

## **2014-2015 Membership**

### **Faculty**

Martin Allen, CS-CSH/Faculty Senate VC  
Enilda Delgado, SOC/ARC-CLS  
Jenifer Holman, LIB  
Eric Kraemer, PHL-CLS  
Rebecca LeDocq, MTH-CSH  
Aaron Monte, CHM-CSH, **CHAIR**  
Steven Thornburg, ACC-CBA

### **Academic Staff**

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

### **Classified Staff**

Karoline Auby, MTH  
Ingrid Iverson, LIB

### **Students**

Zachary Koop, PhY undergrad  
Hayley Kresnak, POL undergrad  
Quinn Devlin, CHE grad  
Sam Pierce, SAA grad

### **Administrators**

Ruthann Benson, Dean, CLS  
Robert Hetzel, VC for Admin & Finance (CFO)  
Paula Knudson, VC for Stud Affairs/Dean of Students  
Heidi Macpherson, Provost/VC for Acad Affairs  
Bruce May, Dean, CBA  
Gregory Reichert, VC for Univ Advancement  
Bruce Riley, Dean, CSH

### **Ex-Officio (non-voting) Members**

Robert Hoar, Assoc VC for Academic Affairs  
Catherine Lavalee-Welch, Library Director  
Mark Reeves, Asst VC, Financial Services  
Natalie Solverson, Director of Institutional Research  
Marcie Wycoff-Horn, Director of School of Education

**UW-L Joint Planning and Budget Committee**  
Minutes of Wednesday, 17 September 2014, 1:15 PM  
325 Graff Main Hall

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**Present:** Marty Allen, Karoline Auby, Enida Delgado, Robert Hetzel, Robert Hoar, Jenifer Holman, Ingrid Iverson, Louise Janke, Zachary Koop, Eric Kraemer, Rebecca LeDocq, Heidi Macpherson, Pat Markos, Bruce May, **Aaron Monte**, Mark Reeves, Troy Richter, Bruce Riley, Caleb Roberts, Douglas Salmon, Natalie Solverson, Penny Tiedt, Steven Thornburg

**Excused/Absent:** Ruthann Benson, Paula Knudson, Gregory Reichert, Diane Sasaki

**Consultants/Guests:** Chancellor Joe Gow

**Recorder:** Allen

1. Remarks from Aaron Monte (convener).
  - Commented on wide ranging participation by staff, faculty, administrators, and students, and the value of such shared governance.
2. Introduction of Committee members.
3. Election of Chair.
  - Aaron Monte, *nominated and unanimously approved.*
4. Election of Executive Committee.
  - Faculty: Marty Allen.
  - Academic Staff: Douglas Salmon.
  - Classified Staff: Karoline Auby.
  - Student: Zachary Koop.
  - Dean: Bruce Riley.
  - *All nominated and unanimously approved.*
5. Meeting minutes for 30 April 2014 to be approved at next meeting.
6. Approval of Fall meeting dates.
  - 01 October, 15 October, 29 October, 12 November, 26 November, 10 December.
  - All meetings are Wednesday, 1:15 PM.
  - *MSP unanimously.*
7. Chancellor's Update.
  - (a) Financial Picture:
    - i. Enrollment is very strong, which is a positive, but also presents challenges given funding limitations.

- ii. System budget request for \$95M (million) made early, to ostensibly positive reaction, but few budget specifics forthcoming in current part of election cycle. Given State budget shortfalls, a Budget Repair Bill may be initiated in January, raising possibility of claw-backs of extant funds.
  - iii. Ongoing structural deficit, estimated at \$1.2B (billion), is likely to make growth and restoration of cut funding very challenging in next biennium, a picture further complicated by growth in State Medicaid expenditures.
  - iv. Capital budget is a separate issue, so those projects are still moving forward.
- (b) Governor's visit (10 September 2014):
- i. Chancellor had a chance to speak with Governor Walker, including about possibility of increased flexibility on merit pay; in general System is seeking more flexibility on such issues, even if they would need to be self-funded.
  - ii. No visit currently scheduled with candidate Burke.
8. Provost's Update.
- (a) Enrollment Picture:
- i. Enrollment at 10,558 (head-count value; FTE in progress), which appears to be a record. Includes 1,986 first-year students, down to 1,977 on 10-day cut-down, which is very low attrition relative to historical rates. Also includes 526 transfers, not counting those who transferred over the summer.
  - ii. The Enrollment Management Council will be looking at maintaining the pipeline of students moving forward. An example of activities to that end is the upcoming day-long event by the School of Art and Communication, which is aimed at bringing future students to campus, and into SAC.
- (b) Task-forces:
- i. Two main initiatives, coming out of consultation with faculty and staff during Provost's retreat.
  - ii. *Interdisciplinary Initiatives*: looking especially at curricular issues and barriers to increasing opportunities for University members to work together in a cross-discipline manner. Working in partnership with Faculty Senate, the chair of which is particularly interested in the issue.
  - iii. *Leadership Development*: looking at how to best aid faculty and staff development.
- (c) Other business:
- i. *Higher Learning Commission (HLC)*: visit scheduled for 11–12 April 2016. Report on Firm Footing initiative to be completed this year, with full report for reviewers to be finalized next year.
  - ii. *General Education Assessment*: request for proposals (RFP) for a new assessment tool will be issued soon.
  - iii. *Deans' Searches*: we are searching for new Deans of CLS and Business. Calls for participation are forthcoming, with Business search planned to start in October and finish by February, and CLS search to start November and finish March.

9. CFO's Update.

(a) UW-L and System Balances:

- i. System is still carrying some large reserves, which is a concern in State deficit situation. At UW-L, Fund 131 reserves (coming out of tuition payments) have declined significantly due to tuition freeze and natural pay-plan increases due to promotions, etc. While the situation is manageable in the shorter term, the long-term picture must be watched carefully.
- ii. Budget Office has been asking chairs and unit heads for spending plans aimed to reduce balances across the board; they are now following up to ensure spending is in fact happening as planned. Reports on these efforts will go to System and form part of a report to the Regents. Part of this effort also focusses on Vacancy Plans, examining un-filled positions. At present, strong enrollment has allowed us to manage the lapse in funding centrally without distributing cuts to individual units, but this will be harder to maintain if tuition freeze continues, and especially difficult if System-wide budget lapse occurs due to State budget repair.

(b) Capital Projects:

- i. *Student Center*: working with C. D. Smith (firm that built Centennial Hall). Ground-breaking delayed, but still expected to go forward following upon System approval.
- ii. *Parking*: addition of new levels of garage to start in March; will lead to some serious disruptions of on-campus parking (more information will be forthcoming).
- iii. *Wittich Hall*: renovation has strong System support, and was subject of a well-received presentation at recent Board of Regents meeting. Architect to be selected 15 January 2015.
- iv. *Residence Halls*: currently have an undesirable level of over-crowding in student housing; a new 350-bed facility is on the books, although it is not clear when it will actually be approved.
- v. *Cowley Hall*: design process is ongoing in consultation with the academic units from the College of Science and Health that will be housed there.

(c) Other Financial Issues:

- i. JPB will need to give consideration to how to proceed further in handling faculty/staff compensation. One issue will be that deficits heading into the 2015–17 biennium will make any additional funding highly unlikely (and compensation was not a major component of the most recent System budget request), and so we will need to manage any such issues on our own, granted that we are given flexibility to do so.
- ii. One issue of some concern is the rate at which we are being urged to spend down reserves. We must be very careful to proceed prudently, while also ensuring that we do not lose funds we need as a result of not spending them in a timely fashion.

10. Chair's proposal for edits to Committee Bylaws.

- (a) Several places where the bylaws may need to be amended to reflect actual practice and UW-L reorganization.

- (b) Current bylaws have CFO as convener; this may be altered to a faculty member, in consultation with CFO, as traditionally done.
- (c) Small language changes are required to reflect new position titles: “Assistant Chancellor” positions are now “Vice Chancellor” positions; “Budget” is no longer part of title for Assistant Vice Chancellor for Finance; “Graduate Studies” is no longer a part of title for Associate Vice Chancellor for Academic Affairs; *Campus Connection* no longer exists.
- (d) *Issues to sort out*: number of student representatives on the committee; role of the Chancellor’s charge letter; addition of the former chair as an *ex-officio* member for consulting purposes (if not already a regular member); role of the Director of the School of Education (position now no longer part of a College, and analogous to a Dean).

11. New Business.

- (a) Scheduling of “Budget 101” presentation by CFO Hetzel is TBD; suggested that department chairs be added to the invite list for same.

12. Meeting adjourned at 2:13 PM.

UW-L Joint Planning and Budget Committee  
Minutes of Wednesday, October 1, 2014, 1:15 PM  
325 Graff Main Hall

**Present:** Marty Allen, Karoline Auby, Ruthann Benson, Enilda Delgado, Robert Hetzel, Robert Hoar, Ingrid Iverson, Louise Janke, Ben Kelly, Paula Knudson, Eric Kraemer, Zach Koop, Rebecca LeDocq, Heidi Macpherson, Pat Markos, Bruce May, Aaron Monte, Greg Reichert, Troy Richter, Bruce Riley, Caleb Roberts, Douglas Salmon, Natalie Solverson, Steven Thornburg

**Excused/Absent:** Quinn Devlin, Jenifer Holman, Mark Reeves, Diane Sasaki, Penny Tiedt

**Consultants/Guests:** Kim Blum, Mark Gibson, Joe Gow

**Recorder:** Delgado

1. Approval of Meeting Minutes from September 17, 2014.
  - a. **Motion M/S/P:** "Motion to approve the minutes of September 17, 2014 with the following amendments: Section 8(a)ii change "College of Art and Communication" to "School of Arts and Communication" and "A & C" to "SAC." In addition, in section 8(c)iii, change "Dean's" to "Deans'." (22-0-0).
2. Chancellor's Update
  - a. Regents meeting next Thursday, October 9 and Friday, October 10. Ray Cross will present data on account balances of the UW System.
  - b. Capital budget is being reduced. Bonding authority may well be reigned in. There is a fine balance with spending the cash we currently have on hand versus having it taken and transferred without say. UW-L is in a strong position to grow the University well into the future.
  - c. Enrollment is strong, projects are in the pipeline, UW-L won Higher Education Excellence in Diversity (HEED) award for 2<sup>nd</sup> year in a row, and Victor Macías-González will be receiving the Ann Lydecker Educational Diversity Award for the state of Wisconsin.
3. Provost's Update – UW-Madison has joined Unizin consortium. This consortium of universities develops digital tools for teaching and learning, including course management, learning analytics and data management. UW-Madison will be sharing what they learn with the rest of UW System. This may have an impact on us at a later date.
4. CFO's Update
  - a. *Student Center* - New student center pre-construction meeting was held October 1, 2014 at 10 AM. CD Smith, the firm that built Centennial, will also be the general contractor for the new student center. Information on the impact of closing Wimberly's parking lot and part of Cowley's parking lot will be forthcoming. Ceremonial groundbreaking is currently planned for Friday, October 17, 2014 at 3 PM.

- b. *Cowley Hall* – Phase I is into design. Project Architect and design team will present status update on October 1 at 3PM. Lead architect – River Architects; Smith group- science consultant.
5. 'Budget 101' will be held at 3:30 PM on Wednesday, October 22 at 153 Murphy (ICE).
6. Student Fieldhouse Construction–History and Plans (Hetzel)
- a. *Background*
    - i. CFO Hetzel utilized PowerPoint slides (provided to JPB via email prior to the meeting) to summarize the planning of the Student Fieldhouse Project. A web-based version of this presentation is also found at: <http://uwlax.edu/RecSports/Student-Fieldhouse-Concept/>
    - ii. Four primary stakeholders: Students, Exercise Sports Science (ESS), Recreational and Intramurals Sports and Intercollegiate Athletics.
    - iii. Wittich, first PE building of the UW System, was built in 1916 and housed Gymnastics. As Wittich will be renovated to become the future home of CBA, finding a home for Gymnastics is the impetus for these discussions.
    - iv. This project is moving quickly by virtue of the UW System capital planning process and the state of Wisconsin biennial capital process. The process requires two years to plan and 2 years to build. If the cycle is missed, it requires waiting another 2 years.
    - v. Wittich facility renewal funding request was made to UWSA in June 2010. This set in motion a need to find a new home for gymnastics. In August of 2012, BOR approved \$2.5M for gymnastics facility. This proposed 13,000 s.f. pole barn facility was anticipated to be in the north campus near the marsh, next to building maintenance. Flaws were found in this project including a site analysis with an estimated cost of over \$4M, well over the allotted \$2.5M. Other potential sites were explored including the Newman Center parking site, again with an estimated cost of over \$4.5M.
    - vi. Two over-budget site analyses, within the context of UW System capital planning suggesting that the “big picture” be evaluated, led to questions and reevaluation of long-term vs. short-term goals and needs. Evaluation of whether the \$4.5 M proposed gymnastics facility cost should be leveraged against bigger institutional needs led to this proposed new facility.
    - vii. Consultant was hired to evaluate whether a Fieldhouse would fit between the Stadium and Emerson school. Once this analysis indicated that it might fit, stakeholders were contacted and conversations began.
  - b. *Three projects within Fieldhouse construction:*
    - i. Mitchell Hall Renovation
      - 1. Facility for Women’s Gymnastics
      - 2. Facility for Men’s Wrestling
      - 3. ESS Activity Space
      - 4. Projected Cost: \$1M to \$1.5M; Funding source - Classroom renovation base fund of the University. Timeline: 2018-1019

- ii. New Student Fieldhouse- HSR Architect and consultant that built stadium are providing concepts for new Fieldhouse. This facility would be 120,000 s.f. with a state-of-the-art collegiate track. The inside area of track will be used for intramurals and recreation such as basketball, soccer, volleyball and tennis. This space will also be used by ESS.
    - iii. Artificial Turf on current Sports Complex Rec Fields. Relocate soccer to this new artificial field, add outdoor bathroom facilities, additional recreational fields and a room for sports medicine and first aid.
  - c. *By the numbers:*
    - i. Space- Increase space for Gymnastics from 12,340 s.f. to 15,510 s.f. Increase Fieldhouse space from 41,365 s.f. to 120,000 s.f. Increase ESS Instructional Space from 75,732 s.f. to 149,597 s.f.
    - ii. Cost-
      - 1. Student Fieldhouse: \$26M. \$6M would come from University reserves and \$20M from student fees. The students' segregated fees would increase by \$132. Timeline: Start in 2015 and complete by Fall 2018/Spring 2019.
      - 2. Soccer Field Relocation: \$2M. \$2M would come from University reserves. Timeline: Start 2015 and complete by Fall 2016.
      - 3. Mitchell Fieldhouse Renovation: \$1M to 1.5M. This money would come from the classroom and office renovation fund. Timeline: Fall 2018/Spring 2019.
  - d. *Discussion*
    - i. Discussion ensued regarding the benefits and concerns of the proposed project. Chancellor Gow requested this statement be added on the record: "If it is detrimental to the academic mission of ESS, we will not do it."
  - e. **Motion M/S/P**- "Motion to enthusiastically endorse this plan." (19/1/0)
- 7. FY15 Academic Equipment Replacement Schedule (Hetzl) - \$400,000 in base funds spent annually to replenish academic equipment.
- 8. FY15 Compensation Plan (Hetzl) - There are sufficient funds to have a 2% lump sum (one-time) payment on November 1st. This is only for those below 100% of the CUPA median for their position.
  - a. **Motion M/S/P** - "Motion to enthusiastically support a one time 2% lump sum increase for everyone under 100% of the CUPA median for their position." (20-0-0)
- 9. GPR Carryover Balances from FY14 to FY15 (Hetzl)- Informational item. At the end of the year, the carryover balance was \$630,000. These monies were reallocated to colleges.
- 10. Committee By-Laws Revisions -
  - a. **Motion M/S/P**- "Motion to approve the revised bylaws." (20-0-0)

Meeting adjourned at 3:15 PM.



UW-L Joint Planning and Budget Committee  
Minutes of Wednesday, October 15, 2014, 1:15 p.m.  
325 Graff Main Hall

**Present:** Marty Allen, Karoline Auby, Ruthann Benson, Enilda Delgado, Robert Hetzel, Robert Hoar, Jenifer Holman, Ingrid Iverson, Louise Janke, Ben Kelly, Paula Knudson, Eric Kraemer, Zach Koop, Rebecca LeDocq, Heidi Macpherson, Pat Markos, Bruce May, Aaron Monte, Greg Reichert, Troy Richter, Bruce Riley, Caleb Roberts, Natalie Solverson, Steven Thornburg, Penny Tiedt

**Excused/Absent:** Quinn Devlin, Mark Reeves, Douglas Salmon, Diane Sasaki

**Recorder:** Auby

1. Approval of Meeting Minutes from October 1, 2014
  - a. **Motion M/S/P:** Motion to approve the minutes of October 1, 2014.
2. Chancellors Update – Joe Gow
  - a. Chancellor Gow, Provost Macpherson and Vice Chancellor Hetzel attended the Board of Regents meeting, October 9 and 10. There was an Inclusive Excellence report from Barbara Stewart.
  - b. A report on the UW System Reserve funds presented was greeted favorably. The regents feel more “confidence” with the plan for the funds. This report will be presented to the legislature. A report in the Milwaukee Journal Sentinel states that UW System Ray Cross talked about “wholesale, strategic belt-tightening.
  - c. The referendum on the new Field House has a technical glitch. The program did not adjust for Central Time, and therefore, closed an hour early. The vote was reopened until 2:00 p.m. today, October 15. Over 3500 students participated, which is the most active voting in the history of UW-La Crosse. If the vote is favorable, the proposal will go to the Board of Regents. If the proposal is turned down, it will not move forward as the referendum is binding.
3. Provost Update – Heidi Macpherson
  - a. Lixian Jin, a professor at De Montfort University in the United Kingdom has been on campus all week to share learning experiences with International students.
  - b. Due to a glitch in the system, International students were billed the wrong amount of their accounts. This is being corrected.
  - c. A UW-System Discovery Grant has been submitted to assist faculty in developing undergraduate research and embedding more research in their programs. There is a high likelihood of approval of the grant.
  - d. An RFP has been sent out looking for an Assessment tool. So far there is only 1 company who has responded with a bid.
  - e. HLC is currently reviewing external locations for MEPD programs.
  - f. The CBA Dean search is currently underway, and it is expected that the CLS Dean Search will begin in 2 weeks.

4. CFO Update – Bob Hetzel

- a. The Legislative Fiscal Bureau reports that revenues are 2.3% down. This could mean they will look at State Agencies for cuts.
- b. There will be a Groundbreaking Ceremony on Friday, October 17 at 2:30 p.m. for the new Student Center. It will be held at the construction site.
- c. The 2% DMC's for Classified Staff, and equity adjustments for Faculty and Staff are being processed and should be paid out on November 1. This is for Fiscal Year 2014, and therefore new Fall hires are not included in this compensation plan.
- d. Budget 101 is being presented on Wednesday, October 22, at 3:30 in the ICE (Institute for Campus Excellence) space, 150 Murphy Library.
- e. Due to steady, high enrollment, there are funds available for GQA positions: \$548,000 for Faculty; \$121,000 for Staff. The Deans are speaking with their departments about needs. The majority of these positions will be IAS, as the positions are dependent on high enrollment. These funds cannot be used to backfill any budget cuts.
- f. The staff positions are being reviewed and any that were on the table from the last round will still be considered. These will be decided by need and growth.

5. Institutional Research Update – Natalie Solverson

- a. Natalie reviewed the GQA Metrics that were decided by Joint Planning and Budget based on GQA goals; as well as our enrollment numbers after the 10<sup>th</sup> day data.
- b. GQA Goal: **Growth**
  - i. Enroll more undergraduates. We have outpaced, met and exceeded our goals. We are above other UW Systems schools in retention rates.
  - ii. Award more degrees. There was a small dip a couple of years ago, but the last 2 years we have been very close to the goal.
- c. GQA Goal: **Quality**
  - i. Undergraduate research. There has been a major increase in course completions with embedded undergraduate research. There has been an increase in undergraduate research topics, as well as an increase in funding.
  - ii. Faculty/Student ratio. The faculty/student ratio decreased for the last 2 years and has been holding steady at about 20:1. If we were able to fill all of the current open positions, we would be closer to 19:1.
  - iii. Graduation rates. The first time cohort from 1998 to August 2014 was studied. 4 year rates are at 33%; 5 year rate at 65% (this is better than most other schools' 6 year rate); and the 6 year rate about 5%.
- d. GQA Goal: **Access**
  - i. These are difficult to achieve as the goals have funding needs attached to them. Our institutional aid needs were 1.98 million this year compared to .95 million in 2010. At the same time that there is an increase in need, work-study funding has decreased. For FY 11, the distribution of costs was 18% loans, 55% work-study, and 18%

unmet. The allocation of funding from the US Department of Education has remained the same since the 1980's. When GQA was first proposed, the Financial Aid proponent was not approved. Eau Claire has a financial aid proponent approved in their differential tuition. The Perkins Loan program will sunset in 2015 unless the legislature does something, and there are no discussions.

e. Enrollment:

- i. When reviewing the data from year to year, you have to add the School of Education with CLS. We are at 10,558 undergraduates, with the College of Science and Health that largest with 52.5%
- ii. Diversity: International degree seeking students dropped from 299 to 210.
- iii. Enrollment projections: If we stay the same with our retention rate, the enrollment numbers should stay about 10,500.

6. **M/S/P** to cancel the Joint Planning and Budget meeting on Wednesday, November 26 (the Wednesday before Thanksgiving).

7. **Meeting Adjourned.**

Respectfully submitted,

Karoline Auby

Joint Planning & Budget Committee  
Minutes of 12 November 2014

Members Present: Aaron Monte (Chair), Allen Martin, Enilda Delgado, Jenifer Holman, Eric Kraemer, Rebecca LeDocq, Steven Thornburg, Pat Markos, Troy Richter, Douglas Salmon, Cynthia Carlson, Penny Tiedt, Ruthann Benson, Paula Knudson, Heidi Macpherson, Bruce May, Gregory Reichert, Robert Goldmann (standing in for Bruce Riley), Karoline Auby, Ingrid Iverson

Members Excused: Louise Janke and Robert Hetzel

Student Representatives Present: Zachary Koop, Caleb Roberts, Ben Kelley

Student Representative Absent: Quinn Devlin

The meeting was called to order at 1:15 by Chair Monte.

M/S/P – Minutes of 15 October 2014

Chancellor's Report – Dr. Joe Gow

1. Medical update on Bob Hetzel and Chris Bakkum
2. The university has convinced the city to put a Pedestrian Warning on State Street between Graff Main Hall and Newman Center.
3. Republicans have gained a majority in the Wisconsin Senate.
4. Update on discussions at UW-System meetings – no definite decision made
5. A section of the Assembly Republican Agenda was shown on the overhead and attention brought to the following statement: "Assembly Representatives will demand efficiency and financial transparency from state schools. Resources should be focused on major study areas that are identified as needs for today's economy and the future of Wisconsin."
6. Information shared:
  - a. The average number of credits being taken by undergraduate students in the Fall 2014 Day of Record = 14.6 credits (Institutional Research)
  - b. The number of students graduating from Wisconsin high schools is declining, but applications to UW-L are strong (Admissions)

Provost/Vice-Chancellor's Report – Dr. Heidi Macpherson

1. The Self-Sufficiency Program in the College of Liberal Studies is an important program for changing people's lives.
2. The two Dean's searches are underway.
3. Provost Macpherson is the UW-L Representative on the UW-System Strategic Planning Initiative, which will be overseeing the process for writing a Strategic Plan
4. \$50,000 grant received from UW-System for faculty to embed undergraduate research into classes.

5. “Women Moving Ahead” – a program being sponsored by AAUW, Viterbo University, UW-L and other community organizations will be held April 16 & 17<sup>th</sup>. More information about this event will be forthcoming.

Associate Vice-Chancellor for Enrollment Management Report – Dr. Fred Pierce

1. Reported on Enrollment Management Initiatives, including:
  - a. Interim move of Fred Pierce into Office of International Education Director position
  - b. Interim move of Mark Haakenson into Office of International Education Budget Officer position
  - c. Report on the evaluation process for divisions within Enrollment Management, including,
    - i. Results of Survey by UW-L faculty, staff and students on services offered and customer satisfaction of the different divisions
    - ii. External Consultant and SWOT Analysis of Office of International Education
    - iii. Staff development opportunities for Office of International Education
  - d. Report on budget concerns within the Office of International Education, including
    - i. FY 13 - \$102,674 short-fall (plan for payback of \$50,000/year developed
    - ii. FY 14 - \$124, 516 short-fall
    - iii. Use of Foreign Student Health Insurance fees
    - iv. Use of Study Abroad Emergency fees
    - v. Imbalance of Student Exchange Program (-43.8 outgoing students)
  - e. Report on plans for addressing budget concerns, as well as clarification of processes and procedures within OIE.
  - f. Report on OIE’s future role in working with faculty-led study tours – to take more responsibility for the logistics of faculty-led study tours
  - g. Future Goals: looking closer at international students targets in exchange programs, direct enrolls, and 2 + 2 Programs.

Meeting adjourned.

Respectfully submitted: Ruthann Benson

## Meeting Minutes

Joint Planning and Budget Committee Meeting, 12-10-14

Present: Martin Allen, Aaron Monte, Natalie Solverson, Steven Thornburg, Bruce May, Penny Tiedt, Heidi McPherson, Ruthann Benson, Pat Marcos, Cynthia Carlson, Paula Knudson, Zachary Koop, Greg Reichert, Bob Hoar, Doug Salmon, Troy Richter, Enilda Delgado, Ingrid Iverson, Becky LeDocq, Bruce Riley, Eric Kraemer

Excused: Bob Hetzel, Jennifer Holman

Chair Monte convened the meeting at 1:16 pm, announcing that homework assignments would be forthcoming.

Meeting Minutes from previous meeting were corrected and approved.

Chancellor Gow first addressed the committee, reporting on the most recent Board of Regents meeting at which the proposal for the new UW-L field house was approved. Gow also commented on current challenges facing the UW-System

Provost McPherson provided updates on [1] student numbers for next year, [2] a scholar's day to attract top student applicants on 1-30-15; [3] the number of transfer students for spring, [4] developments in OIE, [5] two dean's searches, and [6] other up-coming searches.

The committee then heard explanations on the new GQA staff positions for fiscal year 2014-2015 from Greg Reichert, Paula Knudson and Provost McPherson. The committee also heard explanations of the 9 new instructional positions [6 IAS, 3 faculty].

Natalie Solverson then addressed the committee regarding the HLC accreditation visit in April 2016, and explained [1] why accreditation matters, [2] Changes since 2005-2006 Accreditation, and [3] the materials to be submitted. Solverson explained that the role of JP&B in the process would be to review the mission and vision statements required. It was also emphasized that many items relating to planning and budgeting are related to accreditation.

Chair Monte noted that the plan for the next meeting is to determine which specific goals adopted 3 years ago have been implemented and may be dropped from the list, and to modify the list in other ways, as deemed necessary by the committee. Dean May mentioned the usefulness of consulting vision statements in previous strategic plans, and Dean Benson noted the usefulness of consulting the current college vision statements.

Chair Monte closed the meeting by informing the committee that the Budget 101 session would be held on 1/28/15.

He also noted the following scheduled dates for JP&B meetings for spring 2015: 2/4; 2/18; 3/4; 4/1, 4/15 and 4/29.

Respectfully submitted,

Eric Kraemer

UW-L Joint Planning and Budget Committee

1:15 PM, February 4, 2015

325 Graff Main Hall

**Minutes**

Present: Martin Allen, Ruthann Benson, Cynthia Carlson, Enilda Delgado, Bob Hetzel, Bob Hoar, Jenifer Holman, Ingrid Iverson, Louise Janke, Paula Knudson, Zachary Koop, Eric Kraemer, Catherine Lavallée-Welch, Becky LeDocq, Heidi Macpherson, Pat Markos, Bruce May, Aaron Monte (chair), Troy Richter, Bruce Riley, Doug Salmon, Natalie Solverson, Kristin Stanley, Steven Thornburg, Penny Tiedt, Marcie Wycoff-Horn

Chair Monte convened the meeting at 1:15 p.m.

Meeting minutes from 10 December 2014 approved with no changes.

Chancellor's Updates – Chancellor Gow thanked Natalie Solverson and all involved for their work on the university's Mission, Vision, & Values document. He and Provost Macpherson will be meeting with legislators to share the challenges our university faces related to the proposed budget. This proposed budget will take us back to 1998 levels of funding received from the State.

CBO's Updates – Vice Chancellor Hetzel gave a brief overview of next steps relating to the budget. He will convene the University Budget Council (16 people pulled largely from JPB, including deans and shared governance leaders) who will address base budget cuts and develop revenue strategies and develop plans to bring to JPB for approval. Meetings are open and all are welcome to attend. The process will be open and transparent. We want to protect the instructional mission of the university at all costs.

Provost's Updates – Provost Macpherson gave an update on the status of the dean searches. CBA candidates are on campus over the next two weeks. The CLS search and screen is working to finalize dates to bring finalists on campus. The Director of Career Center and Advising search and screen is working to develop a list of finalists and bring candidates on campus within the next few months. Campus feedback is valued. Provost Macpherson then assured the committee that all promotions are moving ahead as scheduled – both faculty and IAS promotions. Candidates will be getting their letters on schedule. Tenure decisions will follow the scheduled timeline as well. She ended her report by announcing that she has already received 200 nominations for the Provost's Teaching Excellence awards – with 6 weeks left for nominations.

“Mission, Vision, and Values” for HLC accreditation - Chair Monte reported that he and Natalie Solverson worked over January to develop these statements for HLC. The university's strategic plan from 2003 is still in place. The ideas and values included in that document remain largely the same today. We can embrace and recommit to those values as we review and update our documents. In the Mission, Vision, and Values document our mission must remain intact, but we needed statements on vision and values. Chair Monte then led the committee through the document and committee members made suggestions:

- Possibly add section on importance of faculty as teacher-learners to Value: 1 – to highlight scholarship more.
- The audience is HLC – our accrediting body, as well as our students and future faculty and staff, and our community broadly. This document will help us tell the story of what we do when we speak to legislators and others.
- What about adding civic engagement as part of idea of whole person? Possibly included under community section. Voter registration system paid for by students and created for students. Maybe reinforce it as part of our commitment to the liberal arts, which fosters civic engagement.
- Why aren't faculty and staff included in the vision? Reinforces idea of community as well as push pull of teaching/learning.
- Add engagement into the value of community service – civility. Linking well being and safe environment into value #3. As well as adding collaborative to value 3 as in “collaborative best practices.”
- What about shared governance/self-governance? Model leadership practices for our students – maybe add to value #3.

UW-L Strategic Planning documents – Chair Monte and Natalie Solverson explained how this document fits in with strategic plan. Greyed out goals are ones that were completed or not relevant anymore. Chair Monte called for volunteers for a Goal Analysis Sub-Committee that would review goals and make recommendations. Please let him know if you are interested in joining this group.

Reviewing these documents is an ongoing charge to this committee.

*Spring 2015 JPB Meeting Dates are 2/4, 2/18, 3/4, 4/1, 4/15, 4/29*

Chair Monte adjourned the meeting at 2:12 p.m.

Respectfully submitted,



Jenifer S. Holman



UW-L Joint Planning and Budget Committee  
1:15 PM, March 4, 2015  
325 Graff Main Hall  
**Minutes**

Present: Martin Allen, Enilda Delgado, Jennifer Holman, Eric Kraemer, Rebecca LeDocq, Aaron Monte (chair), Steven Thornburg, Louise Janke, Pat Markos, Troy Richter, Doug Salmon, Cynthia Carlson, Penny Tiedt, Ruthann Benson, Bob Hetzel, Paula Knudson, Glen Knowles for Bruce May, Gregory Reichert, Karoline Auby, Ingrid Iverson, Sam Pierce, Natalie Solverson, Kristin Stanley.

Chair Monte convened the meeting at 1:18 p.m.

Meeting minutes from 04 February 2015 were approved with one change, a spelling correction for Pat Markos' name.

Chair Monte welcomed the new student members to the committee – Sam Pierce, SAA grad and Haley Kresnak, POL undergrad. (Caleb Roberts graduated in Dec.)

Chancellor's Updates – Chancellor Gow was not available.

CBO's Updates – Vice Chancellor Hetzel gave a brief overview of next steps related to the UWL budget. He continues to convene weekly the University Budget Council (16 people pulled largely from JPB, including deans and shared governance leaders) who are addressing the base budget cuts and developing revenue strategies and developing plans to bring to JPB for discussion and approval. Meetings are open and all are welcome to attend. The process is wholly open and transparent. One main guiding principle is to continue to protect the instructional mission and capacity of the university.

The testimony documents from University of Wisconsin System President, Ray Cross, and UW-Eau Claire Chancellor, Jim Schmidt, from the 1st hearing of the Joint Committee on Finance on March 3, 2015 were shared with the UWL JP&B Committee. These advocate for “public authority” status for the UW-System. Bob Hetzel voiced concern, not sure it is the right thing at this point in time. Also, the \$300 million budget cut is viewed as too large and too soon, and we need consideration of additional hidden costs in benefits and facilities. The UW Extension 2-year Colleges are at risk for a \$5.4 million cut.

The UWL share of the budget cut is \$8 million per year. The UWL University Budget Council continues to vet ideas for revenue generation and spending reductions. \$6 million in cuts have been identified so far, but the remaining \$2 million are more challenging and are under review. \$3 million of un-booked revenue was identified. There is \$1 million in position eliminations from 24 currently open/unfilled non-instructional academic positions (“phase 1”). JP&B members voiced their concern that the loss of non-instructional academic positions will have a negative impact on the quality of our students' educational experiences. All options still need to be examined.

The 19-to-1 student-to-faculty ratio is very important to the students and achieving this was one of the main reasons for beginning the GQA plan. (A significant measure of the Q, or “quality.”) Further discussion outlined the differences between student-to-faculty ratio and undergraduate class size because increasing class sizes was brought up as a potential way to address the budget issues. Natalie Solverson clarified that these two measures of academic quality are calculated from different types of data. The student-to-faculty ratio calculation is based on the headcounts of full- and part-time faculty/IAS employed by the university to full- and part-time students enrolled at the university. It is not based on the number of students being taught in the same classroom at the same time. A recommendation was made to compare ourselves to our peer institutions using these measures to see where we stand.

Provost’s Updates – Provost Macpherson was not available.

“Mission, Vision, and Values” for UWL and for HLC accreditation – Chair Monte reported that he and Natalie Solverson worked on further revising these statements in February to incorporate the additional comments provided by JP&B members to finalize documents for the HLC review. The Values paragraph is a living document. A motion to approve the “Mission, Vision and Values” document was seconded and passed unanimously without discussion. Thank you to Natalie Solverson and Aaron Monte for your major contributions to developing these documents, and thanks to Chancellor Gow for his enthusiastic endorsement.

Review of University of Advancement Activities by Gregory Reichert – a power point presentation review of the 2014-15 fundraising efforts was provided by Vice Chancellor for University Advancement, Greg Reichert. Greg highlighted the 5 different groups, their responsibilities, fundraising work, and number of staff. There are a number of Alumni Association activities in which we can engage our alumni. Our alumni relationships go as far back as 1909. There are 78,000 alumni, and 63,000 home mailing addresses are known, but only 21,000 email address are known. The number of telephone numbers on record are decreasing. These factors all influence our fundraising strategies. The overall campaign goal is \$15 million. With 38 new endowment funds and 10 major additions to existing endowments, the actual total raised to date is \$4,805,911.

*Next 2015 JPB Meeting Dates are 4/1, 4/15, 4/29*

Chair Monte adjourned the meeting at 2:08 p.m.

Respectfully submitted,  
Cynthia R. Carlson

## UW-L Joint Planning and Budget Committee

1:15 PM, April 1, 2015

325 Graff Main Hall

### **Minutes**

Present: Martin Allen, Karoline Auby, Ruthann Benson, Cynthia Carlson, Enilda Delgado, Bob Hetzel, Robert Hoar, Jennifer Holman, Ingrid Iverson, Louise Janke, Eric Kraemer, Paula Knudson, Haley Kresnak, Katherine Lavalley-Welch, Rebecca LeDocq, Pat Markos, Bruce May, Aaron Monte (chair), Troy Richter, Gregory Reichert, Bruce Riley, Doug Salmon, Natalie Solverson, Kristin Stanley, Steven Thornburg.

Chair Monte convened the meeting at 1:17 p.m.

Meeting minutes from 04 March 2015 were approved.

Chancellor's Updates – Chancellor Gow provided a brief update on the status of the discussions related to the state budget and the proposed funding cut to the UW System. He indicated that the possibility of the UW System becoming a 'public authority' (as part of the original budget proposal) lacked support by the legislature and appeared to no longer be under consideration. He also stated that there was an ongoing discussion regarding the 'rebasement' of the UW System appropriation among the institutions; if this were to become reality, this would not be favorable for UW-L. Next, Chancellor Gow reported that the Buildings Commission approved the addition to the Eagle Recreation Center and also the Wittich Hall project. However, both the field house and new residence hall projects had been placed on hold. Finally, Chancellor Gow reminded the group that he would continue to watch the developments related to the state budget as they unfold and would provide continued updates.

Provost's Updates – Provost Macpherson was not available.

CBO's Updates – No specific update from Vice Chancellor Hetzel at this point in the agenda.

Budget Reduction Proposal from University Budget Council – Chair Monte introduced UW-L Budget Director Kristin Stanley. She had prepared a number of documents for the committee's review. Those documents included:

- Historical Perspective of Funding – Provided a history of the biennial budget reductions from 2001-03 to 2013-15. This included the UW System reductions and as well as the UWL share in each of those biennia. Prior to the 2015-17 biennium, the UW-System has suffered GPR base budget reductions totaling \$612M, with UW-L's total share of this being \$15.7M. The proposed budget reduction for each year of the 2015-17 biennium is \$180M for the System, which translates to a predicted \$8M reduction for UW-L.

-Budget Reduction Overview by Division – Provided a summary of the budget reduction by division. Chancellor 1.01%; Academic Affairs 39.46%; Administration & Finance 33.59%; Student Affairs 23.68%; University Advancement 2.25%.

-Budget Reduction Plan Detail – Provided additional/specific information regarding the various options that made up the proposed \$8M budget reduction plan for the institution. All of the options were vetted by the University Budget Council in weekly meetings over the prior six weeks. Vice Chancellor Hetzel provided a brief description of each of the options, which included both increased revenues and expenditure reductions. One of the options presented included an increase to the number of students admitted to 2,025, an increase of 50 students. Members of the committee had questions about this option related to housing and quality of services for students. Corey Sjoquist offered an update on the current number of admitted students and the plausibility of meeting the new enrollment target of 2025. Vice Chancellor Hetzel indicated that if the final budget cuts were less than predicted, the first priority for restoration likely would be resetting the new freshmen target back to 2,000 or 1,975. He also indicated that in early May we should know the final budget reduction figures for each campus. At that point, if there are funds to be restored, the University Budget Council would reconvene to review the plan and offer recommendations on what options to restore.

Motion made by Eric Kraemer to accept the recommendations of the University Budget Council that make up the Budget Reduction Plan. Second by Pat Markos.

Discussion - Concern was voiced by one of the committee members regarding approving the budget reduction plan as a whole and suggested that the committee have a separate vote on each option presented in the plan.

Motion withdrawn by Eric Kraemer to accept the recommendations of the University Budget Council that make up the Budget Reduction Plan. Second by Pat Markos.

Chair Monte then presented each of the Budget Council recommendations to the committee line by line and asked for a vote in support of each item in the plan separately. All of the Budget Council recommendations passed by a show of hands. Results of the voting are recorded in the attached planning document.

New Business – None

Chair Monte adjourned the meeting at 3:10 p.m.

Respectfully submitted,

Louise Janke

## **Joint Planning and Budget**

### **April 29, 2015**

Present: Allen, Delgado, Holman, Kraemer, LeDocq, Monte, Thornburg, Janke, Markos, Richter, Carlson, Tiedt, Benson, Hetzel, Knudson, Macpherson, Brooks (for May), Reichert, Riley, Iverson, Kresnak, Pierce, Lavalley, Solverson

Excused: Wycoff-Horn

Approval of 4/1/15 Minutes

### **Provost Report**

1. The Veterans/Military Related Advisory Group has recommended UWL commit to the 8 Keys to Veterans Success outlined by the US Department of Education. We were lacking in Key seven, a comprehensive training program for faculty and staff. We now have that up and running (Kognito) and 50 faculty staff have completed it. You can find the information at the following site

<http://www.ed.gov/veterans-and-military-families/8-keys-success-sites>

Also as a point of reference the following UW schools have already committed.

University of Wisconsin, Eau Claire  
University of Wisconsin, Oshkosh  
University of Wisconsin, Parkside  
University of Wisconsin, Platteville  
University of Wisconsin, River Falls  
University of Wisconsin, Stevens Point  
University of Wisconsin, Whitewater

2. UW System Senior VP Search has been suspended by President Cross. Will reconvene search committee at a later date.
3. Graduate Studies Review-completed by external reviewers and recommendations should be at UWL by the end of May. This review was examining array of curriculum, application processes, and planning for new programs.

### **CBO Report**

1. Capital Update
  - a. Student Center slightly ahead of schedule and maintaining budget
  - b. Parking Ramp about a week ahead of schedule
  - c. West Chiller Plant-bone was found and taken to MVAC. Shut down construction for about a half a day. It was an animal bone.
2. Parking around campus-City of La Crosse has or will change parking on East Avenue and Myrick Park Lane to 2 hour parking.

### **Values Webpage-Natalie**

1. Looking for a landing page for the universal accountability dashboard.
2. Lots of links with the dashboard
3. Still will keep the Accountability in Brief Report
4. Discussion on Strategic Plan and Vision. Still need to sort through some of the goals
5. Need to endorse the four categories that relate to our campus vision
6. Will need to revisit some of the goal statements
7. Wording revisions should be sent to Chair Monte
8. M/S/P to place dashboard on the Provost Page of the UWL Website

### **Budget Reduction Plan**

A healthy discussion about the budget reduction plan was had. Some main points are as follows:

1. Concern about the 1% pay plan when positions are being cut was raised.
2. Some concerns about jobs being impacted and confusion whether or not JPB knew that people's jobs were being eliminated.
3. Chancellor was satisfied with the integrity of the process. Did pass around an anonymous ballot that asked the question whether members of JPB knew that people's positions were going to be eliminated as a part of Phase II budget cuts. Results 18 yes and 1 no.
4. Continued discussion of Phase II cuts.
  - a. Concerns about the criteria used to make those cuts
  - b. Were the cuts based on evidence? What criteria?
5. Felt that the vote was a vote of confidence to the University Budget Council's work and recommendations and the directors making the decisions regarding personnel cuts.
6. Discussion about what would be restored if the budget cut is reduced.
7. A request to revote the budget reduction plan was raised. Failed to move forward.
8. Discussion about the role of JPB and the integrity of this process ensued.
9. Mid to late May we should know from the State what the budget will be.
10. After this, the Budget Council and/or available members of JPB will convene during the summer months to formulate revised recommendations to next year's JPB.

Adjourned at 2:25pm

Submitted by Troy Richter