discussions of the GPR funding formula are occurring.

6. CFO Update

- The search for a new Chief of University Police is underway, with a goal of having the new Chief on campus by spring semester.
- Building projects:
 - Making good progress on construction of the new student center, parking ramp addition, and new chiller plant.
 - The State Building Commission approved the new science laboratory building project and the CFA elevator and entrance renovation project.
 - Starting the design process for the Wittich renovation.
 - System is supportive of a new UWL field house (it is number 6 in the System's queue of building projects). Could possibly select an architect for the field house in March 2016. The selection of an architect for an associated soccer field complex could occur this November.
 - New residence halls at UW institutions are not supported by the legislature.

7. Detailed explanations of the 2015-17 Biennium Restored Funds Plan and the FY16 Compensation Plan were presented. Following robust debate, both plans were approved.

M/S/P To approve the 2015-17 Biennium Restored Funds Plan and the FY16 Compensation Plan as presented.
(19-yes, 0-no, 1-abstain)

8. Adjournment

Agenda

UW-L Joint Planning and Budget Committee

1:15 PM, October 7, 2015

325 Graff Main Hall

Present: Martin Allen, Enilda Delgado, Peter Haried, Jenifer Holman, Anne Galbraith, Eric Kraemer, Rebecca LeDocq, Cynthia Carlson, Louise Janke, Gregory Reichert, Chris Stindt, Bob Hetzel, Julia Johnson, Paula Knudson, Betsy Morgan, Laura Milner, Bruce Riley, Brandon Harris, Molly Davies, Kaila Henry

Consultants: Sandy Grunwald, Catherine Lavalley-Welch, Aaron Monte, Natalie Solverson, Kristin Stanley

Absent: Troy Richter, Will Van Roosenbeek, Maren Walz, Kaylee Otterbacher, Karoline Auby

Recorder: Stindt

1. The minutes from September 23, 2015 were approved.
 - They were amended to include correct spelling of Catherine Lavalley-Welch.
2. Chancellor's Update
 - There was further discussion of soft enrollment, currently 150 students short at 10,408, leading to a \$1.2 million shortfall.
 - GQA positions that are currently open, about 14, will possibly be held depending on enrollment targets for 16-17.
 - Enrollment Executive committee will be meeting to suggest targets.
3. Strategic Planning Discussion
 - Strategic planning discussion was moved to follow the Chancellor's update.
 - Discussion was had regarding who should lead the strategic planning, and there were 3 ideas from the Chancellor.
 - UW Office of Quality improvement and Jim Luke are two.
 - It was decided that the JPB Executive Committee will look at who will lead search, to be completed by December 1, 2015.
4. Provost's Update
 - Discussion of compensation changes for faculty in the 102 budget line, will not show up in November pay for those affected.
5. CFO's Update
 - Discussion of building updates, also JPB 101 will be coming in November for better understanding of budgeting process for those who are new.
 - Looking ahead to FY17, more cuts are possible and a 1% pay plan is best case scenario.
6. Revisions to JPB Committee Bylaws

- Changes to the Bylaws to reflect changes to new Dean of School of Education, as well as title change to University Staff.
- M/S/P 20-yes, 0-no, 0-abstain

7. New Business

- None.

8. Adjournment

Minutes

UW-L Joint Planning and Budget Committee

1:15 PM, November 4, 2015

325 Graff Main Hall

Present: Martin Allen, Enilda Delgado, Peter Haried, Jenifer Holman, Anne Galbraith, Eric Kraemer, Rebecca LeDocq, Cynthia Carlson, Louise Janke, Troy Richter, Chris Stindt, Willem Van Roosenbeek, Maren Walz, Chris Stindt, Bob Hetzel, Marie Moeller for Julia Johnson, Barbara Stewart for Paula Knudson, Betsy Morgan, Laura Milner, Gregory Reichert, Bruce Riley, Marcie Wycoff-Horn, Karoline Auby, Molly Davies, Kaylee Otterbacher.

Consultants: Sandy Grunwald, Catherine Lavalley-Welch, Aaron Monte

Absent: Kaila Henry, Brandon Harris

Recorder: Van Roosenbeek

Call to order 1:16pm

1. Riley moved to approve the minutes from October 7, 2015 meeting and Holman seconded it. Motion was approved.
2. Chancellor's Update
3. Strategic Planning Facilitator Recommendation
 - A. LeDocq contacted our peer institutions seeking recommendations for our Strategic Planning Facilitator.
 1. Ann Zanzig
 - a. Worked with multiple schools Parkside, Oshkosh and Eau Claire
 - b. Understands UW System and the State of Wisconsin
 - c. Not to exceed \$10,000
 2. Stephen Reno
 - a. Worked with Superior and Steven's Point
 - b. Lives in New Hampshire
 - c. \$30,000
 3. What does the facilitator do?
 - a. They help us structure, lead the process, document the process and keep us on track. We will have to do our homework too!
 4. The Executive Committee would recommend Ann for our Strategic Planning Facilitator
 5. Morgan moved to approve Ann Zanzig as our Strategic Planning Facilitator and Kraemer seconded. Motion approved
 6. Timeline? We would try to be ready for January 2016. It is helpful that we are ready for our HLC visit. We could possibly have a report by the end of spring semester. Hetzel said not to exceed \$15,000.

4. Enrollment Targets

A. Enrollment Management Council – Hartzheim, Stewart, Morgan, Sjoquist, and Solverson

B. First year students

Fall 15 2,025

Fall 16 2,050

C. Transfer student

Fall 15 550

Fall 16 500

D. Two issues that impacted numbers this year were our students graduating in 4 years and the decline in International Students (not just lack of students coming in but also students transferring.) Target for International Students in 2016 is 140.

5. GQA Position Reductions

A. 1.7 million dollars shortfall

1. Hetzel believes we will recover. This year we are using reserves to cover this. Until we can re-build we must reduce our base budget by 1 million dollars for 2016-2017

2. GQA position reduction – recommends we cut 11 faculty/IAS and 3 NIAS (Mainly unfilled positions although there could be trickle down positions that are affected.)

a. There would be flexibility for the Deans to swap out a GQA and a 102 fund

b. NIAS GQA positions that are not filled two in OMSS and one in IT

c. How long does it take to get the GQA positions back? It could take 3-4 more years.

d. Faculty/IAS positions - brand new or filled and the person left. Currently Environmental Studies would have 2 of the 11. NIAS positions – OMSS currently has these positions filled with interims and are in the process of hiring for these positions. OMSS lost one already (3 in six months.)

e. CBA – 1 position

CSAH 6 positions

CLS (Dean Johnson was not present)

f. Kraemer moved to approve the GQA recommendation of the 11 Faculty/IAS and 3 NIAS Allen seconded. Motion approved.

6. FY 17 Budget Resource Planning - GPR

A. We have been given permission from System to raise Non-resident undergrad and graduate students. Resident tuition is frozen for the next two year. This is the only way to raise dollars for our compensation plan.

7. CUPA Salary Review

A. Compensation has been a significant priority of the University.

B. Between 2012-2016 UW-L has invested \$3,950,693 compensation funding

C. Equity is not longevity we are just trying to get everyone closer to the 100%

- D. Because System says we cannot give across the board and we have not gotten any cost of living raises many areas have not been able to give merit raises.
- E. Otterbacher asked if there is any way we could avoid putting the whole burden on our non-resident students? Perhaps putting the compensation plan on hold? It was suggested we keep this on the table.

8. New Business – none

Adjournment 3:04 pm

Agenda
UWL Joint Planning and Budget Committee
1:15 PM, November 18, 2015
325 Graff Main Hall

Recorder: Walz

Alternate Recorder: Wycoff-Horn

Members present:

Martin Allen, CS-CSH (alternate for Monte)
Enilda Delgado, SOC-CLS
Anne Galbraith, BIO-CSH/Faculty Senate VC
Peter Haried, IS-CBA
Jenifer Holman, LIB
Eric Kraemer, PHL-CLS
Rebecca LeDocq, MTH-CSH, CHAIR
Cynthia Carlson, IT
Louise Janke, Financial Aid
Troy Richter, Residence Life
Chris Stindt, Career Services, (Council Rep.) - initialed by "SP"
Will Van Roosenbeek, University Centers
Maren Walz, University Advancement
Robert Hetzel, VC for Admin & Finance (CFO)
Julia Johnson, Dean, CLS
Paula Knudson, VC for Stud Affairs/Dean of Students
Laura Milner, Dean, CBA
Betsy Morgan, Interim Provost/VC for Acad Affairs
Gregory Reichert, VC for Univ Advancement
Bruce Riley, Dean, CSH
Marcie Wycoff-Horn, Dean, SOE
Karoline Auby, MTH
Brandon Harris, IT
Molly Davies, Student Association Vice President, undergrad
Kaylee Otterbacher, Student Association President, undergrad
Kaila Henry, graduate student
Sandy Grunwald, Interim Assoc VC for Academic Affairs
Catherine Lavallee-Welch, Library Director - sent substitute
Aaron Monte, Immediate Past Chair of JP&B Committee
Natalie Solverson, Director of Institutional Research
Marcie Wycoff-Horn, Director of School of Education
(Kristin Stanley, Budget Director)

Members absent:

Chris Stindt, Career Services, (Council Rep.) - initialed by "SP"
Catherine Lavallee-Welch, Library Director - sent substitute

Called to order 1:15 p.m.

1. **Approval of Meeting Minutes from Nov. 4, 2015. M: kauby S: jholman P: unanimously**

2. Chancellor's Update

Budget - not much is occurring currently, know our challenges with GQA freezes
System - capital planning: Cross is moving forward with new criteria for building requests, part of reform agenda to prepare for 17-19 biennium. Policy will not apply to projects that have been previously approved. Will affect future projects such as residence halls.

Campus - issues related to discussion re: diversity, will be important to be incorporated in strategic planning process

Discussion - Racquet front page included ½ page add for UW-Whitewater

3. Provost's Update

Strategic planning - Provost Morgan described the process for determining steering committee members. This will become a regular agenda item for JP&B in future. Hope to finalize members by Thanksgiving.

4. CFO's Update
Ceeded

5. Review of the Joint Planning and Budget dashboard update - Natalie

GQ&A assessment of metrics - Natalie walked through interactive dashboard functionality and information.

Growth - Overall, enrollment benchmarks have been surpassed. Overall, retention benchmarks have been surpassed and are above System average. Production of undergraduate degrees is up.

Quality - Research opportunities are increasing. Student to faculty ratio has declined. Graduation rate shows evidence of greater 4-year graduation rate, though 6-year rate is basically unchanged.

Access - defined in terms of access to financial grants and scholarships. Challenge is seen in the low institutional aid provided to students coming from homes with lower household incomes.

6. Continued Discussion and Action on FY 17 Budget Resource Planning*

Resource strategy - Recap: last meeting we discussed a potential resource increase by way of non-resident undergrad and grad tuition increase. We continue to hear that compensation is a primary concern. There are three planning options that have been shared for discussion - 4%, 4.5% and 5% increases.

Important to understand total cost to attend, rather than only tuition. Total cost to attend has held at below 4% for all student segments.

Comparison to top competitor institutions shows UWL costs favorably.

System pay plan vs. CUPA vs. CPI

This would be a request to system; could be denied.

Motion to increase tuition. M: Bmorgan S: ekraemer P: 3 opposed

Discussion - what does the 1% between 4-5% translate to in actual dollars?

Motion to increase 5%: M: briley S: jjohnson F: 11:13

Discussion - 5% is unfair to the students who are being targeted. What is the best strategic use of that fund? Though the strategy is not yet defined, the funding would go to needs. S&E cuts affect students, positions have been cut affect students directly

Discussion - 5% is unfair to certain students who are being targeted

Discussion - 4% will be easier to sell to system

Discussion - 5%

Motion to increase 4% - M: edelgado ... motion rescinded

Motion to increase 4.5% - M: mwalz S: ekraemer P: 14:8

Discussion - sounds like the same discussion of adding money that we don't need

Discussion - it is not that there is no need, it is that the discussion has not been had

Discussion - these are critical needs that have already been stripped, needs that do directly affect students

7. New Business

8. Adjournment 2:40 p.m.

UWL Joint Planning and Budget Committee
Minutes of Friday, 1:15 PM, 02 March 2016 (325 Graff Main Hall)

Present: Marty Allen, Enilda Delgado, Peter Haried, Jenifer Holman, Anne Galbraith, Eric Kraemer, **Rebecca LeDocq**, Cynthia Carlson, Louise Janke, Troy Richter, Chris Stindt, Will Van Roosenbeek, Maren Walz, Robert Hetzel, Julia Johnson, Nick Nicklaus for Paula Knudson, Betsy Morgan, Laura Milner, Gregory Reichert, Bruce Riley, Marcie Wycoff-Horn, Ingrid Iverson, Kaila Henry, Catherine Lavallee-Welch, Natalie Solverson.

Recorder: Allen.

1. Meeting convened at 1:15 PM.
2. M/S/P (unanimous): Approval of minutes for 03 February 2016.
3. **Chancellor's update:** the Chancellor followed up on an earlier campus-wide email concerning budget shortfall and ending position reductions. This announcement has attracted some media attention, which he has used as a platform for getting out the message that State budget cuts are affecting us as a community. He noted the difficulty of being increasingly tuition-driven, with the uncertainty that brings, but the Deans, chairs, and Provost are in-process to minimize impact on students and employees.

Provost Morgan indicated that the plan for this process is to have details by no later than the end of April.

The Chancellor said that recent UWS meetings are revealing that we cannot count on support of legislators. More cuts may well be forthcoming, and the perception of "surplus" balances issue remains a problem. At this point, it seems very likely that the tuition freeze will continue on an ongoing basis. The sluggishness of the Wisconsin economy, combined with rising health-care costs present a bad situation for higher education funding.

Question (Milner): how is the funding for individual campuses following districting lines and legislator influence?

Answer: this has been the case particularly with capital projects like buildings in the past, given increasing competition for funds, this may well become more pronounced. President Cross has started to look at GPR allocations, which will certainly become a target of some pressure as funding from the State grows scarcer.

4. **Provost's update:** the Provost discussed how a \$1.6M shortfall has resulted in our looking to cut \$1.4M from non-staff positions in various units. CLS will take the larger proportion of these cuts in terms of position numbers. While the focus has been on GQA positions, administration is looking for flexibility where opportunities to cut costs by such things as replacing retirements and vacancies with entry-level and IAS positions where salaries are lower, at least temporarily.

Question (Chancellor Gow): what sort of impact will this have on class sizes?

Answer: we have looked at minimal additions to individual classes, focussing particularly where there are large numbers of sections, allowing compression of some sections; this is

difficult in general, but particularly hard for lower-level courses, since we must be careful that prerequisites are available in sequence (something particularly hard perhaps in the College of Science and Health).

Question (Delgado): how will this relate to the past reduction of physical seats in e.g., Wimberly Hall?

Answer: we will try to keep in-class size appropriate based upon the physical space of the rooms themselves; some of it will likely involve re-scheduling to less-used times and days, so that access to larger rooms is possible for more classes.

HLC Update: the Provost deferred to Natalie Solverson (Director of Institutional Research), for an update on the ongoing HLC accreditation process. The on-site visit will 11–12 April; 5 reviewers will be on campus. Information about the process is available at our website:

[http://www.uwlax.edu/University-Accreditation/
Higher-Learning-Commission-comprehensive-review/](http://www.uwlax.edu/University-Accreditation/Higher-Learning-Commission-comprehensive-review/)

The Assurance Argument document will be locked down soon; some time after 14 March, the HLC will contact us about particular things they wish to focus on during their campus visit; invitations will be sent out for several open fora when details are finalized. Attendance is very important at these fora, although some drop-in sessions will also be available. A student opinion survey has been circulated by HLC, the results of which will be known in mid-March as well. The page linked above has summary information for those wishing to prepare for the visit and ensuing discussions.

5. **CFO's Update:** the CFO updated on several campus capital building projects, deferring other issues to the Budget discussion (item 7, below):
 - The new Student Center should be complete by October 2016, with an official opening by semester-end. It appears that it will be the last LEED-certified building in UWS for the foreseeable future.
 - There has been some discussion of acquiring Memorial Pool if the City of La Crosse decides to close it, although we have not played any part in discussion of that decision.
 - Wittich Hall renovation process still has some work to do, and we are still looking to finalize the architect contract.
 - Fieldhouse project is moving forward, with some design being done.
 - Cowley labs (Phase 1) will be going up for bids in the next few months, and there are some reasons to believe that construction costs may be under initial budget projections due to current labor/materials costs. Phase 2 of Cowley is also in the queue for consideration down the road.
 - There has been little forward momentum on the push for dorm renovations.
6. **Update on Strategic Planning:** Dr. Delgado reported that the Strategic Planning process is well underway, and continuing to develop.

7. **Budget Discussion:** CFO Hetzel provided a summary of State budget reductions to UWS through the 2001–2017 biennia, across multiple administrations.

- Overall cuts to UWS total \$737M per year.
- Overall cuts to UW-La Crosse total \$22.53M per year.

Early on (through 2007), student-faculty ratio moved up to 24 : 1, from 22 : 1 in 2001. Over the last 10 years, however, the GQA program has moved this back down to 18 : 1, via the hiring of 170 faculty and 35 support staff. The GQA program produces revenue of \$16M per year. Our concern is that removing positions will cause the ratio to slip back to 19 : 1.

In this period, the State share of funding for instructional costs of higher education has declined from approximately 46.5% to less than 25% (and is in fact down from %60 as of 2002). The decline is even more striking if total costs, rather than just instructional costs are included. We should expect that the situation will worsen; the 17/19 biennium will almost certainly continue the tuition freeze, and we are likely to see an additional GPR cut (both across the board, and via possible changes to the per-campus allocation). Due to the GQA program, we have a revenue stream that other comprehensives do not, which may lead some to suggest changing the formula by which funds are distributed by UWS.

CFO Hetzel presented summary documents on the distribution of GPR and Retained Student Fees across campuses. This shows that UWL receives the second-to-least share of state GPR per student (\$1,442 per student as of 2016), while some smaller schools receive much more (up to \$6,772 per student), a difference often explained due to lack of economies of scale at those institutions. In contrast, UWL fares better with respect to the sorts of stand-alone programs like GQA that bring in local revenue.

Question (Dean Johnson): will we continue to see diminished support from UWS due to our relative fiscal strength? And is there anything we can do to change this at the UWS level?

Answer: we should not expect additional GPR, as those additional allocations UWS has made most recently have gone to schools already on the high end of the allocation, via bridge funding. (Interestingly, past allocations of this sort to UWL were in the forms of loans that had to be repaid, but that most recent round of funding did not require repayment.) Some of our current situation has to do with the our student demographics (which tend to be more affluent than at some other comprehensives) and the perception thereof. Some of it is merely a product of historical accident. We will work to preserve the status quo, at the very least.

Some of the investment decisions made by UWS have been in hopes that funding at some locations will improve situations there. Given how difficult the situation has become, however, there is starting to be more discussion of re-considering the overall make-up of UWS, especially given negative signals on future State budget rounds.

Question (Delgado): how will the recently announced demand for an across-the-board 5% reduction in State agency budgets affect this situation?

Answer: this will be a UWS-wide reduction; how this will be allocated (if it is actually part of the final State budget) is not predictable at this point, although our share would be a cut of %4.23, if one followed funding levels.

Question (Allen): Given that each student in our enrollment shortfall only contributes \$1,147 directly to GQA, why are we trying to make up the entire loss of tuition dollars from that program?

Answer: GQA has been funded based on both differential tuition and enrollment growth. In times when enrollment is reduced, the impact is directly felt on GQA.

8. Meeting adjourned at 2:52 PM.