

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, September 14, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [use passcode 424465]

Recorder: Elkins

Present: Abler, Bearheart, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Kunkel, Leahy, McAndrews, Morgan, Nowicki, Reichert, Richter, Roszak, Shonk, Thomsen, Vanroosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Absent: Brooks, Kim, Markos

1. Introduction of Committee Members
2. Election of Chair
Becki Elkins was nominated and elected
3. Election of Executive Committee
Academic Staff –
Troy Richter and Maren Walz were nominated; Richter elected
University Staff –
Mary Grattan was nominated and elected
Faculty –
Kenneth Shonk and Mike Abler declined nominations
Kelly Nowicki was nominated and elected
Student
Will wait until we have the full set of students
Dean –
Marcie Wycoff-Horn and Ju Kim were nominated; Wycoff-Horn was elected
4. Approval of Meeting Minutes
 - a. 5-4-22 – m/s/p
5. Unanimous approval of meeting dates for 2022-23 Academic Year
FALL – 9/14, 9/28, 10/12, 10/26, 11/9, 11/30, 12/14
SPRING – 2/1, 2/15, 3/1, 3/22, 4/5, 4/19, 5/3
6. Chancellor's Update
 - a. Health updates – some challenges re: what to do with privacy issues re: health (e.g., monkey pox and testing); learned from Mayo that our approach doesn't have to be similar to our COVID response
 - b. Free speech survey – moving forward; some of the concerns that the chancellors raised have been addressed by the team; chancellors will be discussing a new draft this coming Friday (in Madison)
 - Chancellor Gow has raised two concerns
 - Researchers will be hosting a meeting at UWL on Sept. 27th
 - Enilda Delgado has been very involved

- c. CHARGE – UW System will be undertaking a strategic planning effort → would like us to take direction from what UWS is doing to determine how we should be moving in terms of planning (should get that material at the end of September)

7. Provost's Update

- a. Record enrollment – thanks to team for their work getting students oriented, advised, enrolled, etc.
- b. Soft on seniors – because students come in with so many credits
- c. Meredith – UWS and online education
 - Wisconsin Online Strategic Growth Initiative
 - Look at what already exists and then look for ways to grow and develop online education
 - Three categories of online students
 - Multimodal traditional undergraduate students
 - Online degree completion
 - Adult professional and graduate education online
 - Looking at access, affordability and quality along with enrollment and retention
 - Final report due at the end of October
 - Will bring draft recommendations to JPB as soon as they're available

8. CFO's Update

a. Finances

- Admissions efforts will help balance our budget this year
- Think we're going to be okay this year – not need to dip into reserves
- Biennium budget year (2023-25) –
 1. UWS has some significant asks in the budget
 - a. Tuition Promise program
 - b. 4% Pay Plan for each year (2025; 2026)
 2. Very long process – we won't know until June 2026 what our actual budget is
- Two 1% one-time lump sum payments this year – Dec. 2022 / March 2023

b. Facility updates

- Regents have asked the Dept. of Administration (DOA) for \$2.7 billion in capital projects for the 23-25 biennium
 1. UWL = \$237 million in projects within this ask by the Regents
 - a. Prairie Springs Science Center completion project
 - i. 2012 (\$136 million) – Phase 1 & 2
 - ii. Now (\$186 million) – Phase 2 (doubled from \$93 million in 21-23 biennium)
 - iii. VC Reichert – working on advocacy efforts with specific donors and alums to help move this project forward
 - iv. Optimistic this will move through
 - b. CFA Parking Ramp project (\$34 million) – 550 spaces
 - c. Replacement of 2 chillers in East Campus Chiller Plant (\$6.9 million)
 - d. Exterior building repairs to GMH & Mitchell (\$6.9 million)
 - e. Wing Technology Center Computer Science Lab Renovation (\$2.5 million)
 2. Fieldhouse looks spectacular but we're going to have to delay the opening until the beginning of the spring semester due to supply-chain issues; will likely do a soft opening at the end of October
 - a. Chancellor Gow – need to give VC Hetzel kudos for having the vision on this project

9. New Business

a. None

10. Adjourned at 2:41 p.m.

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, September 28, 2022
1102/1104 Wittich Hall

Recorder: Reichert

Present: Abler, Bearhart, Brannan, Brooks, Das, Elkins, Gow, Grattan, Kim, Kunkel, Leahy, Mathu, Morgan, Nowicki, Peters, Reichert, Richter, Roszak, Shonk, Sturm, Vanroosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Absent: Figueroa, Flores, Hetzel, Markos, Thomsen

1. Introduction of Committee Members
2. Approval of Meeting Minutes
 - a. 9-14-22 – m/s/p
3. UWL Faculty Representative – Enilda Delgado: UW System Strategic Planning
 - a. Goals (three pillars of the plan)
 - Advance economic prosperity
 - Enhance the student experience and social mobility
 - Foster civic engagement and serve the public good
 - b. Other notes
 - Original goal of submission to/approval by Regents in September meeting; now December
 - Nothing controversial
 - No action steps to achieve goals; some to be developed by each campus, some by System
 - Reminder to President Rothman is that shared governance will be important in development and implementation of plan
 - New plan will replace existing plan at System level
4. Financial Nuggets – Terminology Cheat Sheet
5. Chancellor's Update
 - a. Free speech survey – meeting on campus
 - Evolution of the survey document in a positive way
 - Purpose for the survey still unclear to many
 - Survey will be identified as from System, but actual distribution still not clear; 2,500 targeted for distribution with hope 500 will complete
 - b. Other
 - Truman Lowe naming ceremony on October 3
 - No health concerns at this time
 - Governor Evers will be on campus this week

6. Provost's Update
 - a. New business analytics major in front of Regents this week
7. Enrollment Update – IRAP (Grace Engen):
 - a. System enrollment down 20,000+ since peak in 2010
 - b. UWL enrollment at 10,302, down 12 students from last year
 - c. first year up 73, sophomores up 18, juniors up 5 but seniors down 162;
 - d. international students up by 11 to 82;
 - e. transfers at 351, down by 43;
 - f. 2,308 new first-time students, up by 101; 137 students enrolled with 30-59 credit hours, up from 38 in 2015;
 - g. CBA enrollment up 41% since 2014;
 - h. UWL students receiving Pell Grants down from 24.1% in 2011 to 13% this fall;
 - i. students of color down 8; total students of color population represents 10.2% of total enrollment;
 - j. first gen has gone down 164 students to 2,300;
 - k. 4 year graduation rate up from 40.4 to 51% with 2018 cohort
8. CFO's Update – none (Bob was absent)
9. New Business
 - a. Grant Mathu elected to be student rep on the JPB executive committee
 - b. Tim McAndrews agreed to delay his service as a faculty rep on JPB until next year
10. Adjourned at 2:50 p.m.

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, October 12, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [use passcode 424465]

Recorder: Richter Alternate Recorder: Roszak

Present: Abler, Bearhart, Brannan, Brooks, Das(Zoom), Elkins, Figueroa, Gow, Grattan, Hetzel, Kim, Kunkel, Leahy, Markos, Mathu, Morgan, , Peters, Reichert, Richter, Roszak, Shonk, Thomsen, Vanroosenbeek, Walz, Yu, Zavala

Absent: Flores, Nowicki, Sturm, Wycoff-Horn (Adrienne Loh attended for MWH)

1. Approval of Meeting Minutes

- a. 9-28-22 M/S/P

2. Financial Nuggets

- a. Fiscal Year – FY2023

- 7/1/22-6/30/23

- b. General Purpose Revenue – Fund 102

- Revenue received from the State for instruction and some additional operations on campus

3. Chancellor's Update

- Will discuss framework discussion later
- BOR meeting some BORs had some reservations about these goals
- Who will be on the Board after election, several have not been confirmed by State Senate, 9 positions impacted
- Governor election will have large impact on higher education
- Encouraged everyone to vote
- Vitaliano 45 Most Influential
- Enrollment-largest 1st year class ever
 1. Madison has more out of state than in state student
 2. Madison has largest 1st year class
- Finances to pay for pay plan, we are in good financial position
- Free Speech survey is being refined, good feedback has led to some changes
 1. Mid to late November
 2. IRB approval at Stout
 3. Vitaliano leading
 4. 5000 students with hopes of 500 response
 5. Sent out by UW System with letter from President

4. Provost's Update

- Navigate Week feedback
- UW System work on online education
 - Focus on quality
- Career Fair

5. CFO's Update

- Pay Plan for GQA (differential tuition)
 - LAX, EC, and SP
 - Using reserves to cover pay plan increase instead of eliminating positions
 - Significant fiscal challenge
- 1% lump sum (before 7/1) paid 12/1/22 paycheck
- 1% lump sum paid in March paycheck
- Tuition revenue about equal to last year, about \$60K down, same with Seg Fee
- Using some HERF funds for FY23
- Return to UWL campaign to recruit junior and seniors that have stepped away
- DFD-Fieldhouse delayed
- Sanford Residence Hall (\$3M All Agency Project limit)
 - Bids came in over \$3M
 - Will spend \$250K outside of project
 - Starting in January
 - Fire sprinklers, electrical, and new bathrooms
- Security Camera Project
 - 600 cameras
 - Phase I and II are complete
- Digital Media Lab will be ready for spring semester
- Request for update on HERF Funds

6. Interim Vice Chancellor for Diversity and Inclusion Update

- Overview of Division
- Mission Vision and Values
 - Equity, Justice, Community and Belonging, Personal Growth
- Strategic Plan
 - Student Success
 - Learning, Development and Social Justice
 - Ecological Excellence
 - Expansion
 - Branding
- Shared the great work being done within the division

7. UWS Strategic 2023-2028 (move to standing agenda item)

- Discussion of JPB's role with this process [Chancellor Gow]
 1. Explained background of the framework
 2. Joe will meet with the President on 10/28 and will provide feedback
 3. Faculty were able to give feedback to President Rothman
- Consideration of questions about the framework, implications for UWL, and input from key constituents
- Need further discussion about this process and how JPB can play a role with this
- Encouraged to review framework and give additional feedback at next meeting on 10/26

8. Old Business

9. Adjournment M/S/P

JPB Executive Committee Members

Troy Richter

Becki Elkins

Mary Grattan

Kelly Nowicki

Grant Mathu

Marcie Wycoff-Horn

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, October 26, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [*use passcode 424465*]

Recorder: Shonk

Alternate Recorder: Sturm

Present: Abler, Bearhart, Brannan, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Kim, Kunkel, Leahy, Markos, Mathu, Morgan, Nowicki, Peters, Reichert, Richter, Shonk, Sturm, Thomsen, Vanroosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Absent: Flores, Roszak

1. Approval of Meeting Minutes
 - a. 10-12-22 m/s/p (unanimous)
2. New Business: None
3. Old Business
 - a. UWS Strategic Framework 2023-2028:
 - Feedback on the UWS Strategic Framework 2023-2028
 - Consideration of UWL and JPB's work related to the UWS Plan
 - Questions we ought to be asking/considering
 - b. The group discussed System President Rothman's Strategic Framework:
 - the first was the original document shared with faculty in September, and second, a revised draft shared with JPB on 10/26.
 - Chancellor Gow responded to questions, noting that UWL is already doing things on campus that align with the revised program.
 - It was stated that JPB might have a primary role in prioritizing the strategies offered by Rothman's frameworks.
 - Questions of clarification were raised regarding process and timeline and the dissemination of information related to the framework.
 - Of note were questions related to an aspect of the strategic plan that states 'we will champion the principles of free expression, academic freedom, and civil discourse' and the possibility of the Free Speech survey to be sent to students being used as a possible measure of success.
 - The respective campus responses to the strategic plan—as diverse as they might be—could be utilized as the basis for future budget requests.
 - Points were raised regarding: the relative absence of language regarding campus climate; results from the Faculty Senate ranking of the 9 goals, especially matters related to workforce needs/support [for] the employer community.
 - A Qualtrics Survey was shared so that members of JPB could rank the 9 goals of the strategic framework.
 - Chancellor Gow shared data from a survey regarding diverging views of education between Republicans and Democrats.
4. Chancellor's Update
 - a. No updates.

5. Provost's Update
 - a. No updates.
6. CFO's Update
 - a. No updates.
7. Vice Chancellor for Student Affairs Update
 - a. Dr. Figueroa offered updates on the structure, mission, and initiatives related to Student Affairs.
 - b. Dr. Champion shared updates and initiatives from Counseling Services.
 - c. Corey Sjoquist shared updates and figures from Admissions.
8. Adjournment: meeting adjourned at 2:49pm m/s/p

JPB Executive Committee Members

Troy Richter, chair
Becki Elkins
Mary Grattan
Grant Mathu
Kelly Nowicki
Marcie Wycoff-Horn

Agenda
UWL Joint Planning and Budget Committee
1:15 PM, November 9, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [use passcode 424465]

Recorder: Roszak Alternate Recorder: Sturm

In attendance: Abler, Bearhart, Brannan, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Kim, Kunkel, Leahy, Markos, Martin, Mathu, Reichert, Roszak, Shonk, Sturm, Thomsen, Vanroosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Present virtually: Morgan, Nowicki

Absent/excused: Richter

1. Approval of Meeting Minutes
 - a. 10-26-22 m/s/p (unanimous)

- ~~2. Financial Nuggets~~
 - ~~a. Differential tuition~~
 - ~~b. GQ&A~~

3. Chancellor's Update
 - a. Had elections outcome – no major changes for higher education.
 - b. Request from system on strategic plan.
 - Later today will receive an email asking for metrics (highlighted on the UWS SP Draft). There is a tight timeframe.
 1. Looking at retention (1st to 2nd year of First-Generation Students)
 - Leader, Potential, Contributor, Excepted is what will be submitted with the highlighted areas.
 - Want plan to regents by December, so budget can be made around that. Due to system a week from Friday (November 18th)
 - Questions about what comes next after being sent to the regents
 - Questions about giving feedback and comments about the strategies. There are some concerns about specific highlighted strategies as well as items that might be missing.
 - Not a plan for things that take a bit longer to do than in 10 days
 - Updates on Wisconsin Tuition Promise
 1. Parents and students are asking for it
 2. Hopefully will be available Fall 2023
 - a. System has made a commitment for 1 year
 - b. Delay due to a list of questions from parents, waiting on system to respond
 - c. There is a big unknown about whether or not the legislature will fund
 - Question to Bob about if we are a leader of SFI
 1. We are leader compared to other schools
 2. Many schools are using reserves to fund the pay plan

4. Provost's Update
 - a. No updates

5. CFO's Update

- a. We have an environmental impact study tonight (November 9th) at 5:30 PM in Wings Technology Building on the CFA Parking Ramp
 - Opportunity to present project to the community
 - b. David Kim will join JPB to talk about
 - Administration transformation program
 1. 223 million program to move everything to the cloud
 2. Going live July 1st, 2024
 3. Shop UW and TTC will stay
6. New Business
- a. N/A
7. Old Business
- a. UWS Strategic Framework 2023-2028
 - Post-election discussion
 - JPB priorities ranking data (Maren Walz)
 - b. Top 3 Priority
 - First Priority gave 9 points – Maps to S3
 - Second Priority –Maps to S1
 - Third Priority –Maps to S2
 - c. Transformative education and D&I are important to UWL
8. Adjournment at 2:45pm

JPB Executive Committee Members

Troy Richter
Becki Elkins
Mary Grattan
Kelly Nowicki
Grant Mathu
Marcie Wycoff-Horn

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, November 30, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [*use passcode 424465*]

Recorder: Thomsen

In attendance: Abler, Bearhart, Brannan, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Kim, Kunkel, Leahy, Markos, Martin, Mathu, Morgan, Nowicki, Peters, Reichert, Richter, Roszak, Shonk, Thomsen, Vanroosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Absent/excused: Sturm (leaving UWL)

1. Approval of Meeting Minutes
 - a. 11-9-22; M/S/P (unanimous)
2. Financial Nuggets - cancelled
3. Chancellor's Update
 - a. See "Old business" section below.
4. Provost's Update
 - a. Registration is going fairly smoothly, pressure is highest on CBA.
5. CFO's Update
 - a. Governor's budget will be presented February 1, but UW System is busy lobbying now. Tuition increase is a hot topic, both base rates and differentials. Lots of work going on regarding budgets for proposed new buildings as well. It will however be a long time before we know anything for sure.
6. New Business: Overview of Administrative Transformation Program (ATP) – CIO David Kim
 - a. ATP is a project to standardize Finance, HR, and Research Administration business processes; will involve a transition into Workday. Long-term goal is a more resilient administrative environment.
 - b. A short break to talk in small groups about our visions for UWL, and build them with Lego blocks. This was a masterful move which put everybody in a good mood and connected in a surprising way to the topic at hand (see letter e below).
 - c. Planning and architecture development are occurring now. John Acardo and Mark Haakenson have been involved in those steps, describing technology and process needs at our institution. Configuring and prototyping come next, then testing and training in 2023; deploy and support come after that in 2024, with a go-live date of July 2024.
 - d. Primary impact is in HR and Finance, as their core systems and processes will change. ITS will be supporting that implementation. All university employees will see a change in everything related to the HR systems or the shared financial system when those move into Workday (e.g., new process for approving hours, submitting leave reports).
 - e. On the upside, it will become easier for the different systems to "talk" to each other – e.g. getting info from different systems into Tableau, or from Res life system into CBORD (swipe card system). The new system will be designed to make these connections easier to create and maintain – sort of like how different kinds of building blocks that are made like Lego can be easily collected and assembled (see letter b above).

- f. Other benefits: IRAP will have access to data across systems, we will see improved security/privacy with centralized data sources, improved integrations, and development of personalized portals.
- g. What can we do to prepare? Recommendation is to inventory processes, reports and systems that use financial and HR data. Prepare during the upcoming year for training and determine any necessary process changes. Most important will be for us to be communicating with each other as these changes move forward. No doubt that the change will be difficult at times; keeping an eye on the benefits will help us get through that.
- h. It is likely that “eventually” we will also move the student information system (WINGS) into Workday. But that will be a second phase if/when that happens – after the HR and finance transition.
- i. Updates are posted on <https://atp.wisconsin.edu>. Our campus team includes Bob Hetzel, David Kim, John Acardo, Mark Haakenson, Kyle Farris, Melissa Nielsen, Leanne Vigue, and TJ Teegan.

7. Old Business

- a. UWS Strategic Framework 2023-2028 (move to standing agenda item)
 - **Review of UWL Metrics (prepared by Grace Engen for UWS, per Chancellor Gow)**
The Chancellor expressed his gratitude to IRAP for pulling together the metrics on a very short timeline.

Some details about the metrics: they will likely be used in lobbying legislators for increased tuition, showing that UW System has a clear vision for the future, and has identified the metrics by which we will judge our success. We may see System back off the overall enrollment goal of 41,000 students. It proved difficult for campuses to identify the number of adult students for whom an employer was paying tuition. Research expenditures dollar amount is essentially internal + external grants.

About the goals: they were set based on the average of the last five years, where we are now, overall trend, other factors that are pertinent to a particular metric. Tried to set reasonable/attainable goals based on all those sources of information. Important to recognize that we will also have our own campus goals separate from these. Our next question will become “what do we need to do to reach the goals we have set?”

- **[“The Incredible Shrinking Future of College”](#) (Kevin Carey, *Vox*)**
Some interesting themes identified by the Chancellor include the importance of athletics as a recruiting/retention factor, and the idea of prestige as a determining factor in how the demographic shift will impact different institutions. Finally, the article highlights the pattern of loss of institutions in rural areas – a timely observation since we just heard the news that Richland Center will stop enrolling students.
- Response rates to the Free Speech Survey has been strong across the System.
- Acknowledgement of the sad news of Tom Volk’s passing this week.

8. Adjournment M/S/P (unanimous)

Troy Richter
Becki Elkins
Mary Grattan
Kelly Nowicki
Grant Mathu
Marcie Wycoff-Horn

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, February 1, 2023
1102/1104 Wittich Hall

Recorder: Walz

Alternate Recorder: Wycoff-Horn

Attendance: Abler, Bearhart, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Kim, Kunkle, Leahy, Marcos, Martin, Mathu, Morgan, Nowicki, Peters, Reichert, Richter, Roszak, Shonk, Thomsen, Van Roosenbeek, Walz, Wycoff-Horn, Yu, Zavala

1. Approval of Meeting Minutes
 - a. 12-14-22 – moved: Leahy, seconded: Brooks, approved: 1:18 p.m.
 - b. ice breaker – one fun thing you did since we last met

2. New Business
 - a. Free Speech Survey results discussion
 - b. Viewing of UW System: Free Speech and Civil Discourse panel livestream

3. Old Business – tabled due to new business
 - a. UWS Strategic Framework 2023-2028
 - We will engage in some small-group work based on the 4 strategic objectives:
 - Enhance the student experience and social mobility.
 - Foster civic engagement and serve the public good.
 - Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition.
 - Advance economic prosperity.

4. Chancellor's Update – Chancellor Gow commented on these topics:
 - a. Chancellor meeting happened Friday
 - Results of the free speech survey
 - TikTok
 - Budget process topics – tuition increase, pay plan, capital projects
 - Strategic planning at the System level
 - b. Enrollment looks strong for fall
 - c. ChatGPT

5. Provost's Update
 - a. Spring semester is started and going well
 - b. International student trends discussed in Madison
 - c. Please respond to student mental health survey

6. CFO's Update
 - a. Conversation at System about setting base tuition rates for Fall 2024
 - b. Question – tuition promise: funded for fall 2023, funding not clear yet for fall 2024

7. Adjournment
 - a. Budget 101 – March 1st at 1:15 p.m. in Centennial Hall of Nations
 - b. Moved: Nowicki, seconded: Thomsen, adjourned: 2:42 p.m.

JPB Executive Committee Members

Troy Richter

Becki Elkins

Mary Grattan

Kelly Nowicki

Grant Mathu

Marcie Wycoff-Horn



2023-2028 Strategic Plan

Purpose

The University of Wisconsin System will deliver transformative educational outcomes and research that expands the boundaries of knowledge. We will work to extend the value of our universities beyond the boundaries of the campuses, seeking to enhance the quality of life for all in Wisconsin and beyond, in fulfillment of the Wisconsin Idea.

Core Values

Purpose-driven: Our purpose drives all that we do.

- **Student-centered:** A primary reason for our existence is to serve our students. We do so by fostering excellence in teaching and learning, research, scholarship, creative activity, and community service, and by supporting our students to reach their full potential.
- **Pursuit of truth:** We support the pursuit of truth that drives the core research mission and serves as a foundation for teaching and learning.
- **Advancement of knowledge:** The dissemination of knowledge, discovery of new truths and areas of inquiry, and the search for a deeper understanding of our world and our place in it are central to our work.
- **Service:** An essential aspect of the System and the universities that comprise it is to serve the State of Wisconsin and the public good.

People-focused: We value and promote all who work, live, and learn in the System, as well as those in communities we serve across the state.

- **Collaboration and teamwork:** We appreciate and understand that our best work is done working together in teams in a collaborative and supportive environment.
- **Diversity:** We are committed to diversity, equity, inclusion, and belonging. These principles are key to our long-term success.
- **Mutual respect and trust:** We support an environment of civility, trust, collegiality, open and honest communication, and mutual respect by building a sense of community and caring among faculty, staff, students, and community partners.

Commitment to Stewardship: We are accountable to each other, to the System, and to the Wisconsin Idea. The decisions we make are focused on the best interests of those who work and learn at the universities in the System and the State of Wisconsin.

- **Accountability:** We are committed to live our core values and deliver excellence every day. As a premier public university system, we are committed to providing an excellent educational experience for our students while ensuring accessibility, affordability, and cost-effectiveness.
- **Integrity:** We adhere to high standards of ethics and professionalism and safeguard the reputation of our universities and the System.
- **Innovation:** We understand the importance of adapting to changing conditions in the world by being open to new ideas and continuously seeking solutions to challenges.
- **Sustainability:** We take the long-term view to ensure we are structured and supported to serve the people of Wisconsin for generations to come. We will leave the System better than we found it.

Strategic Objectives

- Enhance the student experience and social mobility.
- Foster civic engagement and serve the public good.
- Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition.
- Advance economic prosperity.

ENHANCE THE STUDENT EXPERIENCE AND SOCIAL MOBILITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S1. We will increase access to higher education and improve rates of success for historically underserved students.</p>	<p>1.1 Relentlessly pursue student aid resources as a means of removing financial barriers</p> <p>1.2 Coordinate with the universities to identify and support best practices in collaboration with K-12 schools, technical colleges, and other educational partners to promote transition into, and success at, our universities</p> <p>1.3 Conduct regular affordability reviews to ensure our universities remain a top value in higher education compared to their peers</p>	<p>Increase access and improve rates of success of historically underserved populations, including low-income, first generation, and underrepresented racial/ethnic minorities.</p> <ul style="list-style-type: none"> • Close gap in participation of underrepresented students after high school by 50%, increasing participation rates by 7 percentage points for Hispanics, 11 percentage points for Native Americans, and 12 percentage points for African-Americans • Increase Pell-eligible in-state students to 35,000 from 26,000 • Increase enrollment of first-generation new freshmen to 10,000 from 8,400 • Significantly reduce the retention and graduation rate gaps for underserved students, improving System-wide graduation rates for that cohort by 12 percentage points
<p>S2. We will champion student success across the higher education life cycle.</p>	<p>2.1 Support the universities in the provision of robust academic advising, career advising, and mental health support to students</p> <p>2.2 Assist the universities in expanding high-impact practices to students across the curriculum</p> <p>2.3 Enhance our focus on achieving a more diverse, equitable, and inclusive environment for our students</p> <p>2.4 Work in collaboration with the universities to develop greater online capacity to support hybrid learning for in-residence students</p> <p>2.5 Assist the universities in enhancing online educational opportunities for adult learners</p> <p>2.6 Coordinate with the universities to provide state-of-the-art facilities and digital platforms for student learning and academic excellence</p>	<p>Ensure excellence in teaching and learning through evidence-based practices and be national leaders in educating and developing lifelong learners and engaged citizens.</p> <ul style="list-style-type: none"> • Ensure that all students participate in at least two high impact practices while undergraduate students, primarily focused on educational advancement or enhancing job opportunities • Increase participation of undergraduate students in research activity to at least 25% at each institution • Double the number of proactive engagements with students through (to the extent applicable) the Navigate Student Success platform • Implement and promote use of System-provided virtual well-being services programs on all campuses

	<p>2.7 Review and modify or eliminate any System policies that have a negative impact on the ability of the universities to meet the academic and career advising and student mental health needs</p>	<ul style="list-style-type: none"> • Increase the number of adult learners enrolled through exclusively online programs across all universities from 5,700 to 10,000
<p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p>	<p>3.1 Advance an inclusive and engaging workplace</p> <p>3.2 Secure the resources to provide competitive compensation packages</p> <p>3.3 Coordinate with universities to enhance professional development that fosters career progression</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p>	<ul style="list-style-type: none"> • Periodically measure employee engagement levels and take appropriate actions to enhance engagement • Increase overall compensation delivered by System institutions to be competitive with peers, through enhancing benefit offerings and salary increases • Distribute \$300,000 in competitive grants annually to the universities to enhance faculty and instructional staff professional development • Identify areas of priority staffing needs across the System and develop and implement plans to address those needs • Improve retention, progress to tenure and time- at- institution of individuals from under- represented groups

FOSTER CIVIC ENGAGEMENT AND SERVE THE PUBLIC GOOD

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S4. We will champion the democratic principles of free expression, academic freedom, and civil discourse.</p>	<p>4.1 Amplify the efforts of the universities to be public advocates and a resource for K-12 schools around free expression, academic freedom, and civil discourse</p> <p>4.2 Measure student understanding of the First Amendment and principles of civil discourse</p> <p>4.3 Develop resources for our universities to utilize to preserve and promote these values</p> <p>4.4 Work with the universities to identify priority areas for strengthening or clarifying policies on cultivating critical thinking, civil discourse, freedom of expression, and academic freedom on all campuses and for all communities</p>	<p>Demonstrate success through survey results reflecting:</p> <ul style="list-style-type: none"> • Heightened awareness of critical thinking, civil discourse, freedom of expression, and academic freedom • Robust instructional climate of open inquiry and critical thinking
<p>S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>	<p>5.1 Build strong relationships with key stakeholders, including the legislature and business community</p> <p>5.2 Implement shared services in a cost-effective manner that preserves benefits for our universities</p> <p>5.3 Assess a campus-flexible approach for periodic tuition adjustments and expanding differential tuition opportunities to fund higher-cost programs</p> <p>5.4 Provide support to the universities to grow philanthropic giving, including leveraging national foundation requests and System specific grants to support System-wide initiatives</p> <p>5.5 Champion the effort to allow universities to retain the full benefit of the Wisconsin/Minnesota reciprocity arrangement</p>	<p>Seek to position university budgets to support the objectives of the strategic plan</p> <ul style="list-style-type: none"> • Increase actions focused on driving cost efficiencies, including increasing the level of shared services offered to the universities, with the goal of achieving cost savings of 10% to 15% • Secure PR bonding authority • Ensure that all capital projects incorporate sustainability and resiliency measures • Increase returns on current resources through prudent management and commonly accepted investment practices <p>Maintain a CFI of 1.1 or greater at all universities, as a general marker of financial health</p> <p>Eliminate structural financial deficits at all universities</p> <p>Improve cybersecurity across the System to protect sensitive and confidential information</p>

	<ul style="list-style-type: none">5.6 Advocate for resources for the university, helping stakeholders understand the significant positive economic impact of our institutions and positive consequences for the state of a strong system of higher education5.7 Identify sound financial vehicles and revenue-securing opportunities for the universities5.8 Employ zero-based budgeting principles at the UW System Administration level5.9 Work with applicable universities to develop action/sustainability plans for the two-year campuses to ensure that they are financially viable5.10 Apply principles of environmental sustainability with respect to the built environment	
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CREATE AND DISSEMINATE KNOWLEDGE THAT CONTRIBUTES TO INNOVATION AND A BETTER UNDERSTANDING OF THE HUMAN CONDITION

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S6. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.</p>	<p>6.1 Champion the production of knowledge and world-class research within the System, with particular emphasis on support and enhanced funding for the two R1 universities</p> <p>6.2 Assist our comprehensive universities in identifying and securing enhanced funding for research and creative activities, which are important across all of our campuses</p> <p>6.3 Work with the universities to expand the focus on environmental sustainability across both the curriculum and the research enterprise</p> <p>6.4 Coordinate with the universities to respond to state and local challenges with research and policy support</p> <p>6.5 Assist the universities in increasing research collaborations with industry partners</p>	<p>Ensure a strong research infrastructure</p> <ul style="list-style-type: none"> • Increase research expenditures throughout the System, including by 15% at UW-Milwaukee and by 10% at comprehensive institutions • Increase the national HERD ranking of UW-Madison to no. 6 • Strengthen UW-Madison’s status as a top 10 public university and UW-Milwaukee’s R1 status
<p>S7. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.</p>	<p>7.1 Establish and convene, periodically, a System-wide “think tank” to identify and evaluate innovative concepts</p> <p>7.2 Create an innovation fund to support new, pilot initiatives at the universities</p> <p>7.3 Modify Regent and System policies, and advocate for changes in state and federal regulations and statutes, that unnecessarily impede innovation</p> <p>7.4 Encourage a culture that recognizes that failure is a necessary by-product of an innovative process</p>	<p>Award \$1 million annually to support new university-driven initiatives</p>

ADVANCE ECONOMIC PROSPERITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S8. We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.</p>	<p>8.1 Coordinate with the universities to support pilot innovative enrollment and transfer initiatives, and create policy flexibility to facilitate innovation</p> <p>8.2 Leverage the UW brand through an umbrella marketing campaign to drive enrollment</p> <p>8.3 Work with the universities to develop and evaluate, as appropriate, distance learning resources to complement the needs of adult learners</p> <p>8.4 Assist the universities in differentiating themselves in the marketplace and establishing centers of excellence</p>	<p>Grow the talent pipeline by graduating 41,000 students annually across the universities.</p> <ul style="list-style-type: none"> • Increase participation rates of high school graduates from 27% to 34% • Increase the number of transfer students from outside the System from 7,000 to 10,000 per year • Improve overall graduation rates by five percentage points from 70% to 75% • Recruit back and graduate 1,000 former students per year who opted out prior to degree completion
<p>S9. We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.</p>	<p>9.1 Encourage and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally</p> <p>9.2 Work (in consultation with state government agencies) to understand present and future workforce needs for Wisconsin and how our universities can provide a strong talent pipeline</p> <p>9.3 Seek input from Wisconsin employers regarding curriculum development and program array approvals in light of existing and anticipated talent needs</p> <p>9.4 Expand access for entrepreneurs and businesses to System consulting resources, networks, and educational resources</p> <p>9.5 Collaborate with the technical colleges and other institutions of higher education in Wisconsin to address educational opportunities and program array</p> <p>9.6 Develop, as appropriate, micro-credentials and certificates and professional development activities</p>	<p>Engage 500,000 state residents per year in Workforce/ Career Education/Professional Development, Community Engagement, and other high-demand programs.</p> <ul style="list-style-type: none"> • Ensure professional development activities remain 75% of total of all activity • Increase non-credit students served by each institution by a specific percentage per year • Develop and document a broad-based array of micro-credential programs to support specific workforce demand areas <p>Increase the percentage of new System graduates who remain in Wisconsin three years after graduation from 72% to 80%</p> <p>Periodically survey Wisconsin employers and provide resulting data to the universities to inform their academic planning and career advising</p>

Agenda
UWL Joint Planning and Budget Committee
1:15 PM, February 15, 2023
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [use passcode 424465]

Recorder: Wycoff-Horn

Alternate Recorder: Yu

Attendance: Abler, Bearhart, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Jakusz, Kim, Kunkel, Leahy, Markos, Martin, Mathu, Morgan, Nowicki, Peters, Reichert, Roszak, Shonk, Thomsen, Van Roosenbeek, Walz, Wycoff-Horn, Yu, Zavala

Called to order – 1:16 p.m.

1. Approval of Meeting Minutes
 - a. 2-1-23 – Motion: Morgan, Second: Walz, Unanimously Approved (changes requested and made were Kunkel, Markos spelling corrections)
2. Around the room introductions
3. Chancellor's Update
 - a. Governor Evers' budget will be introduced tonight.
 - b. UWL is looking at a tuition increase.
 - c. Question was asked by membership about TikTok
4. Provost's Update
 - a. UW System – International data
 - b. Heather Pearson, International Admission Counselor
 - c. Karolyn Bald, Director of International Education and Engagement
5. CFO's Update
 - a. No update given
 - b. Budget 101 next week, meeting location will be in Centennial Hall of Nations
6. New Business – no new business
7. Old Business
 - a. UWS Strategic Framework 2023-2028
We will engage in some small-group work based on the 4 strategic objectives below. During your discussion, consider: 1) What are we currently doing at UWL? 2) What should we be doing at UWL?
 - Enhance the student experience and social mobility.
 - Foster civic engagement and serve the public good.
 - Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition.
 - Advance economic prosperity.**Who else should be at the table at UWL as we progress forward with the UWS Framework locally in concert with Chancellor Gow.*
8. Adjournment @ 2:45 p.m.
 - a. Motion: Kelly, Second: Will, Unanimously Approved

b. Budget 101 – March 1st at 1:15 p.m. in Centennial Hall of Nations

JPB Executive Committee Members

Troy Richter

Becki Elkins

Mary Grattan

Kelly Nowicki

Grant Mathu

Marcie Wycoff-Horn

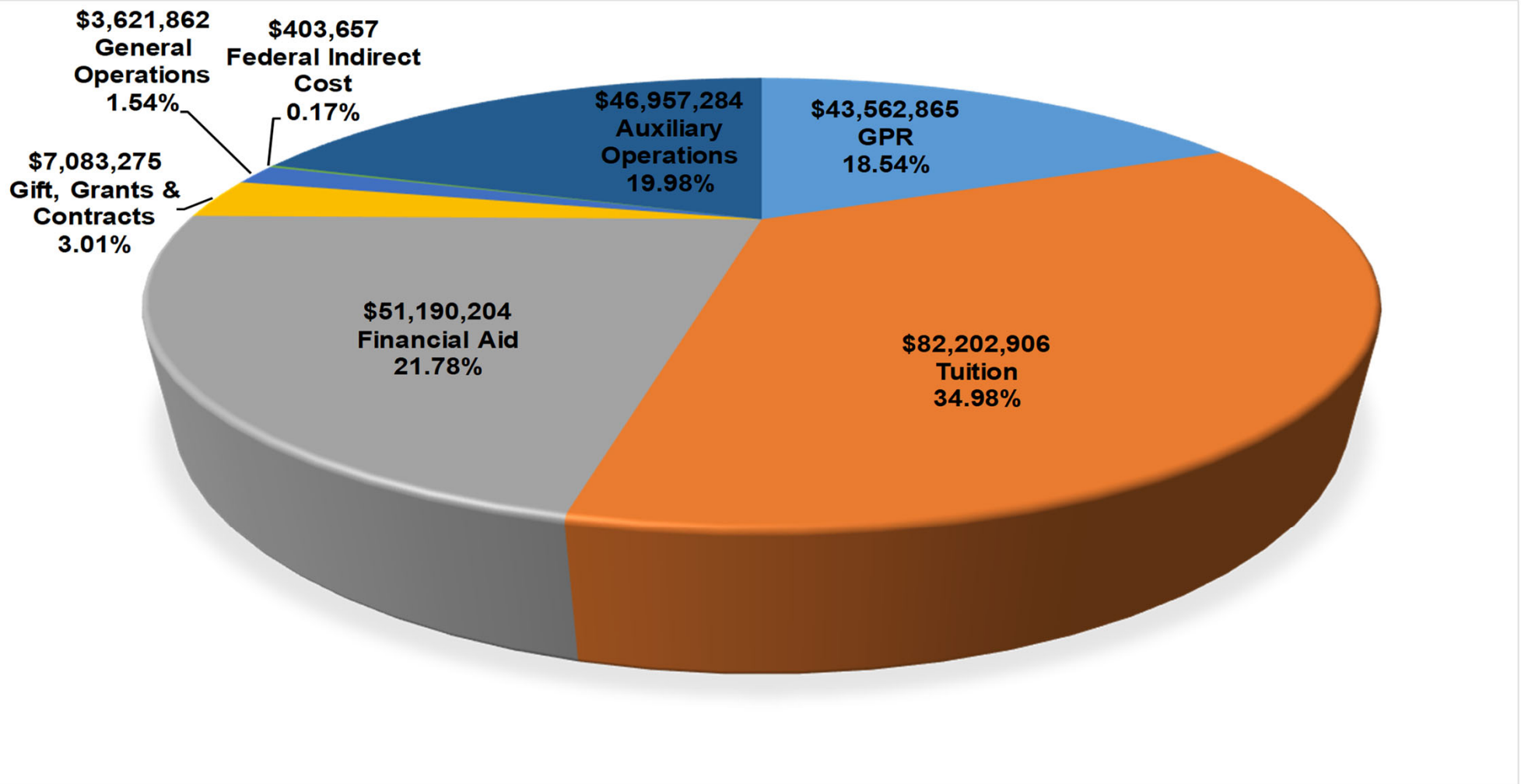
University of Wisconsin-La Crosse



Budget Planning & Review Fiscal Year 2022-23



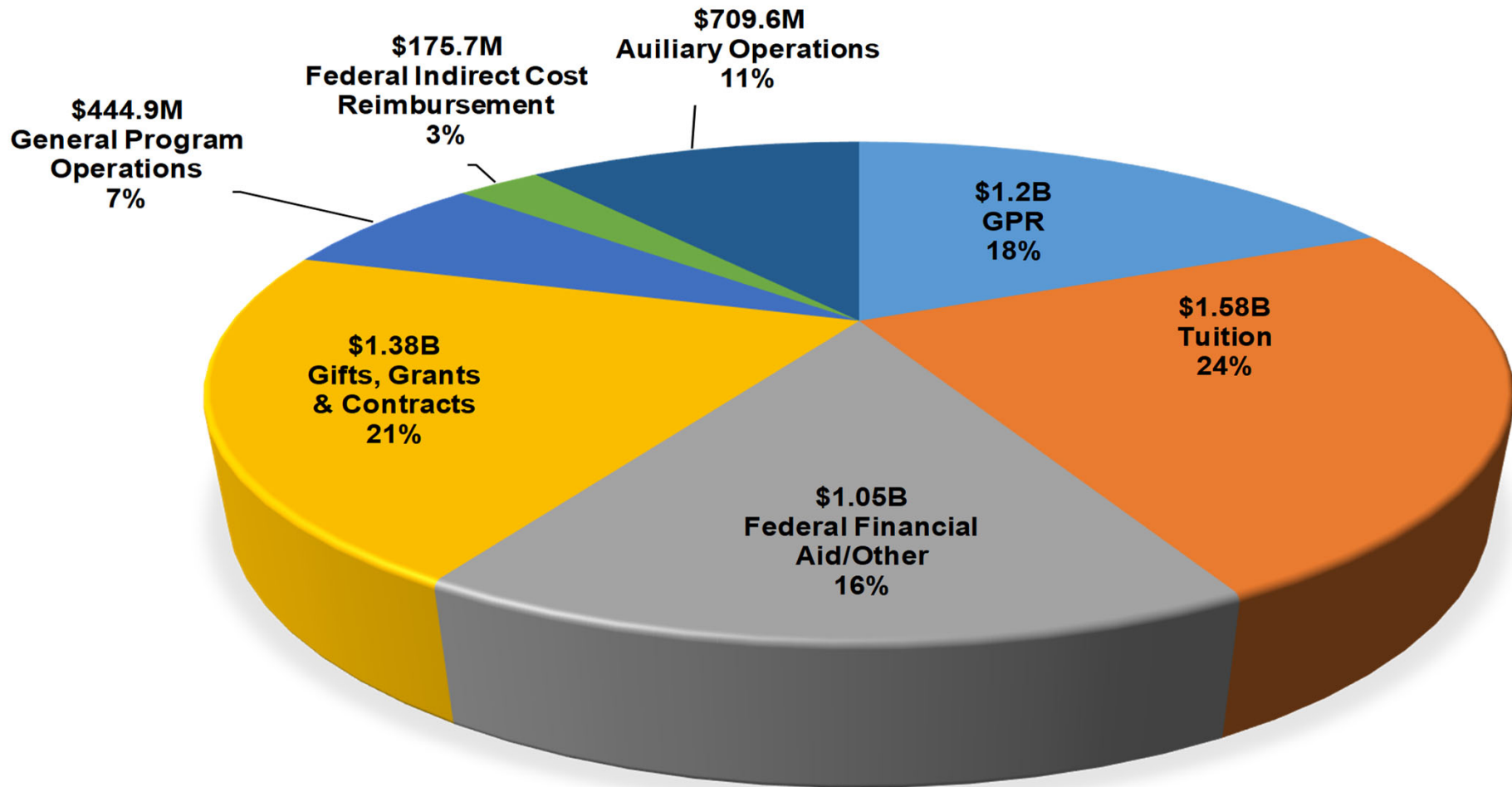
UWL Operating Budget FY23



UWL Budget: \$235,022,053



UWS Operating Budget FY23



UWS Budget: \$6.54B



State Fund Appropriations

Fund	Description
102	General Purpose Revenue (GPR)
104/132/189	Extended Learning & SBDC
128	Auxiliaries & Segregated Fees
131	Academic Fees - Tuition
136	General Operations
150	Federal Indirect Cost Reimbursement
233	Gifts

All Funds Budget by Division & College

Division	Unclassified	University Staff	S&E & Capital	FB & Other	Pct.	Total
Chancellor	354,608	4,000	54,138	-	0.18%	412,746
Academic Affairs						
Provost	5,781,778	1,565,974	2,673,709	52,183,595	26.47%	62,205,056
SOE	2,820,523	158,862	502,154	481,418	1.69%	3,962,957
CBA	7,255,578	293,720	293,445	606,404	3.60%	8,449,147
CASSH	13,210,575	590,488	976,558	1,355,143	6.86%	16,132,764
CSH	17,403,565	1,078,478	2,043,548	1,761,374	9.48%	22,286,965
GEL	1,114,764	522,739	1,269,911	289,124	1.36%	3,196,538
Total Acad. Affairs	47,586,783	4,210,261	7,759,325	56,677,058	49.46%	116,233,427
Admin. & Finance	5,539,614	7,014,233	14,379,392	(3,519,881)	9.96%	23,413,358
Student Affairs	7,698,565	3,293,425	19,795,596	14,093,409	19.10%	44,880,995
University Adv.	1,953,322	130,965	160,233	196,626	1.04%	2,441,146
Diversity & Inclusion	1,695,216	179,952	124,844	153,284	0.92%	2,153,296
University-Wide	(146,881)	875,681	6,233,218	38,525,067	19.35%	45,487,085
Total	64,681,227	15,708,517	48,506,746	106,125,563	100.00%	235,022,053

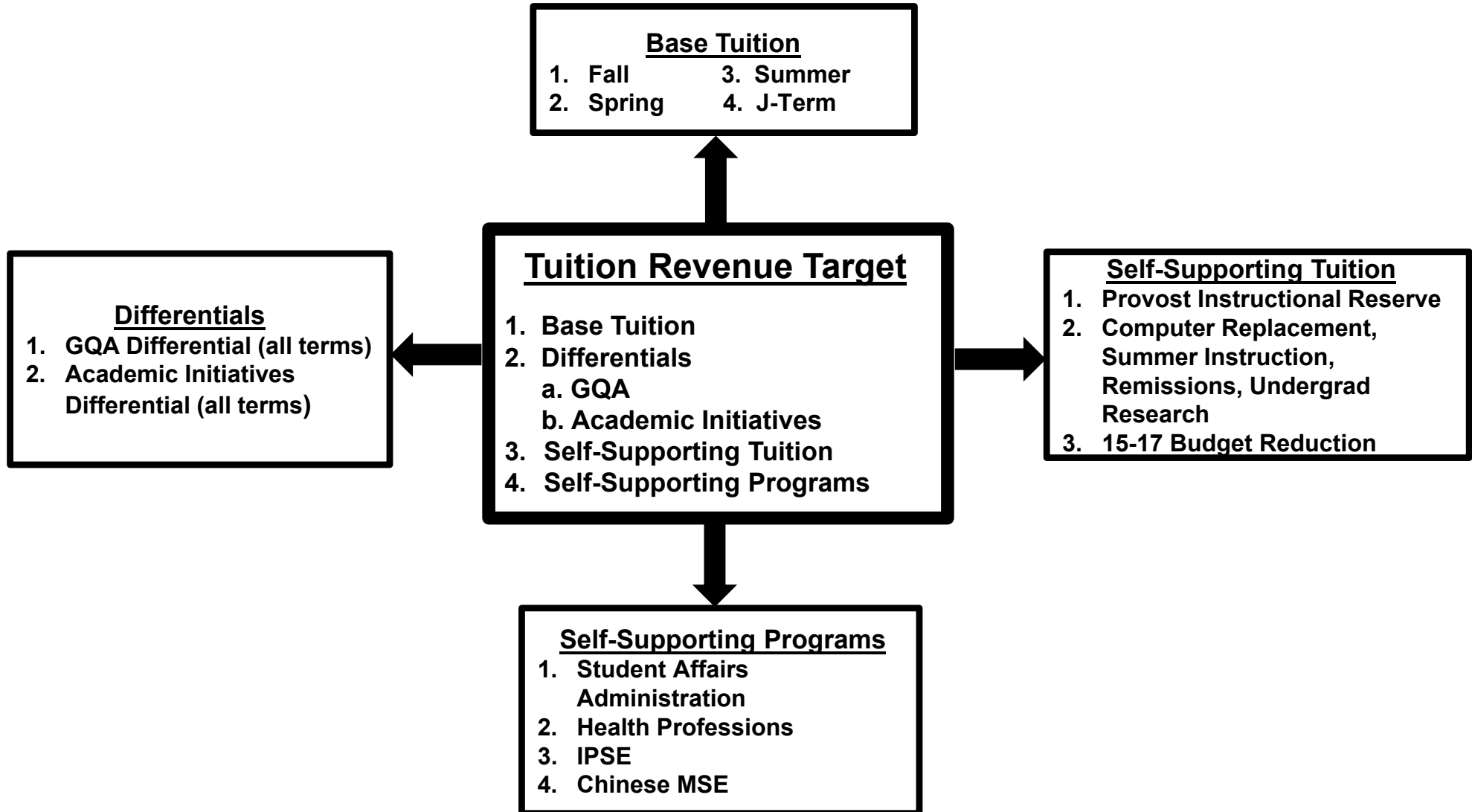
GPR State Budget Reduction History (M)

Biennium	UW System Reduction	UWL Base Reduction	UWL 1x Reduction	UWL Total Reduction	UWL FTE Reduction	UWL Biennial Reduction	Student to Faculty Ratio
2001-03	55	1.40	.60	2.00	13	3.40	22:1
2003-05	100	1.70	.80	2.50	27	4.20	22:1
2005-07	90	1.80	-	1.80	30	3.60	24:1
2007-09	25	-	.60	.60	-	.60	23:1
2009-11	155	3.10	3.86	6.96	6	9.50	21:1
2011-13	125	5.20	2.71	7.91	2	13.10	20:1
2013-15	62	2.48	-	2.48	-	4.96	19:1
2015-17	125	6.85	-	6.85	81	13.70	18:1
Total	737	22.53	8.57	31.10	159	53.06	

New Resource Allocation History

Biennium	Amount (M)	Description
2003 & 2013	1.36	Academic Initiatives
2008-15	14.70	Growth Quality & Access
2017-19	1.30	15-17 Lapse Return
2017-19	1.00	Utility & Fringe Benefits
2017-19	1.20	Outcomes Based Funding
2019-21	.96	Outcomes Based Funding
Total	20.52	

UWL Tuition Revenue Target



UWL Tuition Budget Summary

Budget Detail for Tuition Revenue Target	Amount
FY23 Tuition Revenue Target	80,391,653
Obligations:	
UW System Tuition Pool Obligation	53,630,844
Growth, Quality & Access	13,236,981
Academic Initiatives	1,373,784
Self-Supporting Tuition	8,527,064
Self-Supporting Programs	3,622,980
Total FY23 Tuition Budget	80,391,653

GQA Program Summary

Description	Amount
GQA Differential Tuition Per Full-Time Student	1,146
GQA Tuition Revenue Budget	13,236,981
GQA Expenditure Budget	
Salaries	8,805,336
Fringe Benefits (Estimated)	3,645,082
Supplies & Expense	786,562
Total Expenses	13,236,980
Faculty Positions	119.00
Staff Positions	26.41
Total GQA Positions	145.41

Fiscal Year 2022-23



GQA Program History

- Differential Tuition vs. State GPR Funding
- Growth & Access Proposal 2006-07
 - \$1,320/Yr.
 - 25% Financial Aid
 - Rejected by UWS, BOR & Legislature
- Growth, Quality & Access Proposal 2007-08
 - \$1,000/Yr.
 - 2 Year Phase-In
 - 75 Faculty & 20 Staff

GQA Program History (Con't.)

- Fall 2007
 - Student Vote: 1,560 → Yes (65.7%)
 - Shared Governance Support
 - Regent Approval
 - Legislative Support

GQA Funding Model

- Self-Supporting Program
- 2 Revenue Streams
 - Differential Tuition \$10M (\$1,000 to \$1,146)
 - Enrollment Growth \$3M (1,000 students)
- Position Allocation
 - 85% for Faculty/IAS Positions
 - 15% for Staff Positions

Academic Initiatives

Program Area	Program	FY2022-23 Budget	FY2022-23 FTE
Advising	Learning Center	154,504	-
Advising	ACCESS Center	51,943	0.83
Advising	Academic Advising Center	270,758	2.98
Advising	School of Education	72,486	1.00
Diversity	Center for Transformative Justice (CTJ)	225,405	2.50
Diversity	Pride Center	28,892	0.30
Diversity	Admissions-Diversity Recruiter	82,794	1.00
Diversity	Violence Prevention	18,232	-
Internationalization	International Ed. & Engagement	167,621	-
Research	Library	146,198	-
Research	Undergraduate Research	112,351	0.60
Research	Graduate Research	42,600	-
Total		1,373,784	9.21
Note: Academic Initiatives differential tuition amounts to \$139.92 for the academic year.			

Differential Tuition Proposals for FY24

- GQA Increase for Salaries & FB: \$50/Sem or 4.35%
- GQA Financial Aid: \$50/Sem or 4.35%
- Academic Initiatives for Salaries & FB: \$3/Sem or 4.5%
- CBA Program Differential: \$13.50/Credit

State Pay Plan History

Fiscal Year	State Pay Plan	CUPA
2009-10	0.00%	0.0%
2010-11	0.00%	1.1%
2011-12	-6% to -12%	2.0%
2012-13	0.00%	2.2%
2013-14	1.00%	2.3%
2014-15	1.00%	2.3%
2015-16	-2% to -4%	2.4%
2016-17	0.00%	2.6%
2017-18	2.00%	3.0%
2018-19	2.00%	3.0%
2019-20	2.00%	3.0%
2020-21	2.00%	2.5%
2021-22	2.00%	3.0%
2022-23	2.00%	3.0%

Fiscal Year 2022-23



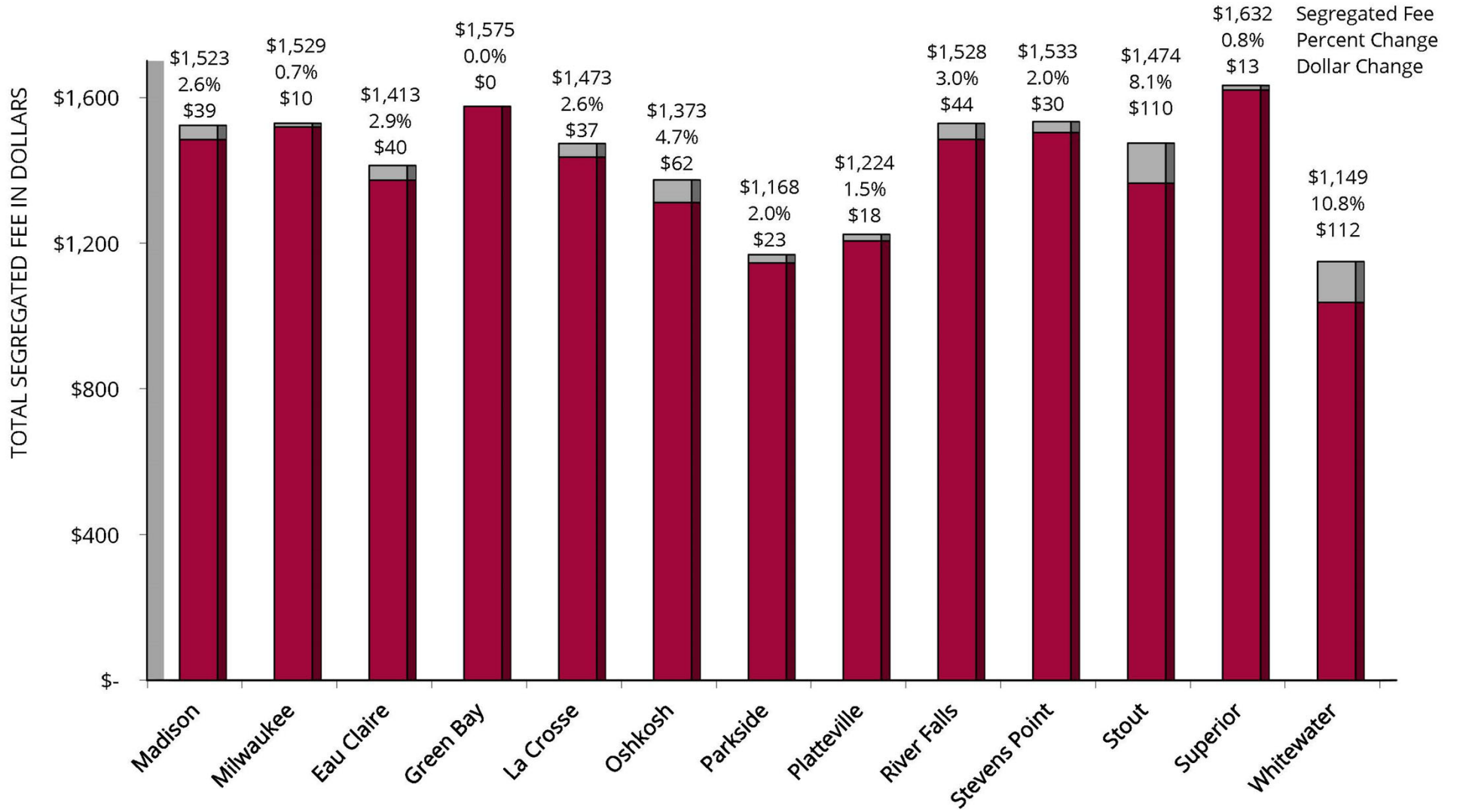
Structural Deficit – Unfunded Pay Plan

Fund 102 - GPR	
\$ 305,075	FY22
\$ 342,560	FY23
\$ 516,978	FY24
\$1,164,613	Total

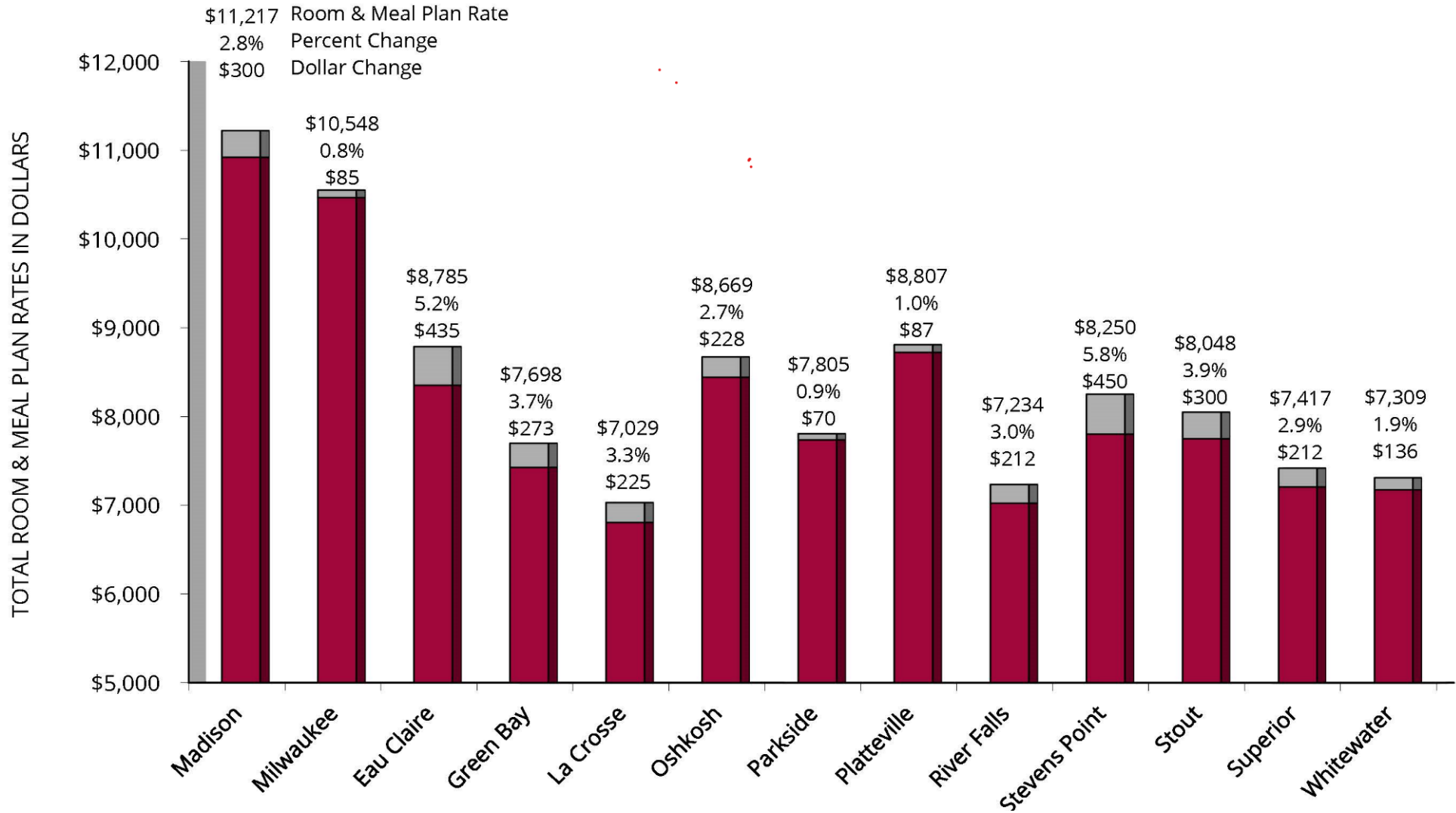
Investing in Our People

- \$15/hr. Minimum Wage (University Staff)
- FY22 - 1% COVID Merit Pay
- FY23 - 2 x 1% Retention Merit Pay
- Post Tenure Lump Sum Award (Est. FY18)

UW System Segregated Fee Schedule FY22-23



UW System Room & Board Rates FY22-23





Questions & Answers

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, March 1, 2023
Hall of Nations, Centennial

[Zoom](#) link (for interested folks whose in-person attendance is not required, use passcode 424465)

Recorder: Chia-Chen Yu

Present: Bearhart, Brooks, Das, Elkins, Figueroa, Gow, Grattan, Hetzel, Jakusz, Kim, Kunkel, Leahy, Markos, Martin, Mathu, Morgan, Nowicki, Reichert, Richter, Roszak, Shonk, Van Roosenbeek, Walz, Yu, Zavala

Called to order – 1:24 p.m.

1. Approval of Meeting Minutes

- 2-15-23 M/S/P by acclamation

2. New Business – Budget 101 (Presenters: CFO & Emily Roraff, Budget Director)

- Major topics in presentation or see PowerPoint slides
 - UWL Operating Budget FY23: \$235,022,053
 - UWS Operating Budget FY23: \$6.54B
 - State Fund Appropriations
 - Funds Budget by Division & College
 - GPR State Budget Reduction History
 - New Resource Allocation History
 - UWL Tuition Revenue Target
 - UWL Tuition Budget Summary
 - GQA Program Summary
 - GQA Program History
 - GQA Funding Model
 - Academic Initiatives
 - Differential Tuition Proposals for FY24
 - State Pay Plan History
 - Structural Deficit – Unfunded Pay Plan
 - Investing in Our People
 - UW System Segregated Fee Schedule FY22-23
 - UW System Room & Board Rates FY22-23

3. Chancellor's Update

- Governor Evers is coming to UWL tomorrow, March 2. He will tour Cowley Hall and visit classes and labs.
- The Prairie Springs Science Center Completion Project-Cowley Hall (the second phase of the Prairie Springs Science Center, \$186,919,000) is on Governor Evers' budget.
- Prediction and potential allocations from Governor Evers' budget
- UWL is looking at a tuition increase.
- Some UW-Richland Center students continue their education at UWL. CFO secured the lower tuition rate for them to attend UWL.
- Chancellor's advice to Becki Elkins' Student Affairs Administration students who attended the meeting today: Must have strong enrollment
- The second major capital budget project at UWL: Center for the Arts Parking Ramp & Police Building Addition
- Dr. Dina Zavala will be leaving UWL to become the inaugural Vice President for Inclusion, Equity, and Community at Carleton College. Congratulations to Dr. Zavala!

4. Provost's Update
 - No update given
5. CFO's Update
 - No update given
6. Old Business
 - Continuing work on strategic planning
We will engage in some on-going small-group work based on our Sustaining Excellence work and its relationship to the 4 strategic objectives of the UWS Strategic Framework 2023-2028.
 - Enhance the student experience and social mobility.
 - Foster civic engagement and serve the public good.
 - Create and disseminate knowledge that contributes to innovation and a better understanding of the human condition.
 - Advance economic prosperity.
7. Adjournment at 2:39 PM (M/S/A)

JPB Executive Committee Members

Troy Richter
Becki Elkins
Mary Grattan
Kelly Nowicki
Grant Mathu
Marcie Wycoff-Horn

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, April 5, 2023, 1102/1104 Wittich Hall
Recorder: Walz

Attendees: Mathu, Peters, Martin, Zavala, Shonk, Abler, Markos, Walz, Kunkel, Van Roosenbeek, Richter, Thomsen, Grattan, Leahy, Jakusz, Yu, Figueroa, Nowicki, Kim, Hetzel, Morgan, Reichert, Bearhart, Das, Elkins

1. Approval of Meeting Minutes
 - a. 3-1-23 – M:Grattan, S:Nowicki, passed 1:20
2. Chancellor's Update
 - a. Attending Wisconsin Legislature's Joint Finance Committee hearing
3. Provost's Update
 - a. HLC process updates
 - b. Navigate usability improvements
4. CFO's Update
 - a. Tuition rate proposals – tuition freeze has been lifted after 10 years. Summary presented - Tuition & Auxiliary Rates PDF
 - b. Discussion/questions
 - c. Update on Prairie Springs Science Center Completion funding process – actionable request: please help advocate (on personal time and resources) by writing to your representatives.
5. New Business
6. Old Business
 - a. Continuing work on strategic planning
 - Quick “touch-base” concerning our small-group work.
 - Reminder of the three items we're addressing:
 - **Map the specific pillar items to the Rothman plan** (i.e., the Strategic Framework)
 - **Identify what is missing** from the Rothman plan that needs to be addressed at UWL
 - **Identify who is responsible** for (or needs to be engaged in discussions about) specific items – both those in the Rothman plan and those not in the plan
 - b. Update from the four small groups on initial discovery meetings. Second small group meeting to come and deliverables to be submitted to Becki according to dates below.
 - c. Discussion/questions
7. Upcoming dates
 - a. April 19th – small group work; no large JPB meeting
 - b. April 30th – small group work submitted to Becki
 - c. May 3rd – final JPB meeting of 2022-23
8. Adjournment
 - a. M:Abler, S:Vanroosen Beek, passed 2:33

JPB Executive Committee Members
Troy Richter
Becki Elkins

Mary Grattan
Kelly Nowicki
Grant Mathu
Marcie Wycoff-Horn



**University of Wisconsin-La Crosse
Administrative Assistant Wage Review
Fiscal Year 2023**

DRAFT FOR DISCUSSION ONLY

Table 1: Administrative Assistant Titles

Title	FTE	UWL Avg Hourly Rate	UWS Avg Hourly Rate¹
Administrative Assistant I	3.00	15.643	17.848
Administrative Assistant II	18.59	16.010	19.929
Administrative Assistant III ²	18.30	17.761	21.907
Department Assistant	29.14	17.815	18.218
Executive Assistant I	5.00	20.970	27.790
Total	74.03		

Notes:

1. Average hourly rates for UW comprehensive institutions.
2. Includes 4 former USPA & OPA positions retitled as part of TTC process.
3. Minimum starting rate for titles to be increased by \$1/hour.

Tale 2: Administrative Assistant Salary Adjustment by Fund

Fund	\$1/Hour Increase	Fringe Benefits	Total
102	117,481	22,710	140,191
104	2,080	402	2,482
128	17,576	3,397	20,973
131	7,904	1,528	9,432
136	1,560	302	1,862
189	2,080	402	2,482
233	416	80	496
Total	149,097	28,821	177,918

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, April 5, 2023, 1102/1104 Wittich Hall
Recorder: Walz

Attendees: Mathu, Peters, Martin, Zavala, Shonk, Abler, Markos, Walz, Kunkel, Van Roosenbeek, Richter, Thomsen, Grattan, Leahy, Jakusz, Yu, Figueroa, Nowicki, Kim, Hetzel, Morgan, Reichert, Bearhart, Das, Elkins

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 - **Identify what is missing** from the Rothman plan that needs to be addressed at UWL
 - **Identify who is responsible** for (or needs to be engaged in discussions about) specific items – both those in the Rothman plan and those not in the plan
 - b. Update from the four small groups on initial discovery meetings. Second small group meeting to come and deliverables to be submitted to Becki according to dates below.
 - c. Discussion/questions
7. Upcoming dates
 - a. April 19th – small group work; no large JPB meeting
 - b. April 30th – small group work submitted to Becki
 - c. May 3rd – final JPB meeting of 2022-23
8. Adjournment
 - a. M:Abler, S:Vanroosen Beek, passed 2:33

JPB Executive Committee Members
Troy Richter
Becki Elkins

Mary Grattan
Kelly Nowicki
Grant Mathu
Marcie Wycoff-Horn

**ENHANCE THE STUDENT EXPERIENCE
& SOCIAL MOBILITY**

Grant Mathu*
Mike Abler
Vitaliano Figueroa
Mary Grattan*
Dina Zavala
Karl Kunkel
Pearl Bearhart

**FOSTER CIVIC ENGAGEMENT
& SERVE THE PUBLIC GOOD**

Kyle Peters
Joe Gow
Troy Richter*
Marcie Wycoff-Horn*
Maren Walz
Ken Shonk
Charissa Jakusz

**CREATE AND DISSEMINATE KNOWLEDGE THAT
CONTRIBUTES TO INNOVATION & A BETTER
UNDERSTANDING OF THE HUMAN CONDITION**

Megann Roszak
Tushar Das
Betsy Morgan
Ju Kim
Pat Markos
Will Vanroosenbeek
Chia-Chen Yu
Becki Elkins*

ADVANCE ECONOMIC PROSPERITY

TJ Brooks
Bob Hetzel
Kelly Nowicki*
Jake Martin
Greg Reichert
Ronda Leahy

* Member of the JPB Exec Committee.

ENHANCE THE STUDENT EXPERIENCE & SOCIAL MOBILITY

1. We will increase access to higher education and improve rates of success for historically underserved students.
2. We will champion student success across the higher education lifecycle.
3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.

FOSTER CIVIC ENGAGEMENT & SERVE THE PUBLIC GOOD

4. We will champion the democratic principles of free expression, academic freedom, and civil discourse.
5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.

CREATE AND DISSEMINATE KNOWLEDGE THAT CONTRIBUTES TO INNOVATION & A BETTER UNDERSTANDING OF THE HUMAN CONDITION

6. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.
7. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.

ADVANCE ECONOMIC PROSPERITY

8. We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.
9. We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.

University of Wisconsin-La Crosse



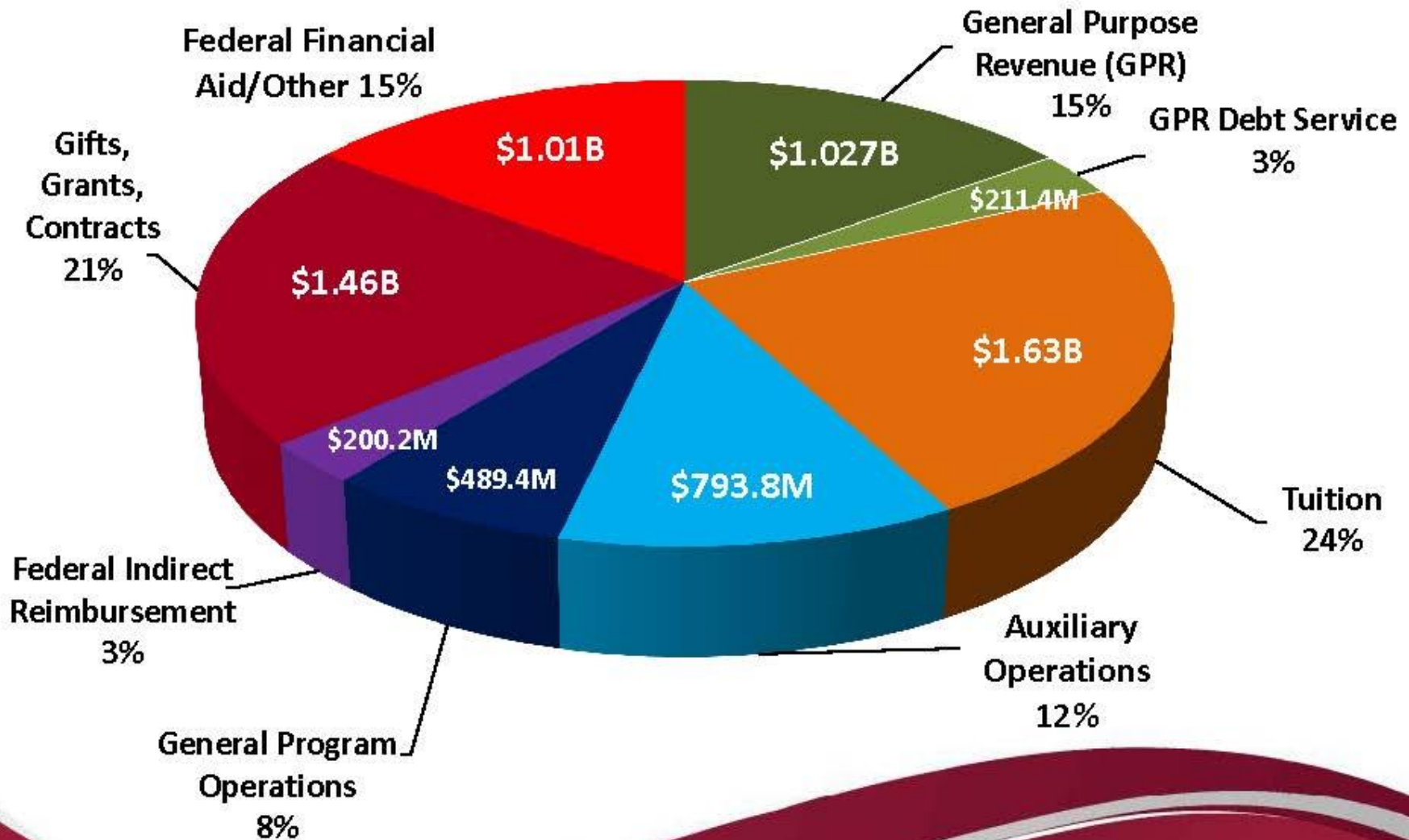
Tuition & Auxiliary Rates
Board of Regents
Fiscal Year 2023-24



Total FY23 Revenue

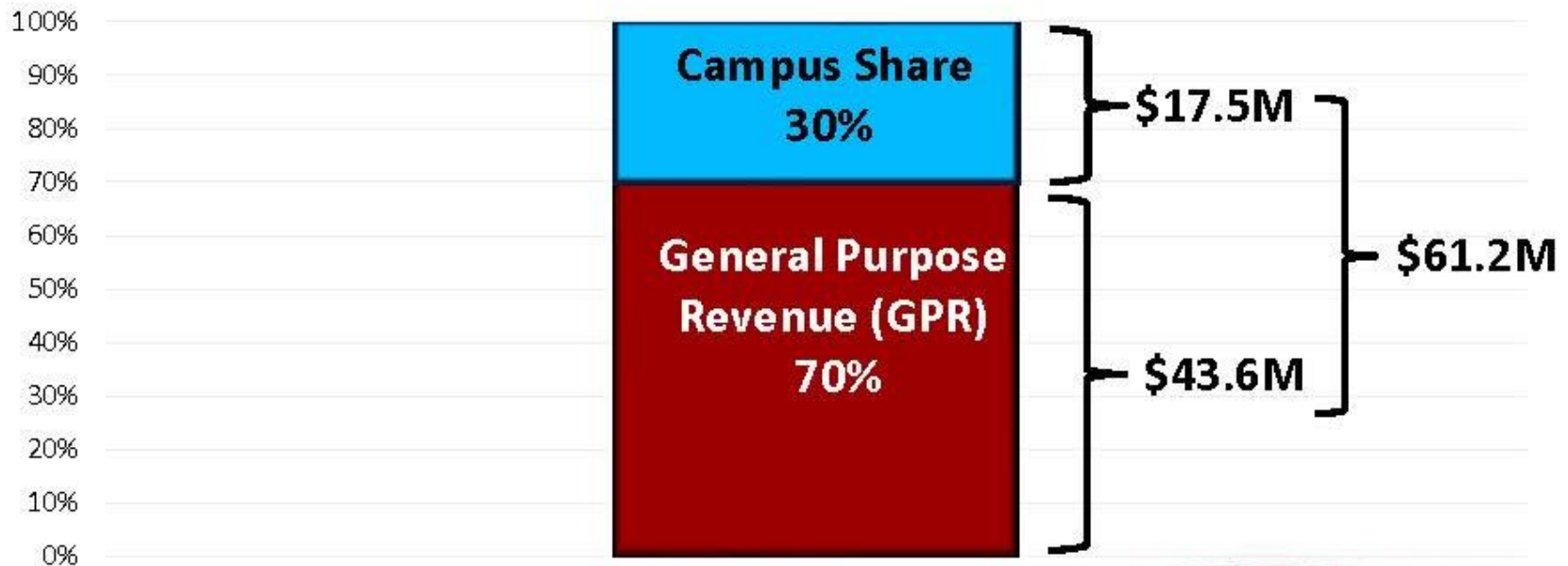


➤ *Estimated FY2022-23 Revenue: \$6.82 billion*



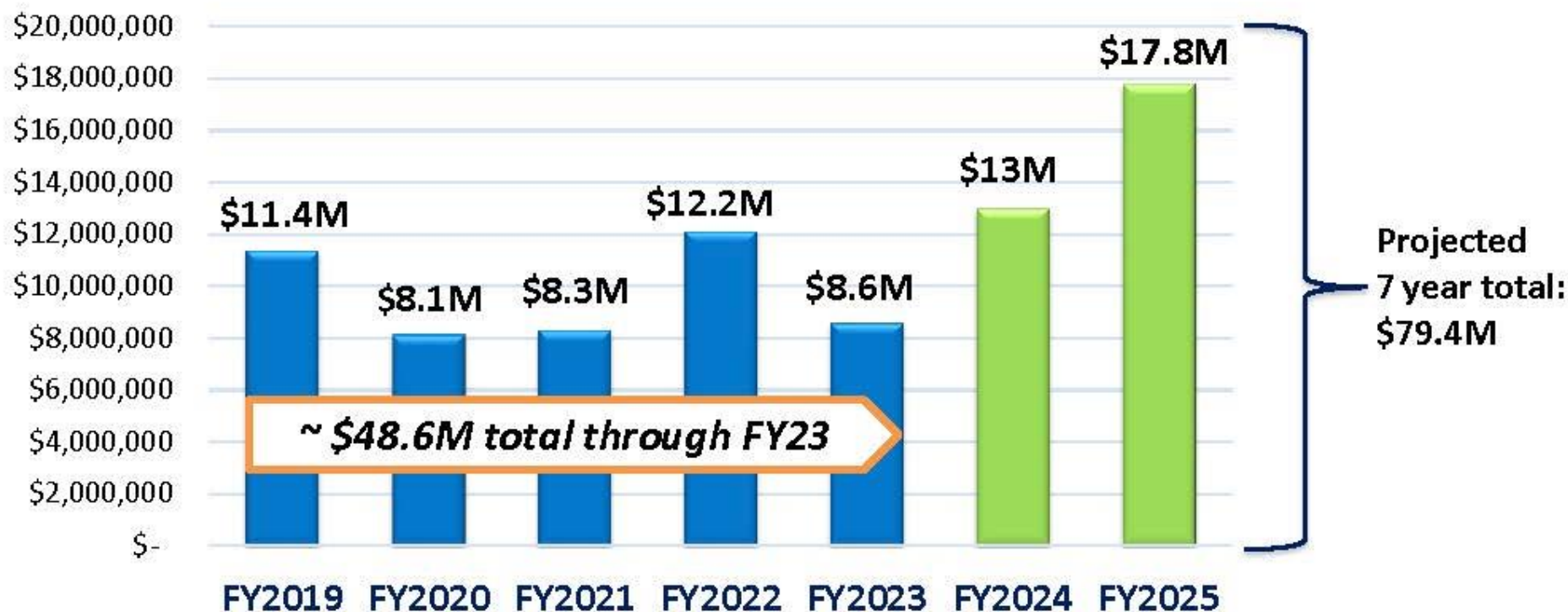
How is Pay Plan Traditionally Funded?

- Historically, Pay Plan costs are shared by state and the campus
- The Board of Regents Biennial Budget recommendation included a request to eliminate the campus share and “fully-fund” a 4% + 4% Pay Plan



➤ *Example illustrates a 4% Pay Plan increase*

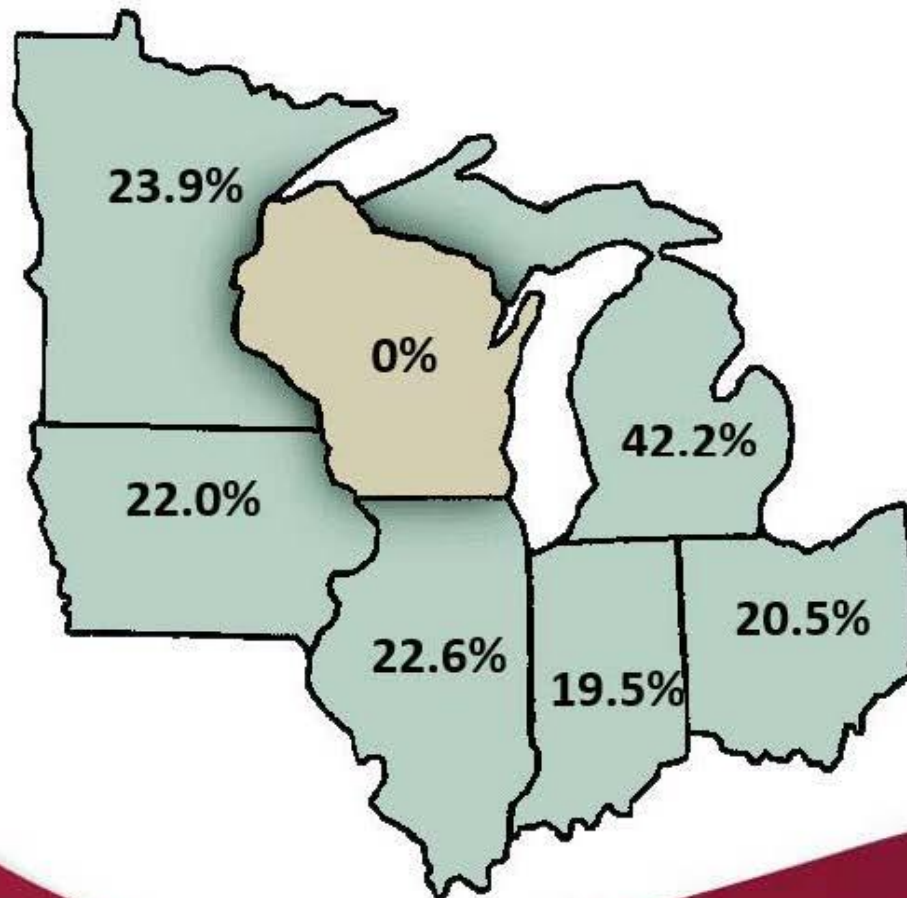
Cumulative Ongoing Impact of the Unfunded Campus Share of Pay Plan FY19 - FY25*



* FY24 and FY25 projected at 4% increase in each year

Tuition Change from 2014 to 2023

UW Comprehensive Peers*



➤ *Resident Undergraduate Tuition Only*

**During this time period, several universities in Michigan moved to a block tuition model that combines tuition and fees into a flat rate*

Resident Undergraduate Tuition and Fees

Costs paid by all students include:

Base Tuition
Rate

Campus-wide
Differential
Tuition

Segregated
Fees



Base Tuition for Resident Undergraduates

UW Campus	FY23 Base Tuition	FY24 Proposed at 4.5%	FY24 Base Tuition Total
Madison	\$ 8,273	\$ 372	\$ 8,646
Milwaukee	\$ 8,091	\$ 364	\$ 8,455
Eau Claire	\$ 6,298	\$ 283	\$ 6,582
Green Bay	\$ 6,298	\$ 283	\$ 6,582
La Crosse	\$ 6,298	\$ 283	\$ 6,582
Oshkosh	\$ 6,298	\$ 283	\$ 6,582
Parkside	\$ 6,298	\$ 283	\$ 6,582
Platteville	\$ 6,298	\$ 283	\$ 6,582
River Falls	\$ 6,298	\$ 283	\$ 6,582
Stevens Point	\$ 6,298	\$ 283	\$ 6,582
Stout	\$ 6,680	\$ 301	\$ 6,981
Superior	\$ 6,298	\$ 283	\$ 6,582
Whitewater	\$ 6,298	\$ 283	\$ 6,582
Average:	\$ 6,618	\$ 298	\$ 6,915



Campus-wide Differential Proposals

UW Campus*	Differential Name	Differential 2022-23	Proposed Increase 2023-24	Total Differential
Madison	<i>Madison Initiative</i>	\$ 1,000	\$ -	\$ 1,000
Eau Claire	<i>Blugold Commitment</i>	\$ 1,063	\$ -	\$ 1,063
Green Bay	<i>Green Bay Undergraduate Differential</i>	\$ -	\$ 240	\$ 240
LaCrosse	<i>Academic Excellence & Growth, Quality, Access</i>	\$ 1,286	\$ 106	\$ 1,392
Oshkosh	<i>Personal Development Compact</i>	\$ 124	\$ 124	\$ 248
Platteville	<i>Pioneer Potential</i>	\$ 120	\$ 230	\$ 350
River Falls	<i>Falcon Promise & Matrix Advising/First Year Experience</i>	\$ 130	\$ 195	\$ 325
Stevens Point	<i>Pointer Partnership</i>	\$ 400	\$ 130	\$ 530
Stout	<i>Access to Learning</i>	\$ 334	\$ 15	\$ 349
Superior	<i>Superior Experience</i>	\$ 237	\$ 11	\$ 248
Whitewater	<i>Advising and First Year Experience</i>	\$ 221	\$ 9	\$ 230

* UW Parkside and UW Milwaukee do not have a campus-wide differential



Summary of Proposed Tuition and Campus-wide Differentials

UW Campus	Base Tuition Resident Undergraduate			Campus-wide Differential Tuition			FY24 Total Tuition and Campus-wide Differential	\$ Change
	FY23 Base Tuition	FY24 Proposed at 4.5%	FY24 Base Tuition Total	FY23 Rate	FY24 Proposed Change	FY24 Total		
Madison	\$ 8,273	\$ 372	\$ 8,646	\$ 1,000	\$ -	\$ 1,000	\$ 9,646	\$ 373
Milwaukee	\$ 8,041	\$ 364	\$ 8,455	\$ -	\$ -	\$ -	\$ 8,455	\$ 364
Eau Claire	\$ 6,298	\$ 283	\$ 6,582	\$ 1,063	\$ -	\$ 1,063	\$ 7,645	\$ 283
Green Bay	\$ 6,298	\$ 283	\$ 6,582	\$ -	\$ 185	\$ 185	\$ 6,767	\$ 469
La Crosse	\$ 6,298	\$ 283	\$ 6,582	\$ 1,286	\$ 106	\$ 1,393	\$ 7,974	\$ 390
Oshkosh	\$ 6,298	\$ 283	\$ 6,582	\$ 124	\$ 100	\$ 224	\$ 6,806	\$ 384
Parkside	\$ 6,298	\$ 283	\$ 6,582	\$ -	\$ -	\$ -	\$ 6,582	\$ 283
Platteville	\$ 6,298	\$ 283	\$ 6,582	\$ 120	\$ 125	\$ 245	\$ 6,827	\$ 409
River Falls	\$ 6,298	\$ 283	\$ 6,582	\$ 130	\$ 125	\$ 255	\$ 6,837	\$ 409
Stevens Point	\$ 6,298	\$ 283	\$ 6,582	\$ 400	\$ 130	\$ 530	\$ 7,112	\$ 414
Stout	\$ 6,680	\$ 301	\$ 6,981	\$ 334	\$ 15	\$ 349	\$ 7,330	\$ 316
Superior	\$ 6,298	\$ 283	\$ 6,582	\$ 237	\$ 11	\$ 248	\$ 6,829	\$ 291
Whitewater	\$ 6,298	\$ 283	\$ 6,582	\$ 221	\$ 10	\$ 230	\$ 6,812	\$ 293
Average:	\$ 6,618	\$ 298	\$ 6,915	\$ 491	\$ 62	\$ 554	\$ 7,355	\$ 360

UW Campus/Program	Current Differential or Additional Tuition	FY24 Proposed Increase	FY24 Total	Estimated Number of Resident Students Affected by Increase in Fall '23 (FTE)
Engineering				
Madison	\$ 1,400	\$ 600	\$ 2,000	2,158
Milwaukee	\$ 519	\$ 881	\$ 1,400	1,074
Platteville	\$ -	\$ 1,400	\$ 1,400	2,030
Stevens Point	\$ -	\$ 827	\$ 827	90
Stout (except Mechanical Engineering)	\$ -	\$ 1,500	\$ 1,500	306
Stout (Mechanical Engineering)	\$ 1,400	\$ 100	\$ 1,500	185
Nursing				
Madison	\$ -	\$ 1,000	\$ 1,000	225
Eau Claire	\$ -	\$ 950	\$ 950	177
Green Bay	\$ -	\$ 288	\$ 288	140
Oshkosh	\$ -	\$ 360	\$ 360	67
Biomedical/Health Sciences				
Milwaukee	\$ -	\$ 1,000	\$ 1,000	125
River Falls	\$ -	\$ 360	\$ 360	101
Stevens Point	\$ -	\$ 493	\$ 493	772
Business				
Madison	\$ 1,000	\$ 1,000	\$ 2,000	1,539
La Crosse	\$ -	\$ 192	\$ 192	2,453
Computer Science				
Green Bay	\$ -	\$ 700	\$ 700	50
Platteville	\$ -	\$ 700	\$ 700	132
Cybersecurity				
Platteville	\$ -	\$ 700	\$ 700	52
Construction Management				
Platteville	\$ -	\$ 700	\$ 700	286
Fine Arts (Animation & Digital Media; Game Design & Development, etc.)				
Stout	\$ -	\$ 600	\$ 600	356

Estimated number of resident students affected by increase:

12,318



Nonresident Undergraduate Tuition

UW Campus	NONRESIDENT TUITION				Total Number of Nonresident FTEs*	\$ Variance of FY24 Nonresident over Resident
	FY23 Nonresident Tuition	FY24 Nonresident Tuition	% Change FY23/FY24	\$ Change FY23/FY24		
Madison	\$ 34,904	\$ 36,042	3.3%	\$ 1,137	13,733	\$ 27,396
Milwaukee	\$ 19,956	\$ 20,455	2.5%	\$ 499	550	\$ 12,000
Eau Claire	\$ 15,011	\$ 15,821	5.4%	\$ 811	431	\$ 9,240
Green Bay	\$ 14,516	\$ 15,169	4.5%	\$ 653	289	\$ 8,588
La Crosse	\$ 15,118	\$ 15,622	3.3%	\$ 504	344	\$ 9,040
Oshkosh	\$ 13,871	\$ 14,495	4.5%	\$ 624	326	\$ 7,914
Parkside	\$ 14,568	\$ 15,216	4.4%	\$ 648	432	\$ 8,634
Platteville	\$ 15,236	\$ 15,541	2.0%	\$ 305	117	\$ 8,959
River Falls	\$ 14,291	\$ 14,863	4.0%	\$ 572	163	\$ 8,281
Stevens Point	\$ 15,002	\$ 15,602	4.0%	\$ 600	231	\$ 9,020
Stout	\$ 14,947	\$ 15,545	4.0%	\$ 598	299	\$ 8,564
Superior	\$ 13,871	\$ 14,495	4.5%	\$ 624	287	\$ 7,914
Whitewater	\$ 15,474	\$ 16,247	5.0%	\$ 774	1,299	\$ 9,665

18,501

* does not include students from Minnesota covered under the Minnesota-Wisconsin Higher Education Reciprocity Agreement



Nonresident Graduate Tuition

UW Campus	NONRESIDENT GRADUATE TUITION*				Total Number of Nonresident FTEs*	\$ Variance of FY24 Nonresident over Resident
	FY23 Nonresident Graduate Tuition	FY24 Nonresident Graduate Tuition	% Change FY23/FY24	\$ Change FY23/FY24		
Madison	\$ 24,054	\$ 24,054	0.0%	\$ -	1,897	\$ 18,691
Milwaukee	\$ 24,132	\$ 24,132	0.0%	\$ -	576	\$ 18,781
Eau Claire	\$ 18,603	\$ 19,608	5.4%	\$ 1,005	136	\$ 15,293
Green Bay	\$ 17,551	\$ 18,341	4.5%	\$ 790	77	\$ 14,343
La Crosse	\$ 18,497	\$ 18,960	2.5%	\$ 463	116	\$ 14,704
Oshkosh	\$ 17,798	\$ 18,154	2.0%	\$ 356	29	\$ 13,650
Parkside	\$ 17,622	\$ 18,414	4.5%	\$ 792	41	\$ 14,220
Platteville	\$ 17,191	\$ 18,050	5.0%	\$ 860	121	\$ 13,939
River Falls	\$ 17,274	\$ 18,138	5.0%	\$ 864	28	\$ 9,955
Stevens Point	\$ 17,706	\$ 18,414	4.0%	\$ 708	60	\$ 14,381
Stout	\$ 15,735	\$ 16,365	4.0%	\$ 629	126	\$ 15,971
Superior	\$ 16,771	\$ 16,771	0.0%	\$ -	18	\$ 12,951
Whitewater	\$ 18,516	\$ 19,442	5.0%	\$ 926	98	\$ 15,013

3,323

*excludes UW-Madison Schools of Law; Medicine; Health Professions; Pharmacy; and Veterinary approved on 12/8/2022



Resident Graduate Tuition

UW Campus	RESIDENT GRADUATE TUITION *				Total Number of Resident Students (FTEs)
	FY23 Resident Graduate Tuition	FY24 Resident Graduate Tuition	% Change FY23/FY24	\$ Change FY23/FY24	
Madison	\$ 10,728	\$ 10,728	0.0%	\$ -	1,206
Milwaukee	\$ 10,701	\$ 10,701	0.0%	\$ -	1,243
Eau Claire	\$ 8,188	\$ 8,630	5.4%	\$ 442	121
Green Bay	\$ 7,996	\$ 8,356	4.5%	\$ 360	166
La Crosse	\$ 8,511	\$ 8,724	2.5%	\$ 213	324
Oshkosh	\$ 8,108	\$ 8,270	2.0%	\$ 162	295
Parkside	\$ 8,028	\$ 8,388	4.5%	\$ 360	89
Platteville	\$ 7,831	\$ 8,223	5.0%	\$ 392	82
River Falls	\$ 7,793	\$ 8,183	5.0%	\$ 390	118
Stevens Point	\$ 8,066	\$ 8,389	4.0%	\$ 323	289
Stout	\$ 7,090	\$ 7,303	3.0%	\$ 213	285
Superior	\$ 7,640	\$ 7,640	0.0%	\$ -	191
Whitewater	\$ 8,436	\$ 8,858	5.0%	\$ 422	389
					4,798

*excludes UW-Madison Schools of Law; Medicine; Health Professions; Pharmacy; and Veterinary approved on 12/8/2022

FY24 Average Cost of Attendance for Resident Undergraduate



Total Proposed Change in Cost of Attendance for Resident Undergraduates

UW Campus	Tuition	Segregated Fees	Room Rate	Meal Plan	FY24 Total Cost of Attendance	Total \$ Change over FY23	Total % Change over FY23
Madison	\$ 9,646	\$ 1,569	\$ 7,433	\$ 4,350	\$ 22,999	\$ 669	3.0%
Milwaukee	\$ 8,455	\$ 1,565	\$ 6,297	\$ 4,433	\$ 20,749	\$ 743	3.7%
Eau Claire	\$ 7,645	\$ 1,492	\$ 5,325	\$ 3,700	\$ 18,162	\$ 602	3.4%
Green Bay	\$ 6,767	\$ 1,575	\$ 4,925	\$ 3,100	\$ 16,367	\$ 796	5.1%
La Crosse	\$ 7,974	\$ 1,503	\$ 4,423	\$ 2,922	\$ 16,822	\$ 735	4.6%
Oshkosh	\$ 6,806	\$ 1,452	\$ 5,358	\$ 3,581	\$ 17,197	\$ 732	4.4%
Parkside	\$ 6,582	\$ 1,273	\$ 5,072	\$ 3,019	\$ 15,945	\$ 644	4.2%
Platteville	\$ 6,827	\$ 1,269	\$ 5,220	\$ 3,310	\$ 16,626	\$ 760	4.8%
River Falls	\$ 6,837	\$ 1,588	\$ 4,808	\$ 2,780	\$ 16,013	\$ 822	5.4%
Stevens Point	\$ 7,112	\$ 1,562	\$ 4,850	\$ 3,650	\$ 17,174	\$ 692	4.2%
Stout	\$ 7,330	\$ 1,558	\$ 4,950	\$ 3,418	\$ 17,256	\$ 719	4.4%
Superior	\$ 6,826	\$ 1,661	\$ 4,656	\$ 2,998	\$ 16,141	\$ 556	3.6%
Whitewater	\$ 6,812	\$ 1,232	\$ 4,694	\$ 2,976	\$ 15,714	\$ 714	4.8%

Average: \$ 7,355 \$ 1,485 \$ 5,232 \$ 3,403 \$ 17,474 \$

706

4.2%

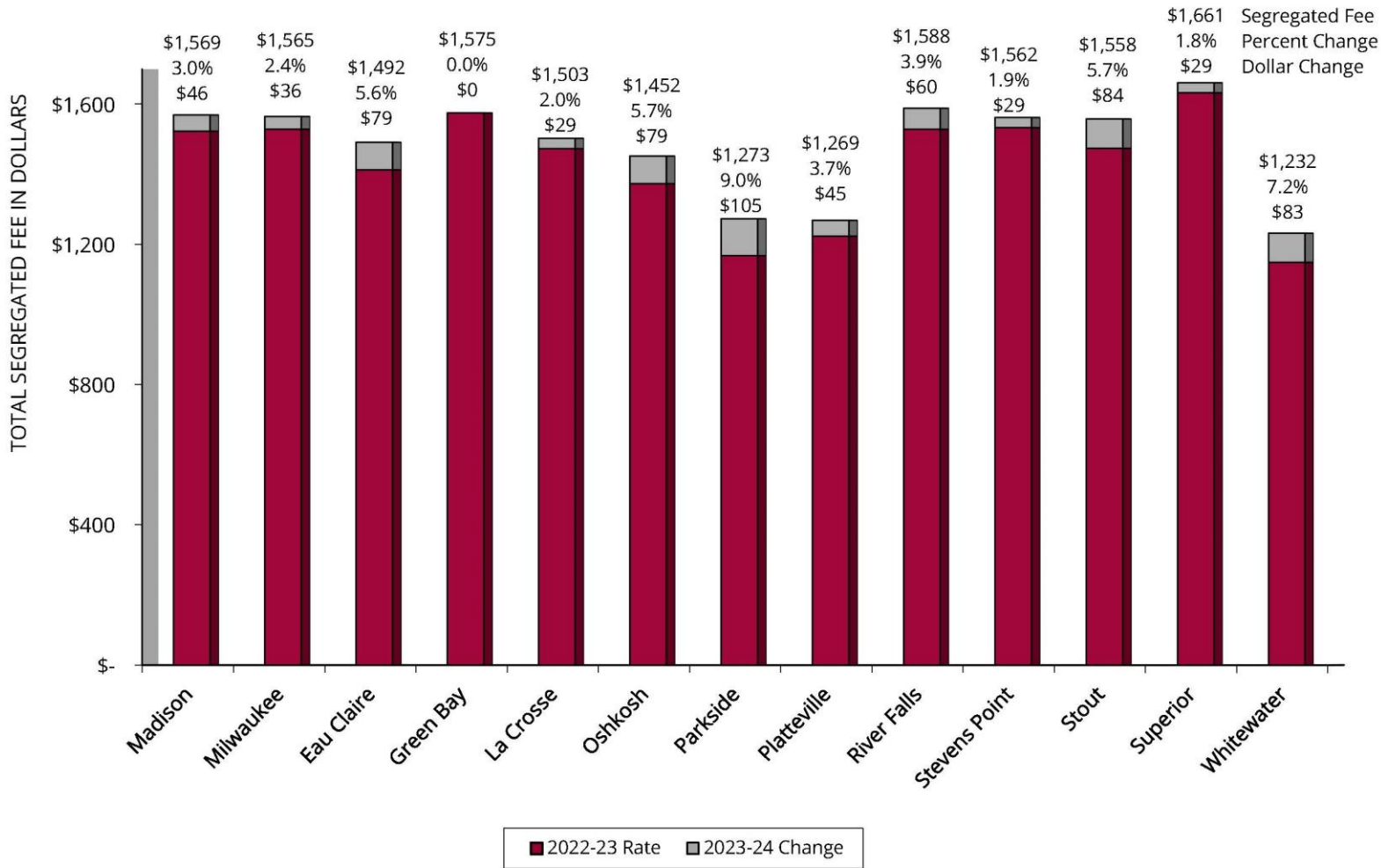
Rate Recommendation: Segregated Fees



Summary of Proposed Segregated Fee Rates

UW Campus	SEGREGATED FEES		
	FY23 Segregated Fee	FY24 Proposed Change	FY24 Segregated Fee Rate
Madison	\$ 1,523	\$ 46	\$ 1,569
Milwaukee	\$ 1,529	\$ 36	\$ 1,565
Eau Claire	\$ 1,413	\$ 79	\$ 1,492
Green Bay	\$ 1,575	\$ -	\$ 1,575
La Crosse	\$ 1,473	\$ 29	\$ 1,503
Oshkosh	\$ 1,373	\$ 79	\$ 1,452
Parkside	\$ 1,168	\$ 105	\$ 1,273
Platteville	\$ 1,224	\$ 45	\$ 1,269
River Falls	\$ 1,528	\$ 60	\$ 1,588
Stevens Point	\$ 1,533	\$ 29	\$ 1,562
Stout	\$ 1,474	\$ 84	\$ 1,558
Superior	\$ 1,632	\$ 29	\$ 1,661
Whitewater	\$ 1,149	\$ 83	\$ 1,232
	\$ 1,430	\$ 54	\$ 1,485

University of Wisconsin System
 2023-24 Academic Year Segregated Fees
 Four-Year Campuses
 (Divide by two for Semester Rates)



**FY24 Rate
Recommendation:
Room and Board**

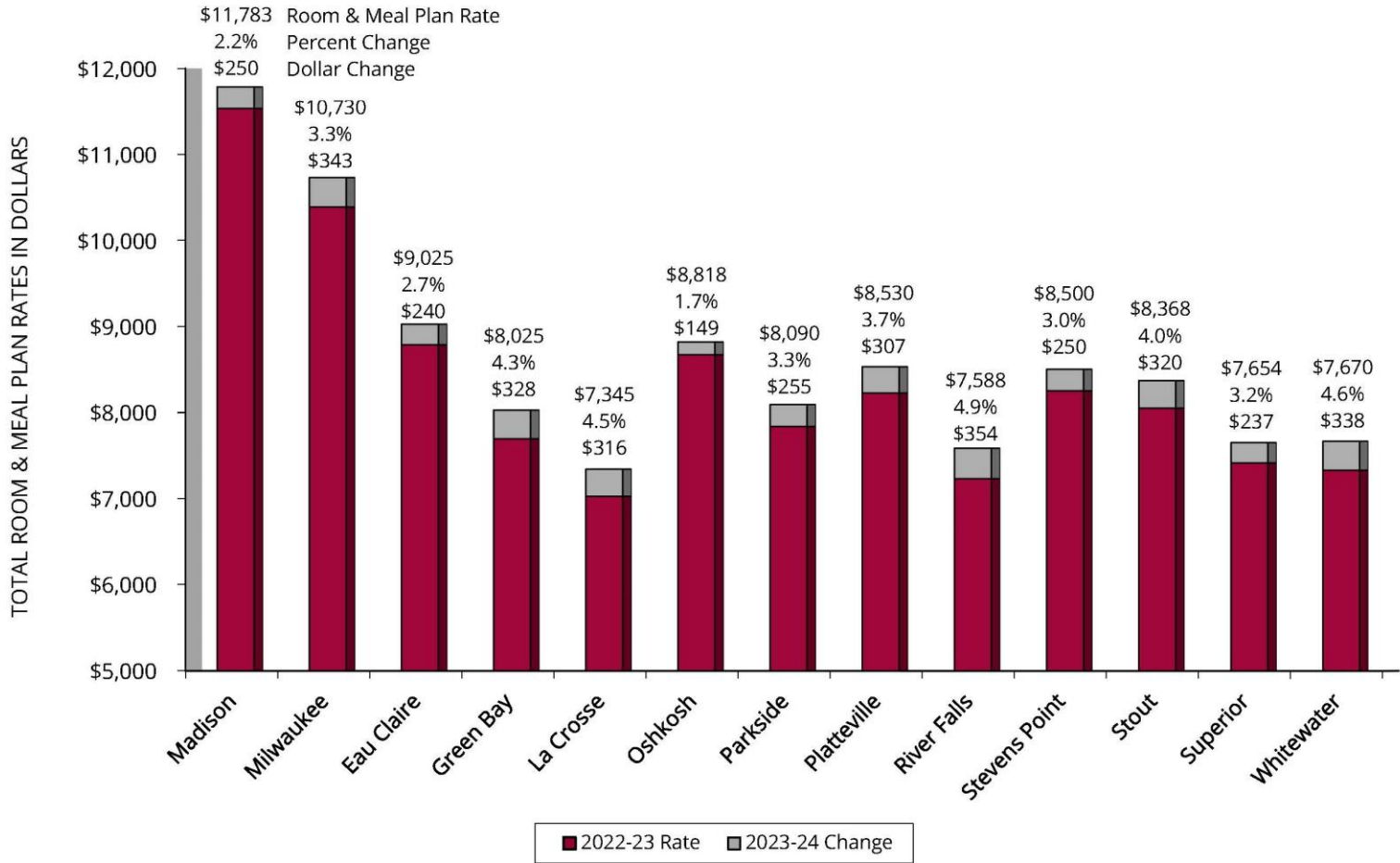


Summary of Proposed Room and Board Rates

UW Campus	FY23 Room Rate	FY24 Room Rate	\$ Change	FY23 Meal Plan	FY24 Meal Plan	\$ Change	Total Room and Board \$ Change	Total Room and Board % Change
Madison	\$ 7,233	\$ 7,433	\$ 200	\$ 4,300	\$ 4,350	\$ 50	\$ 250	2.2%
Milwaukee	\$ 6,113	\$ 6,297	\$ 184	\$ 4,274	\$ 4,433	\$ 159	\$ 343	3.3%
Eau Claire	\$ 5,325	\$ 5,325	\$ -	\$ 3,460	\$ 3,700	\$ 240	\$ 240	2.7%
Green Bay	\$ 4,748	\$ 4,925	\$ 177	\$ 2,950	\$ 3,100	\$ 150	\$ 327	4.2%
La Crosse	\$ 4,233	\$ 4,423	\$ 190	\$ 2,796	\$ 2,922	\$ 126	\$ 316	4.5%
Oshkosh	\$ 5,209	\$ 5,358	\$ 149	\$ 3,460	\$ 3,581	\$ 121	\$ 270	3.1%
Parkside	\$ 4,935	\$ 5,072	\$ 137	\$ 2,900	\$ 3,019	\$ 119	\$ 255	3.3%
Platteville	\$ 5,113	\$ 5,220	\$ 107	\$ 3,110	\$ 3,310	\$ 200	\$ 307	3.7%
River Falls	\$ 4,584	\$ 4,808	\$ 224	\$ 2,650	\$ 2,780	\$ 130	\$ 354	4.9%
Stevens Point	\$ 4,750	\$ 4,850	\$ 100	\$ 3,500	\$ 3,650	\$ 150	\$ 250	3.0%
Stout	\$ 4,830	\$ 4,950	\$ 120	\$ 3,218	\$ 3,418	\$ 200	\$ 320	4.0%
Superior	\$ 4,477	\$ 4,656	\$ 179	\$ 2,940	\$ 2,998	\$ 58	\$ 237	3.2%
Whitewater	\$ 4,517	\$ 4,694	\$ 177	\$ 2,815	\$ 2,976	\$ 161	\$ 338	4.6%
Average:	5,082	5,232	150	3,259	3,403	144	294	3.5%

 *reflects average cost for the majority of students*

University of Wisconsin System
 2023-24 Room & Meal Plan Rates - Average Cost for the Majority of Students
 Four-Year Campuses





Questions & Answers



Sustaining Excellence Review Proposal

Joint Planning & Budget Executive Committee
May 3, 2023

Background

During the 2022-23 academic year, the UWL Joint Planning and Budget Committee (JPB), as charged by Chancellor Joe Gow, examined the current state of Sustaining Excellence, the UWL Strategic Plan. Although Sustaining Excellence was intended to span 2016-2020, the coronavirus pandemic and related circumstances led JPB to advise the Chancellor, in 2021, to extend the plan through the 2023 fiscal year with implementation of a new planning process to take place in September 2023. Development of the planning process, which was to be detailed by November 2022, was altered with the introduction of the UW System's Strategic Framework.

JPB completed the following strategic planning work in 2022-23:

- Reviewed, and offered feedback on, UW System President Jay Rothman's Strategic Framework.
- Considered the benchmarks, both in general and specific to UWL, to be used with the UWS Strategic Framework.
- Detailed the relationship between the UWL Sustaining Excellence (2020-23) plan and the UWS Strategic Framework. This item entailed the following actions:
 - Mapping the 4 pillars of the UWL Sustaining Excellence plan to the 9 strategic initiatives of the UWS Strategic Framework.
 - Identifying what was missing from the UWS plan that needed to be addressed at UWL.
 - Identifying who was responsible for (or needed to be engaged in discussions about) specific items, including both those in the UWS plan and those not in the plan.
- Summarized this work and outlined the Sustaining Excellence Review Process plan (in this document).

Given that an active strategic plan is an expected dimension of our accreditation by the Higher Learning Commission and that the UWS Strategic Framework does not address all of UWL's institutional planning

needs, the JPB Executive Committee recommends reviewing and revising the existing UWL Sustaining Excellence strategic plan to cover the next 3-5 academic years. This work is outlined in the next section.

Sustaining Excellence (SE) Review/Revision Proposal

The JPB Executive Committee recommends the 2023-24 Joint Planning and Budget Committee – including the Chancellor’s cabinet and the pillar leads - collaborate to review and revise the current UWL Sustaining Excellence strategic plan (2020-2023).

Task	Responsible Parties	Completed by¹
Review SE pillar goals <i>Determine goals to continue, to drop, and/or to add</i>	Pillar leads and designated assistants ^{2,3,4,5}	July 1, 2023
Compile new pillar goals for continued Sustaining Excellence strategic plan	Chancellor’s cabinet <i>in consultation with designated pillar assistants</i>	Aug. 11, 2023
Detail proposed dates for new Sustaining Excellence plan	Chancellor’s cabinet	Aug. 11, 2023
Revised Sustaining Excellence plan shared with incoming 2023-24 JPB Convener and/or outgoing JPB Chair	Chancellor	Aug. 18, 2023
New Sustaining Excellence strategic plan shared with 2023-24 JPB Committee	2023-24 JPB Convener Outgoing 2023-23 JPB Chair	Sept. 11, 2023
Vote to endorse the New Sustaining Excellence plan	2023-24 JPB Chair 2023-24 JPB Executive Committee	Oct. 11, 2023

¹ These “completed by” dates are intended to be target dates. The revised plan should be endorsed by JPB before Oct. 11, 2023.

² Transformative Education – Provost; Associate Provost

³ Diversity, Equity, and Inclusion – VC Diversity and Inclusion; VC Student Affairs; Interim Associate VC Diversity & Inclusion

⁴ Investing in Our People – VC Administration and Finance; Director of HR

⁵ Community Engagement – VC Advancement; Community Engagement Coordinator

Jay Rothman Twitter:

	Our Universities face an uphill battle; our belts have been tightened for years and we now rank 43rd nationally in public funding. The new “Facts & Trends” book I asked to be put together frames these challenges for all of Wisconsin. https://bit.ly/3LRdwUP 1/
	The demographic challenges for us – and for all of Wisconsin – are very real. Our workforce shortages will get worse unless we invest in talent now. I saw it first-hand before I took this job last June. The war for talent is real and it is urgent. 2/
	The UW is the state’s premier talent magnet (p. 6) delivering wide-ranging economic benefits and world-class research. 3/
	To deal with fiscal realities, we are doubling down on our efforts to reduce costs in the face of declining purchasing power (pg. 38). No matter what happens in our future, it is clear we have work to do to refocus on delivering what Wisconsin needs and wants. 4/
	I will use my background in the private sector and be relentless in leading this effort, reviewing everything we need to do better – from freedom of expression to evaluating all our campuses in all our communities. 5/
	Many of our universities are facing structural deficits (pg. 21-28). We know that it is not sustainable. However, we are not standing still. This state is rightfully proud of what the UW has meant to the livelihoods of all Wisconsinites. 6/
	We have a critical job to do – to build strong communities, to prepare graduates to thrive in a diverse world of dynamic change, to produce groundbreaking research – we stand ready to make a difference. 7/
	Our #AllinWisconsin video says it well--we are a great asset for our state partners. That’s why I wanted to share w/everyone what faces us at the UW System. Because we work for you & are in this effort together to make the lives of all Wisconsinites better. https://youtu.be/y-a7FOLeX60

Jay Rothman LinkedIn:

	<p>Our Universities face an uphill battle; our belts have been tightened for years and we now rank 43rd nationally in public funding. The new “Facts & Trends” book I asked to be put together frames these challenges for all of Wisconsin. https://bit.ly/3LRdwUP</p> <p>The demographic challenges for us – and for all of Wisconsin – are very real. Our workforce shortages will get worse unless we invest in talent now. I saw it first-hand before I took this job last June. The war for talent is real and it is urgent.</p> <p>The UW is the state’s premier talent magnet (p. 6) delivering wide-ranging economic benefits and world-class research.</p> <p>To deal with fiscal realities, we are doubling down on our efforts to reduce costs in the face of declining purchasing power (pg. 38). No matter what happens in our future, it is clear we have work to do to refocus on delivering what Wisconsin needs and wants.</p> <p>I will use my background in the private sector and be relentless in leading this effort, reviewing everything we need to do better – from freedom of expression to evaluating all our campuses in all our communities.</p>
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Many of our universities are facing structural deficits (pg. 21-28). We know that it is not sustainable. However, we are not standing still. This state is rightfully proud of what the UW has meant to the livelihoods of all Wisconsinites.

We have a critical job to do – to build strong communities, to prepare graduates to thrive in a diverse world of dynamic change, to produce groundbreaking research – we stand ready to make a difference.

Our #AllinWisconsin video says it well--we are a great asset for our state partners. That's why I wanted to share w/everyone what faces us at the UW System. Because we work for you & are in this effort together to make the lives of all Wisconsinites better.

<https://youtu.be/y-a7FOLeX60>

From: [Becki Elkins](#)
To: [JPB Cmte 2022-23](#)
Cc: [Sara Olson](#)
Subject: JPB 2022-23 Final Materials
Date: Monday, June 5, 2023 1:08:40 PM
Attachments: [image002.png](#)
[image003.png](#)

Greetings, colleagues!

Please accept my apologies for the delay in getting this final JPB 2022-23 message out to you. I had hoped to send it by the end of May, but am running a tad behind.

I wanted to share a few documents with you after our 5/3/23 meeting. These documents have been updated to reflect the editing/revising that took place during the meeting as well as the compilation work that needed to be completed. In addition to the links provided below, they can also be found in our [JPB 2022-23 files](#) location via Teams. If you have any questions, please don't hesitate to let me know.

- [Sustaining Excellence Review Process](#) – as approved by JPB 5/3/23
- [Final Overview of UWL Strategic Plan re UWS](#) –
 - a. Begin with the first tab to understand how to read the document
 - b. The primary tab to focus on is the “UW Strategies_UWL Goals” tab

As we discussed at our last meeting, the Sustaining Excellence Review Process document recommends that the UWL Sustaining Excellence pillar leads revise the pillar goals for the coming years. To that end, pillar leads should specifically note:

- what current goals should be maintained (because there is continued planning work to do);
- what current goals should be deleted (because they have been accomplished and/or institutionalized; or because they are no longer relevant or a priority); and
- what goal(s) need to be added to the existing plan.

The revised Sustaining Excellence goals, then, will be shared with JPB in Fall 2023 for consideration of endorsement.

Again, JPB voted to endorse this plan and, as such, these recommendations have been made to the Chancellor and cabinet.

Thank you all again for your service and for allowing me the opportunity to serve as chair. It's been a pleasure working with each of you.

Becki

Becki Elkins

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Sustaining Excellence Review Proposal

Joint Planning & Budget Executive Committee
May 3, 2023

Background

During the 2022-23 academic year, the UWL Joint Planning and Budget Committee (JPB), as charged by Chancellor Joe Gow, examined the current state of Sustaining Excellence, the UWL Strategic Plan. Although Sustaining Excellence was intended to span 2016-2020, the coronavirus pandemic and related circumstances led JPB to advise the Chancellor, in 2021, to extend the plan through the 2023 fiscal year with implementation of a new planning process to take place in September 2023. Development of the planning process, which was to be detailed by November 2022, was altered with the introduction of the UW System's Strategic Framework.

JPB completed the following strategic planning work in 2022-23:

- Reviewed, and offered feedback on, UW System President Jay Rothman's Strategic Framework.
- Considered the benchmarks, both in general and specific to UWL, to be used with the UWS Strategic Framework.
- Detailed the relationship between the UWL Sustaining Excellence (2020-23) plan and the UWS Strategic Framework. This item entailed the following actions:
 - Mapping the 4 pillars of the UWL Sustaining Excellence plan to the 9 strategic initiatives of the UWS Strategic Framework.
 - Identifying what was missing from the UWS plan that needed to be addressed at UWL.
 - Identifying who was responsible for (or needed to be engaged in discussions about) specific items, including both those in the UWS plan and those not in the plan.
- Summarized this work and outlined the Sustaining Excellence Review Process plan (in this document).

Given that an active strategic plan is an expected dimension of our accreditation by the Higher Learning Commission and that the UWS Strategic Framework does not address all of UWL's institutional planning

needs, the JPB Executive Committee recommends reviewing and revising the existing UWL Sustaining Excellence strategic plan to cover the next 3-5 academic years. This work is outlined in the next section.

Sustaining Excellence (SE) Review/Revision Proposal

The JPB Executive Committee recommends the 2023-24 Joint Planning and Budget Committee – including the Chancellor’s cabinet and the pillar leads - collaborate to review and revise the current UWL Sustaining Excellence strategic plan (2020-2023).

Task	Responsible Parties	Completed by¹
Review SE pillar goals <i>Determine goals to continue, to drop, and/or to add</i>	Pillar leads and designated assistants ^{2,3,4,5}	July 1, 2023
Compile new pillar goals for continued Sustaining Excellence strategic plan	Chancellor’s cabinet <i>in consultation with designated pillar assistants</i>	Aug. 11, 2023
Detail proposed dates for new Sustaining Excellence plan	Chancellor’s cabinet	Aug. 11, 2023
Revised Sustaining Excellence plan shared with incoming 2023-24 JPB Convener and/or outgoing JPB Chair	Chancellor	Aug. 18, 2023
New Sustaining Excellence strategic plan shared with 2023-24 JPB Committee	2023-24 JPB Convener Outgoing 2023-23 JPB Chair	Sept. 11, 2023
Vote to endorse the New Sustaining Excellence plan	2023-24 JPB Chair 2023-24 JPB Executive Committee	Oct. 11, 2023

¹ These “completed by” dates are intended to be target dates. The revised plan should be endorsed by JPB before Oct. 11, 2023.

² Transformative Education – Provost; Associate Provost

³ Diversity, Equity, and Inclusion – VC Diversity and Inclusion; VC Student Affairs; Interim Associate VC Diversity & Inclusion

⁴ Investing in Our People – VC Administration and Finance; Director of HR

⁵ Community Engagement – VC Advancement; Community Engagement Coordinator