

Committee Membership
UW-L Joint Planning and Budget Committee
2018-2019 FY

1. Seven Faculty Members

Michael Abler, BIO-CSH
Martin Allen, CS-CSH
Enilda Delgado, SOC-CLS (CHAIR)
Becki Elkins Nesheim, SAA
Taviare Hawkins, PHY-CSH
Kelly Nowicki, MGT-CBA
Steve Senger, CS-CSH

2. Six Academic Staff Members

Cynthia Carlson, Council Rep, IT
Abbi Claus, Campus Climate
Troy Richter, Res Life
Jordan Schaller, University Police
Chris Stindt, Academic Advising
Robin Tuxen, Budget Office

3. Nine Administrative Members

Vitaliano Figueroa, VC for Stud Affairs/Dean of Students
Robert Hetzel, VC for Admin & Finance (CFO)
Laura Milner, Dean, CBA
Betsy Morgan, Provost/VC for Acad Affairs
Gregory Reichert, VC for Univ Advancement
Mark Sandheinrich, Dean, CSH
Barbara Stewart, VC for Diversity & Inclusion
Kim Vogt, interim Dean, CLS
Marcie Wycoff-Horn, Dean, SOE

4. Two University Staff Members

Deanna Wachter, HST
Brandon Harris, IT

5. Four Student Representatives

Haley Jurecki, undergrad
Benjamin O'Connell, undergrad
Lysianne Peacock, grad

6. Ex-Officio (non-voting, consultant) Members

Sandy Grunwald, Assoc VC for Academic Affairs
Peter Haried, Immediate past chair of JPB
John Jax, Murphy Library
Natalie Solverson, Director of Institutional Research
Assistant VC for Financial Svcs (Kristin Stanley, Budget Director)

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, September 12, 2018
325 Graff Main Hall

Recorder: Abler

1. Call to order 1:15 by convener Delgado
Present: Abler, Allen, Blum Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Milner, Morgan, Nowicki, O'Connell, Reichert, Richter, Schaller, Stewart, Tuxen, Vogt, Wachter, Wycoff-Horn,
Absent: Sandheinrich, Senger
Guest: Joe Gow
2. Introduction of Committee Members
3. Election of Chair—M (Abler)/S (Claus)/P (unanimous) to elect Enilda Delgado as chair
4. Election of Executive Committee - “The executive committee will help to determine the agenda for upcoming meetings and review materials for distribution, as necessary.”
 - faculty—Becky Elkins
 - academic staff—Troy Richter
 - university staff—Brandon Harris
 - student—Ben O'Connell
 - academic dean—Mark SandheinrichM (Morgan)/S (Wycoff-Horn)/P (unanimous) to elect executive committee nominees as a slate of candidates
5. Approval of Meeting Minutes from April 25, 2018—
 4. Provost's update, Community Engagement proposal (iii) amended to read: “Motion to approve to recommend to the chancellor the Director of Community Outreach and Engagement position and recommended funding model M – Vogt, S – Wycoff-Horn, passed unanimously”
M (Harris)/ S (Vogt)/P (Claus abstaining) as amended
6. Approval of additional Fall 2018 Meeting Dates (all @ 1:15p Weds)
-9/26 (Budget 101), 10/10, 10/24, 11/7, 11/28, 12/12
M (Morgan)/ S (Vogt)/ P (unanimous)
7. Chancellor's Update (Joe Gow)
Two issues. First, facing four more years of tuition freeze. University must come up with \$400,000 in salary for each 2% pay plan increase, normally funded with tuition increase. Second, CUPA data is out and we are lagging behind the CUPA medians for our peer institutions. Academic staff are now lagging peers as well. Tough funding choices (e.g. compensation or positions like community outreach) await. Enrollment is good. Regents will be here December 6th and 7th.

8. Provost's Update (Betsy Morgan)
Graduate student representation on JPB as in bylaws made need modification.
9. CFO's Update (Bob Hetzel)
In 6th year of 10-year tuition freeze. This affects GQA funding model as well as how to pay for promotions, benefits, etc. Expect an increase in outcomes-based funding in next budget. The BOR approved phase two of the science building project, but legislature and the governor have their say in 2019. Other capital projects affecting campus are a new Veterans Memorial Pool and a possible year-round tennis venue on Green Island. The pay-to-park movement for neighborhoods around campus may be intended to force students/staff to park on campus. There is no excess parking on campus; currently have about 200 students on the wait list for a permit. Parking crunch will get worse when lot C-11 is lost to fieldhouse construction (about 200 spaces lost).
10. Strategic Planning Update (Kate Parker)
 - i. Community Engagement—Community outreach position not going forward right now. Updating community links on the website to make them more useful. Service learning opportunities are listed on the UGetConnected website.
 - ii. Transformational Education—Jo Arney hired as Director of Student Success. Reworking of first-year seminar approved and 28 sections will be offered in fall 2019. The second phase of restructuring general education should come before the faculty senate in late fall. Progress in international and graduate education as well.
 - iii. Excellence through Equity and Diversity—Role of Equity Liaisons clarified and rubrics are being developed to aid in review of departmental Equity Reports.
 - iv. Investing in Our People—The Employee Engagement Survey is being used to identify and develop action steps. The survey will be repeated every two years to monitor progress.
See update on the strategic plan at:
<https://www.uwlax.edu/globalassets/info-pages/strategic-planning/strategic-plan-update-2018.pdf>
11. New Business - Calendar of Regular Business (document attached to email)
12. Meeting adjourned at 2:26 PM.

Submitted under duress,
Mike Abler

Minutes

UW-L Joint Planning and Budget- Executive Committee

1:00 PM, September 21, 2018

306 Wimberly Hall

Present: Delgado, Elkins (via phone), Harris, O'Connell, Richter, Sandheinrich

Meeting started at 1:00 p.m.

1. Discussion on changes to by-laws regarding student representation in the Joint Planning and Budget Committee.
 - a. Current: Four student representatives. Two undergraduates appointed by the Student Senate, two graduate students appointed by the Graduate Student Organization. Student members may serve for up to two consecutive years with the length of appointment determined by Student Senate and Graduate Student Organization. A one-year break is required after two consecutive years of service for additional reappointments.
 - b. Motion for a new proposed student composition to read as follows: Four student representatives. Three undergraduates appointed by the Student Senate, one graduate student appointed by the Graduate Student Organization. Student members may serve for up to two consecutive years with the length of appointment determined by Student Senate and Graduate Student Organization. A one-year break is required after two consecutive years of service for additional reappointments. M/S/P: Sandheinrich/Richter
2. Discussion on future of UWL's strategic plan. Executive committee to request Chancellor Gow present the plan for the continuation of UWL's strategic priorities past Dr. Parker's term ending in May, 2019. Request is for presentation at October 24 JPB meeting. Dr. Sandheinrich volunteered to send email request to Chancellor Gow.

Adjournment at 1:45 p.m.

Respectfully submitted by Enilda A. Delgado

UW-L Joint Planning and Budget Committee By-Laws & Procedures

BY-LAWS

Duties and Responsibilities

The Joint Planning and Budget (JP&B) Committee is an advisory committee that represents the university community in regards to planning and budget decisions. The mission and strategic plan of the university should drive both planning and budget. The committee will make recommendations to the Chancellor regarding budget planning and proposals and reporting actions to the governance groups and the campus community. JP&B shall provide guidance regarding planning and budgeting processes including, but not be limited to, involvement in campus mission and strategic planning, new programs and units, new initiatives, shifts in resources from one division or unit to another, input on budget reductions, and/or the allocation of new resources. JP&B may solicit, study, and review all available and pertinent information relating to the university budget and budget issues.

Membership

The committee shall consist of 28 members that include:

- Seven faculty members appointed by the Faculty Senate, including the Vice-Chair of the Faculty Senate, one representative from the College of Liberal Studies (CLS), one from the College of Science and Health (CSH), and one from the College of Business Administration (CBA). It is preferred that one of the faculty representatives be an instructional academic staff member. Faculty members will serve for up to six consecutive years with the length of appointment determined by the Faculty Senate. A one-year break is required after six consecutive years of service for additional reappointments.
- Six academic staff appointed by the Academic Staff Council, including the Vice-Chair of the Academic Staff Council. Preference for representation across units. Academic staff members will serve for up to six consecutive years, with the length of appointment determined by Academic Staff Council. A one-year break is required after six consecutive years of service for additional reappointments.
- Nine administrative members: Vice Chancellor for Administration and Finance, Provost/Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs, Vice Chancellor for University Advancement, Vice Chancellor of Diversity and Inclusion, Dean of CLS, Dean of CSH, Dean of CBA, and Dean of SOE. Length of term is indefinite.
- Two University staff members appointed by the University Staff Council. University Staff members will serve for up to six consecutive years with the length of appointment determined by the University Staff Council. A one-year break is required after six consecutive years of service for additional reappointments.
- Four student representatives. Three undergraduates appointed by the Student Senate, one graduate student appointed by the Graduate Student Organization. Student members may serve for up to two consecutive years with the length of appointment determined by Student Senate and Graduate Student Organization. A one-year break is required after two consecutive years of service for additional reappointments.

Ex-officio (non-voting) consultants to the committee shall include:

- Assistant Vice Chancellor for Financial Services (official source of budget data)
- Director of Institutional Research (official source of enrollment management data)
- Associate Vice Chancellor for Academic Affairs
- Library Director
- Immediate Past Chair of JP&B Committee (if not already a regular member)

PROCEDURES

A senior returning faculty member, appointed by the Faculty Senate, shall serve as the convener (ideally in consultation with the Vice Chancellor for Administration and Finance). The Chair of the committee will be elected by the committee from any member who has served the previous year on the committee.

The committee receives a charge letter annually from the Chancellor and will report directly to the Chancellor. Meeting times and dates will be posted in the *Campus Connection*. Minutes from the meetings will be posted within seven days to the Chancellor's website. The committee will operate during the fiscal year (July 1 – June 30). The first committee meeting of the fiscal year will be convened by the returning faculty member no later than the middle of September.

Robert's Rules of Order will be followed. A quorum shall be a simple majority of committee members. A quorum is necessary to conduct a vote. A simple majority of those voting is necessary to pass a motion. Abstentions are not votes. Voting occurs with a voice vote or a hand vote and any member can call for a roll-call vote. Proxy voting is not allowed. Members in attendance and members who join by teleconference and have heard the deliberation are eligible to vote. Minutes reflecting action items will be recorded by the faculty and staff members of the committee.

Executive Committee

An executive committee will be nominated from the membership at the first meeting of the year and will be comprised of the JP&B Chair, one faculty representative, one academic dean, one academic staff member, one university staff representative, and one student. The executive committee will help to determine the agenda for upcoming meetings and review materials for distribution, as necessary.

Changes to the By-Laws and Procedures

These by-laws and procedures may be amended through the following process: a simple majority of the current membership present and eligible to vote on by-laws is required to amend the by-laws. Any proposed amendment(s) shall be presented and distributed in writing prior to a meeting and voted on at the next subsequent meeting. All changes to this document must be approved by the Chancellor.

(Adopted by the committee on 2014.10.01)

(Approved by the Chancellor on 2014.10.02)

(Approved by the committee on 2015.10.07)

(Revised February 2018 and Adopted February 14, 2018)

(Revised September 2018 and Adopted September 21, 2018 by JPB Executive Committee)

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, 26 September 2018
150 Murphy Library

Recorder: Allen

1. Meeting called to order at 1:15 PM.

Present: Abler, Allen, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Milner, Morgan, Nowicki, O’Connell, Richter, Sandheinrich, Schaller, Stindt, Stewart, Tuxen, Vogt, Wachter, Wycoff-Horn

Absent: Reichert, Senger

Guests: Chancellor Joe Gow, Kristin Stanley (Budget Director/Interim HR Director), Emily Roraff (Budge Analyst)

2. Approval of Minutes of 12 September 2018: M/S/P (1 abstention).

3. Chancellor’s Update

- (a) Administration has been reaching out to La Crosse Mayor’s office about the city’s plan to start charging for parking around University and College areas. UWL is trying to get the message out that we do not in fact have excess parking capacity, and to point out issues that may arise from the current plan.

A question was asked about how the new field house will affect parking further on down the road. AVC Hetzel responded that we have some spots that will be opening on the North end of campus; spots are being held first for faculty and staff who require them, and there will be approximately 100 remaining after that for student parking. There is also a plan for a new parking ramp in the lot across from the Center for Fine Arts, but this is at least 6 years away.

- (b) Student Affairs has a number of activities planned for the coming Oktoberfest weekend.

4. Budget 101

- (a) AVC Hetzel and Budget Director Stanley (with the assistance of Emily Roraff) presented an overview of the State education budget, and of UWL’s own budget picture for the 2018–19 year and the coming biennium.
- (b) UWL budget is a total of \$227M, in a \$6.2B UWS budget as a whole. State General Program Revenue (GPR) contribution comprises \$1B of latter, which is approximately 17% overall, and approximately 15% of the UWL budget. Students contribute 35% of our budget via \$80M in tuition. Other large pieces are auxiliary funds and student loans.
- (c) An overview was presented of the key funds making up the State appropriation.
- (d) Since approximately 80% of spending is on personnel and fringe benefits, budget reductions via tuition cuts/freezes makes this very challenging. Ideally, instruction should make up 30+% of overall expenditure. This is something AVC Hetzel regularly monitors, and is one of the areas that is increasingly challenged by freezes.

- (e) From 2001–2017 the State reduced their funding of UWS by of \$737M, a cut of \$22.5M for UWL. The current biennium has seen some returns of funding, and even some new funds, and we have some differential tuition in some areas that have helped allay these cuts: Academic initiatives (\$1.38M) and GQA (\$14.8M). While efforts to create a GQA-like differential structure via the regular UWS Budget process were unsuccessful, a student referendum process was successful, and allowed UWL to redress faculty losses following prior budget cuts. There are similar programs at a number of other UWS institutions, although UWL was the first institution to base the program on a full student referendum. All told, the returned and new funding, along with our own differential programs have brought in just under \$20M, and so have helped defray the cuts, albeit not completely.
- (f) From 2002 to now, the State went from funding about 60% to about 25% of higher education spending; student share, meanwhile, has grown from 40% to nearly 70%.
- (g) Due to budget reductions in the 15/17 biennium, UWL now has a commitment of over \$4M per year that we need to support via maintaining higher enrollment levels. This Self-Supporting Tuition has been maintained at approximately the \$7M level. All told, a little under \$17M of our \$80M tuition funding comes from sources beyond the base that is returned to the UWS pool (not all of which is returned due to different levels of strength across the system).

A question was asked about the long term sustainability of this system, given the mentioned financial weakness at some schools. AVC Hetzel responded that tuition pool, and the long term viability of smaller campuses, will certainly become serious questions in the next decade. As the school-age population declines in Wisconsin, this will certainly put increasing pressure on the system. To continue to maintain our ability to avoid further cuts to base budget, UWL needs to maintain enrollment at around 10,500 students. Other schools that also tried to avoid base budget cuts, but suffered enrollment decreases are in serious difficulties already.

- (h) At approximately \$1,100 per student, GQA provides \$14.8M; this currently funds 141.5 faculty, 33.18 staff FTE. The Academic Initiative differential totals approximately \$1.4M, supporting 10.4 FTE. All staffing supported by these funds requires that we find revenue to manage any pay increases and additional fringe costs, but this must be managed without the ability to increase either base tuition or the differentials themselves.
- (i) From 2009 to 2019 the State pay plan was stagnant to regressive, given furloughs and Act 10 reductions in take-home income. Meanwhile, the CUPA median (which measures salary levels at analogous institutions) has continued to grow modestly but steadily. We have managed since 2012 to self-fund \$7.2M in pay adjustments (some in base, some in one time lump sums). Our ability to continue this sort of thing, as well as dealing with our share of the State 2% pay plans (an amount of approximately \$800K), without raising tuition, will require new revenue and efficiencies.
- (j) Since 2012, we have tried to keep the growth in cost of attendance as low as possible. We have managed to bring textbook and parking fees down, made only modest increases to room and board costs, and segregated fees have been low on average, although there was a one-time bump, as voted by students, occasioned by the opening of the new Student Union building. Overall, UWL is 6th-highest in the system in terms of segregated fees, although we had been lower until the recent bump. Our rate for room and board is

lowest in UWS, although these will have to come up some if we are to expand to a new residence hall. Our textbook rate has stayed flat, and is generally in line with other comps; UW-Stout is the outlier here on the high side due to aggressive moves to e-books.

(k) Challenges we face include:

- The fact that both Governor candidates currently want to maintain the tuition freeze, although they differ on whether the State would add funds to make this up. This is a challenge when it comes to maintaining existing program staffing, and makes new programs hard to imagine. At the same time, it is hard to see State budget priorities moving back toward higher education given Wisconsin's aging population, and other needs in the infrastructure and health care arenas.
- We are at 10,570 students now, and while analysis suggests 10,800 is a hard cap, it is not likely we can easily maintain and support above 10,600 students in a given year, so large growth in tuition that way is infeasible.
- We are well under median pay in many areas, meaning that maintaining a competitive pay plan is difficult.
- The UWS plan to de-pool utilities may also pose problems when there are hard to predict fluctuations in usage. Furthermore, a mandate to get out of coal and contend with aging and inefficient facilities poses challenges.

A question was asked as to why UWS is planning such moves. It was speculated that this may be tied to legislative pressure around the subject of reserves and (ironically) past fiscal conservatism vis a vis budgeting assumptions, combined with some recent milder winters.

(l) Opportunities we see ahead:

- We have maintained and improved the quality of academic programs and campus life throughout this challenging period.
- There may be some hope of thaws on tuition or at least backfill for some of the losses due to cuts and freezes.
- The Joint Planning and Budget committee will be looking into ways to raise revenue for compensation via efficiency discovery and attention to distinct tuition pools. We will also want to leverage capital investments made into our new facilities in order to strengthen our position financially.

5. Meeting adjourned at 2:44 PM.

Minutes respectfully submitted by Marty Allen.

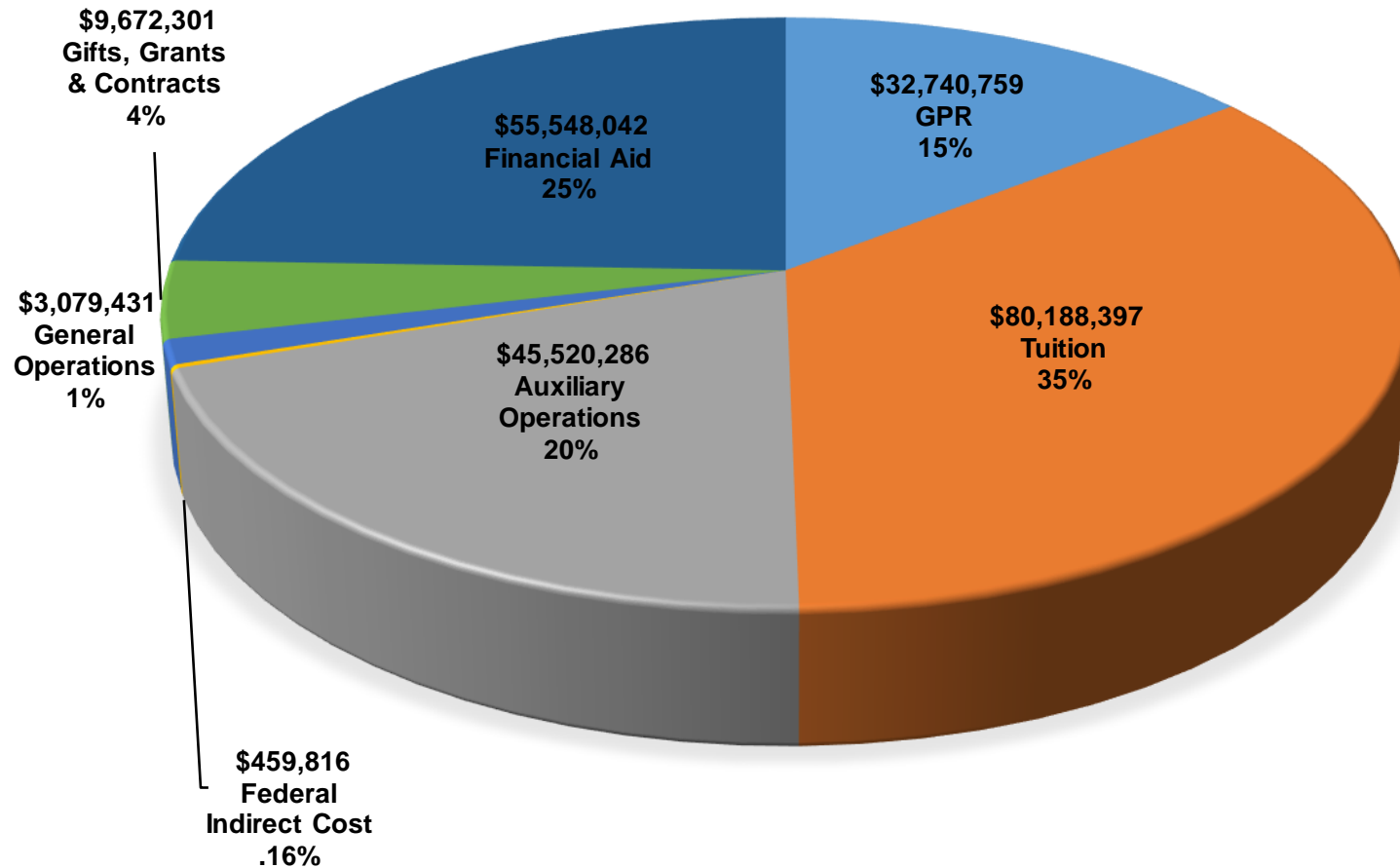
University of Wisconsin-La Crosse



Budget Planning & Review Fiscal Year 2018-19



UWL Operating Budget FY18-19



UWL Budget: \$227,209,032

State Fund Appropriations

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

Fiscal Year 2018-19

All Funds Budget by Division & College

Division	Personnel	S&E & Capital	Fr. Benefits & Other	Pct.	Total
Chancellor	419,216	60,900	-	0.21%	480,116
Academic Affairs					
Provost	7,632,937	4,709,431	57,790,269	30.87%	70,132,637
SoE	3,901,667	1,278,583	745,122	2.61%	5,925,372
CBA	7,007,287	357,774	698,023	3.55%	8,063,084
CLS	13,654,293	1,003,010	1,519,962	7.12%	16,177,265
SAH	18,080,924	2,151,230	1,997,815	9.78%	22,229,969
Total Academic Affairs	32,196,184	9,500,028	62,751,191	53.93%	122,528,327
Administration & Finance					
Student Affairs	9,250,667	19,396,705	11,706,948	17.76%	40,354,320
University Advancement	1,487,021	131,003	208,380	0.80%	1,826,404
Diversity & Inclusion	1,519,815	122,452	174,623	0.80%	1,816,890
UW System-wide	(796,496)	8,244,338	31,143,883	16.99%	38,591,725
Total	74,090,439	50,127,778	102,990,815	100.00%	227,209,032

Fiscal Year 2018-19

GPR Budget by Division

Division	Personnel	S&E & Capital	Fr. Benefits & Other	Pct.	Total
Chancellor	419,216	27,000	0	0.40%	446,216
Academic Affairs					
Provost	6,564,432	2,127,987	1,567,025	9.20%	10,259,444
SoE	2,957,065	382,144	443,868	3.39%	3,783,077
CBA	6,837,840	287,489	650,928	6.97%	7,776,257
CLS	13,632,988	807,291	1,518,041	14.31%	15,958,320
SAH	17,826,351	1,679,789	1,909,504	19.21%	21,415,644
Total Academic Affairs	29,992,325	5,284,700	6,089,366	53.09%	59,192,742
Administration & Finance	11,084,435	8,531,852	(2,399,341)	15.44%	17,216,946
Student Affairs	1,668,285	35,142	75,218	1.60%	1,778,645
University Advancement	1,219,089	111,882	80,729	1.27%	1,411,700
Diversity & Inclusion	1,132,556	122,452	173,965	1.28%	1,428,973
UW System-wide	(343,169)	1,496,409	28,861,327	26.92%	30,014,567
Total	62,999,088	15,609,437	32,881,264	100.00%	111,489,789

Fiscal Year 2018-19

All Funds Budget by Expenditure Function

Division	Instruction	Research	Public Service	Academic Support	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Institutional Support	Pct.	Total
Chancellor	0	0	9,232	0	0	0	0	0	470,884	0.21%	480,116
Academic Affairs											
Provost	3,880,588	194,086	152,099	4,753,650	3,713,432	56,851,175	0	0	587,607	30.87%	70,132,637
SoE	3,660,841	500	722,273	1,307,211	55,267	179,280	0	0	0	2.61%	5,925,372
CBA	7,200,552	65,386	272,123	517,523	0	0	0	0	7,500	3.55%	8,063,084
CLS	15,182,639	0	90,439	731,911	132,276	30,000	0	0	10,000	7.12%	16,177,265
SAH	20,804,338	27,874	81,252	1,223,099	10,150	65,256	0	0	18,000	9.78%	22,229,969
Total Academic Affairs	50,728,958	287,846	1,318,186	8,533,394	3,911,125	57,125,711	0	0	623,107	53.93%	122,528,327
Admin. & Finance	1,270,858	0	0	4,422,759	941,693	35,000	878,037	8,099,655	5,963,248	9.51%	21,611,250
Student Affairs	0	0	286,963	0	16,781,141	104,641	22,794,968	0	386,607	17.76%	40,354,320
Univ. Adv.	0	0	17,975	463,388	0	0	0	0	1,345,041	0.80%	1,826,404
D & I	0	0	4,158	0	1,812,732	0	0	0	0	0.80%	1,816,890
UW System-wide	14,964,494	3,336,527	28,243	3,498,476	973,201	52,964	50,000	14,115,027	1,572,793	16.99%	38,591,725
Total	66,964,310	3,624,373	1,664,757	16,918,017	24,419,892	57,318,316	23,723,005	22,214,682	10,361,680	100.00%	227,209,032

Fiscal Year 2018-19

Biennial Budget Reduction History

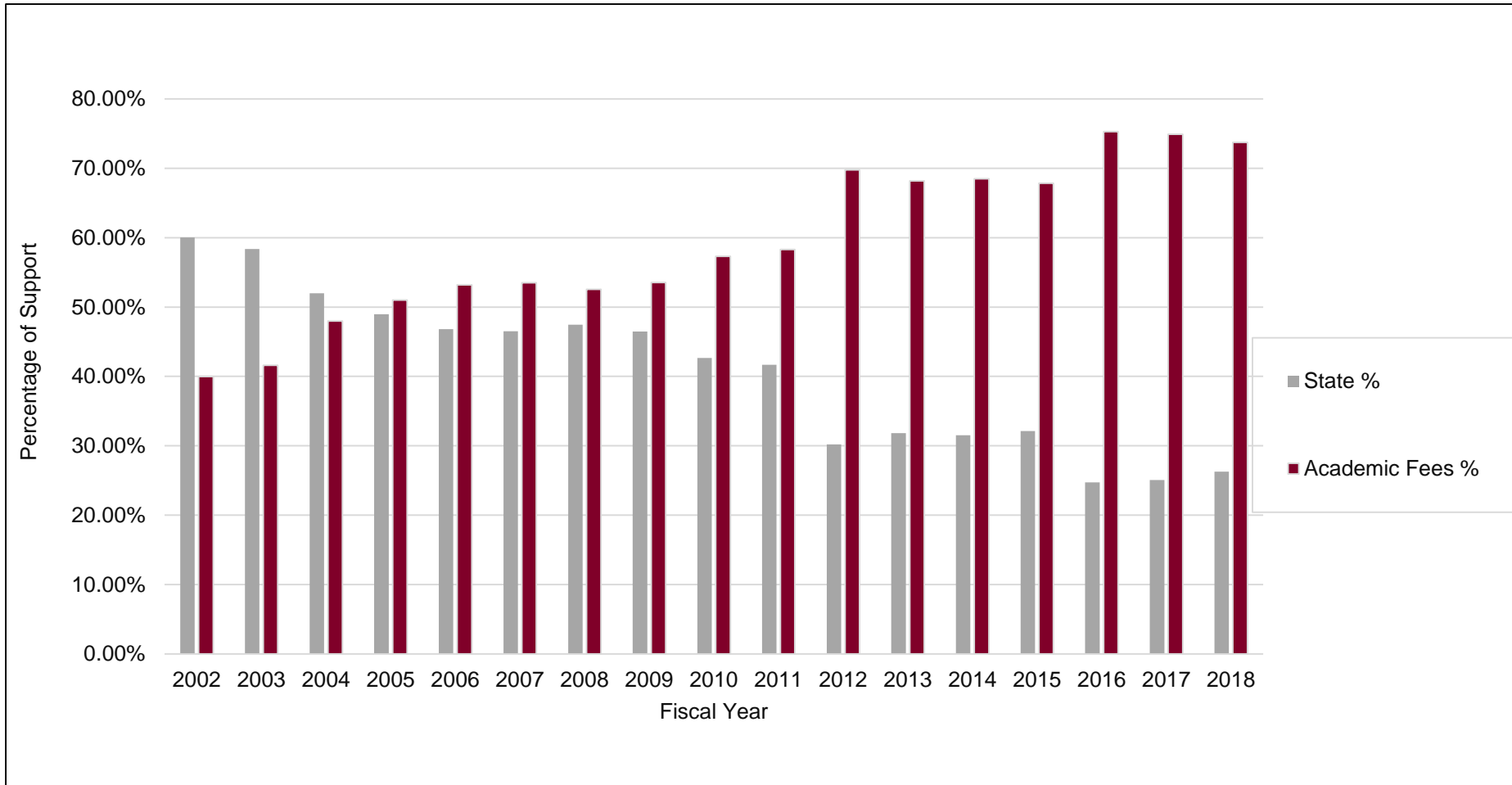
Biennium	UW System Reduction	UWL Base Reduction	UWL 1x Reduction	UWL Total Reduction	UWL FTE Reduction	UWL Biennial Reduction	Student to Faculty Ratio
2001-03	55	1.40	.60	2.00	13	3.40	22:1
2003-05	100	1.70	.80	2.50	27	4.20	22:1
2005-07	90	1.80	-	1.80	30	3.60	24:1
2007-09	25	-	.60	.60	-	.60	23:1
2009-11	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	

Fiscal Year 2018-19

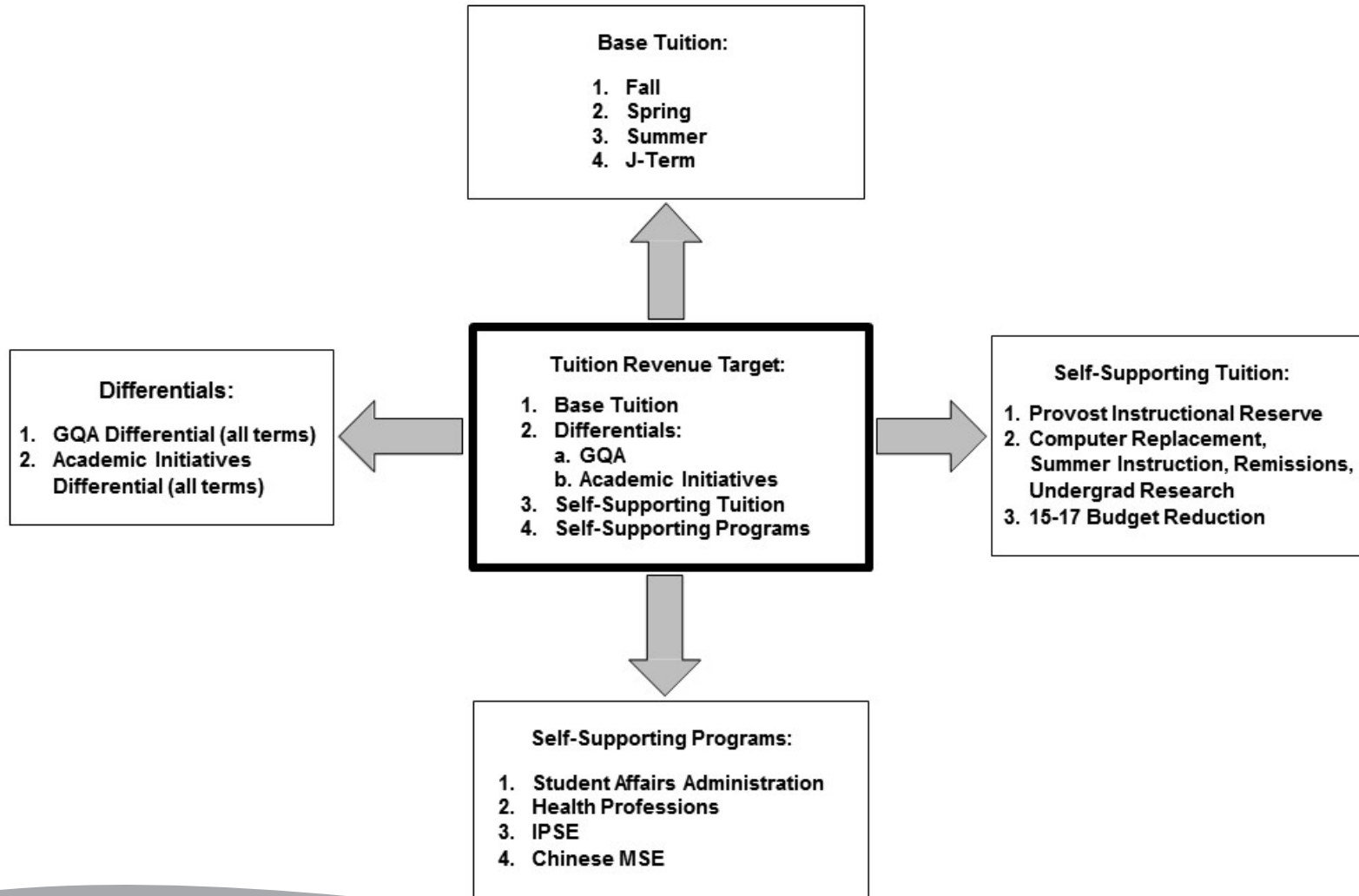
UWL Budget Resource Allocations

Biennium	Amount (M)	Description
2001-03 & 2009-11	1.38	Academic Initiatives
2007-09 & 2013-15	14.77	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
Total	19.65	

UWL GPR/Tuition Funding Support



UWL Tuition Revenue Target



UWL Tuition Budget Summary

Budget Detail for Tuition Revenue Target	Amount
FY19 Tuition Revenue Target	80,278,204
Obligations:	
UW System Tuition Pool Obligation	53,630,845
Growth, Quality & Access	14,767,535
Academic Initiatives	1,378,109
Self-Supporting Tuition	7,084,470
Self-Supporting Programs	3,417,245
Total FY19 Tuition Budget	80,278,204

GQA Program Summary

Description	Amount
Tuition Per Full-Time Student	1,146
GQA Tuition Revenue Budget	14,767,535
GQA Expenditure Budget	
Salaries	9,794,492
Fringe Benefits	4,191,183
Supplies & Expense	781,860
Total Expenses	14,767,535
Faculty Positions	141.50
Staff Positions	32.18
Total GQA Positions	173.68

Fiscal Year 2018-19

Academic Initiatives

Program Area	Program	FY2018-19 Budget	FY2018-19 FTE
Advising	Learning Center	161,276	-
Advising	ACCESS Center	46,785	0.83
Advising	Academic Advising Center	293,217	3.16
Advising	School of Education	67,060	1.00
Diversity	Campus Climate	239,767	3.30
Diversity	Admissions-Diversity Recruiter	79,536	1.00
Diversity	Violence Prevention	19,281	.50
Internationalization	International Ed. & Engagement	168,017	-
Research	Library	153,354	-
Research	Undergraduate Research	105,816	0.60
Research	Graduate Research	44,000	-
Total		1,378,109	10.39
Note: Academic Initiatives differential tuition amounts to \$139.92 for the academic year.			

Health Professions Differential Tuition Budget

Program	Differential Amount	Differential Budget	Differential FTE
Occupational Therapy	1,685.34	119,865	0.32
Physician Assistant	1,685.34	114,220	0.61
Physical Therapy	2,874.54	444,591	2.35
Note: Amount of differential tuition reflects the graduate resident tuition rate for the academic year.			

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%

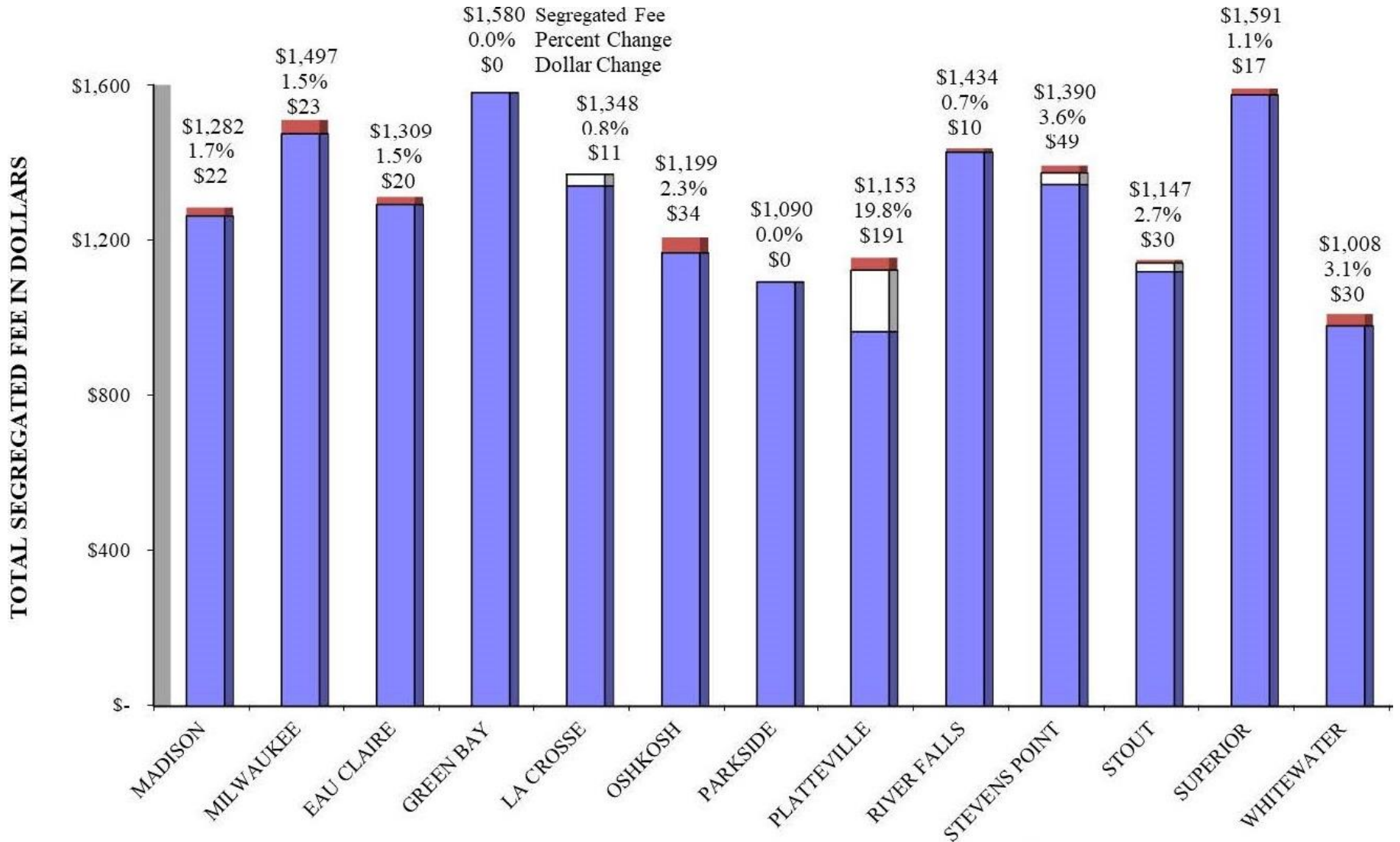
UWL Self-Funded Compensation

Fiscal Year	Faculty	IAS	NIAS	Univ. Staff	F.B.	Total
2018	791,478	205,110	536,334	325,253	360,486	2,218,661
2017	472,895	82,067	266,698	67,347	172,467	1,061,474
2016	682,211	79,632	216,787	385,992	264,737	1,629,359
2015	525,758	100,542	117,243	144,922	172,362	1,060,827
2014	204,232	43,446	26,370	148,607	81,995	504,650
2013	221,490	59,096	76,352	126,606	93,808	577,352
2012	107,000	20,500	18,506	0	28,325	174,331
Total	3,005,064	590,393	1,258,290	1,198,727	1,174,180	7,226,654

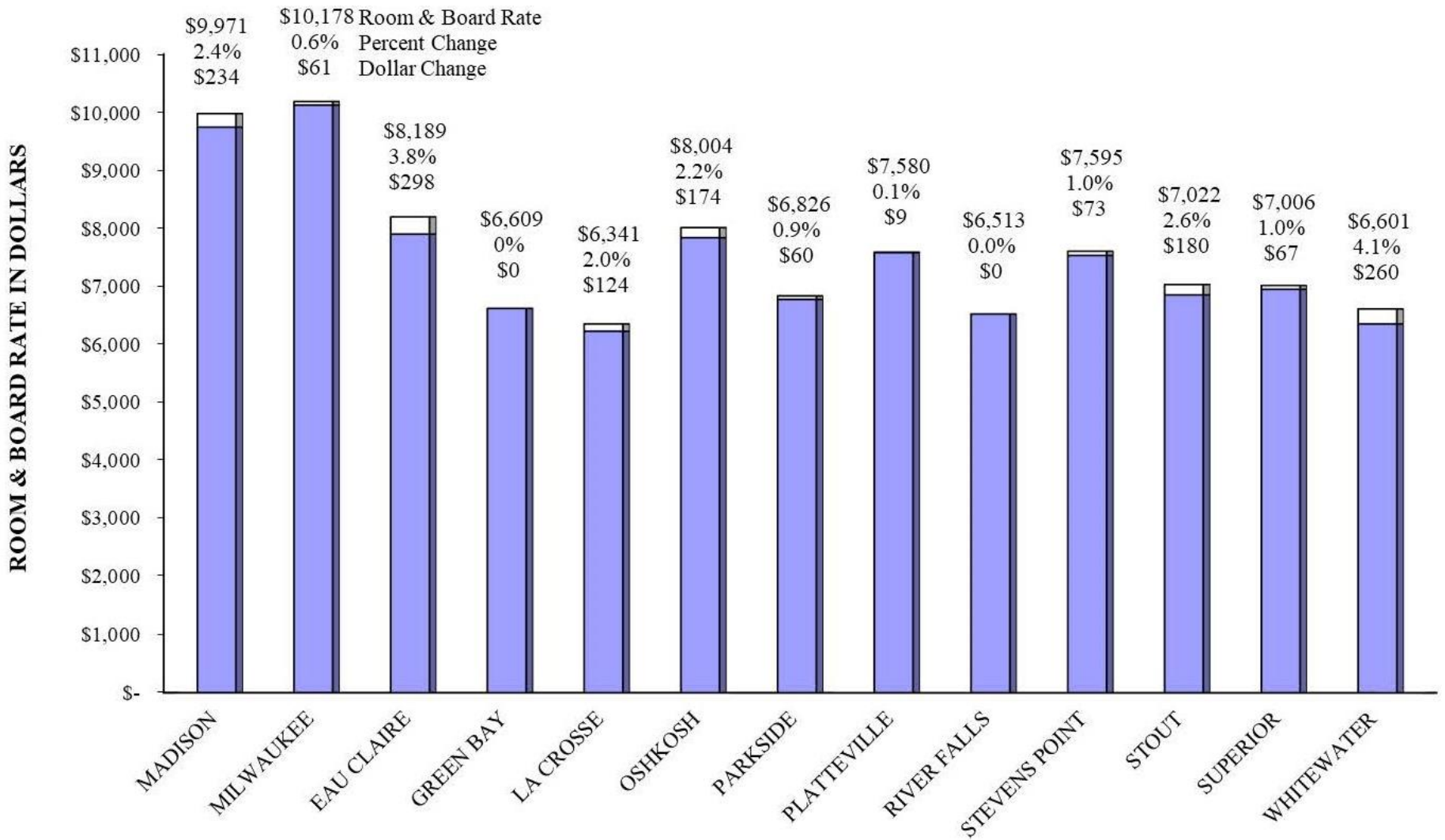
Cost of Attendance Summary

Item	FY19 Rate	FY12-19 Increase
Tuition	\$7,585	.79%
Seg Fees	\$1,348	5.38%
Textbook Rental	\$174	-1.13%
Room	\$3,825	1.42%
Board	\$2,506	.27%
Parking	\$190	-2.06%

UW System Segregated Fee Schedule FY18-19



UW System Room & Board Rates FY18-19



UW System Textbook Rental Rates

Institution	2017-18	2018-19	Change	% Change
Eau Claire	165.00	150.00	-15.00	-9.09%
La Crosse	173.92	173.92	-	0.00%
Platteville	155.00	225.00	70.00	45.16%
River Falls	161.28	162.90	1.62	1.00%
Stevens Point	170.40	151.68	-18.72	-10.99%
Stout	515.40	515.40	-	0.00%
Whitewater	165.12	165.12	-	0.00%

Fiscal Year 2018-19

Challenges:

- 10 Yr. Tuition Freeze
- State Funding Priorities
- WI Demographics
- Sustaining Enrollment
- Competitive Workforce
- UWS Utilities De-Pooling

Opportunities:

- Academic Quality
- Campus Life
- Tuition Thaw
- Resource Planning Strategies
- Capital Infrastructure Investment

Questions & Answers

Fiscal Year 2018-19

UNIVERSITY *of* WISCONSIN
LA CROSSE

Minutes

UWL Joint Planning and Budget Committee

1:15 PM, October 10, 2018

325 Graff Main Hall

Recorder: Carlson

1. Meeting Called to order at 1:20 PM

Present: Abler, Allen, Carlson, Clauss, Delgado, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Haried for Milner, Morgan, Nowicki, O'Connell, Peacock, Richter, Sandheinrich, Senger, Stindt, Stewart, Tuxen, Vogt, Wachter

Absent: Elkins, Milner, Reichert, Scheller, Wycoff-Horn,

Guests: Chancellor Joe Gow, Natalie Solverson, Kristin Stanley

Graduate Representative: Lysianne Peacock was acknowledge and welcomed

2. Approval of Minutes for September 26, 2018 : M/S/P (no abstention)

3. Chancellor Gow's Update

City of La Crosse Parking issue around the UWL campus was mentioned. Chancellor Gow has spoken to the Mayor about our concerns. He recommended each governance council also contact the Mayor/ La Crosse Council to voice our concerns.

The Prairie Spring Science building Phase II is second on the list for the next new construction on the campuses. It is important that Phase II stays at the beginning of the list for selection versus the science buildings starting to be mentioned at River Falls/ Eau Claire.

4. Provost Morgan's Update: Deferred to New Business

5. New Business

(a) Change in By-Laws - Membership.

Today's meeting is the First Read on the Proposal. The discussion about the why the change to the 3 undergraduate representatives and one graduate representative was it is reflective of the campus student demographics.

(b) Natalie Solverson presented Current and Projected Enrollment documents.

Natalie reviewed the Fall 2018 Enrollment Summary-Oct 2, 2018 chart, noting the total enrollment for the past 5 years stayed in the range of 10,500 count. The checked highlights were noted; with the 60 more first-year students this fall, the transfer class is 9 less students than last year, the international enrollment is 153 less students , and the positive is the 4 year graduation rate has improved by 3.6 % .

The (updated) second document on Enrollment, Fall 2014 to Fall 2018 Fund Source By FTE (Undergraduates and Graduates FTEs Overall by funds for the past 5 years) was reviewed. The Undergraduate FTE has declined over the past five years 1.7%; mainly

due to the decline of non-resident FTEs. The Graduate FTE overall has grown 2.7%; mainly due to the growth in 131 and 189 funds (Self-Supporting SAA online, Medical Dosimetry, IPSE, contract ME and Data Science), but the 102 fund Graduate pool has declined by 12.5%. Please see the Provost WEB for more details. The opportunity for revenue growth is in growing the FTE in non-residents and Graduates FTEs.

(c) Kristin Stanley and Bob Hetzel presented the UW –La Cross FY2018 PR Balances. The charts showed the PR Balance by Categories and by Commitment Levels. The PR Balance for FY2018 is \$35,254,303 which is at 15% of cash reserve; typically the norm is 12 to 20% of cash reserves. The definition of commitment levels are the following:

- Obligated- must do with substantial details
- Planned - Spend Plan identifies the plan
- Designated- specific purpose
- Reserves – self-supporting for fluctuation
- Un-documented – remainder undefined

Major amount of work is required to document all of these reports and Spend Plans, then report to UW Systems/ BOR/ State Legislature. Kristin Stanley was thanked for this yearly major effort.

(d) Bob Hetzel presented on Educational Assistance program. The two schedules showed where the funds are sourced from and the amount of costs spent for employee participation for FY2018. It is a residual account so the \$40,000 remaining funds will roll forward into the next year.

(e) UWL Reserves – amounts and philosophy was presented by Bob Hetzel. The CUPA Salary Reserve document showed that the Faculty Positions are at the lowest of the Avg. CUPA Parity at UWL. (86.67%). There is acknowledgement that compensation is a priority for all categories of UWL employees.

The last document Compensation Planning Phase 1 was presented for discussion about UWL share of the UW System utility savings which is \$250,000. The funds are 102 funds.

There was a motion presented by M Allen and second by C Stindt: Directing the Faculty Senate, PTS committee, to start discussing how the \$250,000 of 102 funds could be allocated to 102 funded faculty. The motion was approved by majority, with two No Votes, and no abstentions.

Further discussion is to be held at the next JP&B meeting.

6. Meeting adjourned at 3:10 PM.

Minutes 10.24.2018
UW-L Joint Planning and Budget Committee
1:15 PM, October 24, 2018
325 Graff Main Hall

Recorder: Clauss Alternate Recorder: Elkins

1. Meeting Called to order at 1:17 PM.
Present: Allen, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Milner, Morgan, Nowicki, O'Connell, Peacock, Reichert, Richter, Sandheinrich, Scheller, Senger, Stindt, Stewart, Tuxen, Wachter, Wycoff-Horn
Absent: Abler, Vogt
2. Approval of Meeting Minutes from October 10, 2018 (Moved by: Mark Sandheinrich, Second by Marcie) Passed
3. Chancellor's Update:
 - a. Chancellor was not present at this time
4. Provost's Update:
 - EAB Discussion (Morgan):
 - Company that sells a variety of tech "solutions to higher education.
 - Several UW campuses use this product and we would get a 25% off deal (Eau Claire, Platteville, Milwaukee, Oshkosh)
 - Used for "Retention Software" – Student Success Collaborative (SSC)
 - One of the major competitors is Starfish
 - Need buy-in from professional advisors and staff
 - Timeline:
 - Ideally, we would want to know/decide by Early 2019
 - Launch by Fall 2019
 - 2019 is likely a better option than 2020 at UWL due to launch of First Year Seminar in 2020
 - Cost:
 - \$150K annually for the product
 - Full-time staff person to make it work (day to day)
 - Director of Student Success, Jo Arney, already has role of overseeing this type of software in her job description (oversight/management)
 - History:

- UWL has looked at similar “retention” software over several years
 - UWL developed one component of the SSC called Eagle Alert
 - Last year UWL adopted a CRM (customer relations management) software with another company called Target X used by Admissions
- EAB is the preference for UWL
 - Resources available if system-wide adoption
 - Interface with PeopleSoft (Wings)
- What does it do:
 - Early Alert – academic progress
 - Advising notes – as entered
 - WINGS data (grades, IR, R&R data, etc.)
 - Student data from Canvas/D2L
 - Targeted communication
 - Analyze High Impact Practices
 - Find trends in student success
- Editorial Comments:
 - Generally, campuses who use EAB are very pleased with results
 - Product is very expensive and many campuses do not fully use the full power of the system
 - Quality of the data utilized matters
 - Convenient access to information about academic progress
- Questions:
 - (Allen) What does significant buy-in mean?
 - If we retained 30 more students to have it pay for itself.
 - We only have about 30% of our faculty using Eagle Alert and we need to ideally use 100% of our alter system.
 - (Wachter) Does the \$150K include the discount?
 - It does include the 25% discount.
 - (Richter) Do students want the text messages or intrusion? What is the benefit to our students?
 - Students want it all in one place. It will help us communicate with our students.
 - Students would see the text and then go to their email to find out more information. They appreciate the timeliness around their grades, etc..
 - (Ben O’Connell) It would be beneficial to be able to communicate with students. Most freshmen will not look at their email at all. A text message would be read by a student and would be beneficial.

- (Milner) We can't seem to find a "cradle to grave" system.
 - We need the data to communicate and collected together. EAB would be able to do this.
 - The Foundation office needs the information from their time here to be interested about the
- (Delgado) How much did we pay for Eagle Alert?
 - Eagle Alter is built into PeopleSoft and will be going away in about 2 years.
 - We don't pay for Eagle Alert.
 - (Enilda) Are we trying to tie funding to data outcomes?
 - (Betsy Morgan) No we will not tie funds together.
- (Stindt) Using this software would advantage all of our students.
- (Richter) Has IT weighed in on this discussion?
 - (Hetzl) We will need to consider how much it will cost for significant people time and then implementation.
- (Morgan) This is for information, but if we need to find money to fund this program, we will need to prioritize the system.
 - We would put Outcome Based Funding 2 toward this.
 - If we don't get Outcome Based monies, we would need to find a way to prioritize this in our budgeting.
- (Allen) During faculty senate we were told this system would be the #2 priority for funding.
 - (Morgan & Hetzel) EAB is very persistent and have went to the UW System. UW System is wanting to develop more around retention strategies and want to find a way to be more stable.
- (Senger) What is the current situation with System and the reserves?
 - \$100 million in reserves
 - We have not received any monies from the reserves but did receive \$7 million from the utilities savings.
- (Senger) Are we rushing this decision? It usually doesn't go well.
 - (Morgan) We have wanted EAB, but it has not been on the table. So the decision to go with this product, would be ideal.
 - (Hetzl) Even if the UW System matches the campuses, it would be a few years before they would push the costs back on the campuses.

4. CFO's Update – Continue discussion on Compensation Planning Phase 1 proposal with additional reference information (see “Compensation Planning Phase 1 – Proposal Recap Fiscal Year 2019” document)

- Compensation Planning Phase 1 Recommendation:
 - Fund 102 resources from UWS Utility base allocation for Faculty salaries.
 - Fund 102 budget from institutional resource reallocation for HR immigration services.
 - Fund 102 budget from institutional resource reallocation for ADA salary & FTE adjustments.
 - Fund 131 employees are not eligible for compensation adjustments due to tuition freeze.
 - This is above and beyond the 2% raises to all 102 and 131 faculty and staff received this year.
- Discussion:
 - (Delgado) During FY16, the compression of full professors in 102 was greater than 131. The discussion is different now.
 - There are only 5 full professors, 45 associate professors on 131 funding.
 - (Delgado) What do you want from this committee?
 - (Hetzl) Submit request by December. We will be asking for a 1.5% tuition increase for nonresident graduate and resident and nonresident graduate tuition.
- Moved that we spend the \$339,493 as described in the Compensation Planning Phase 1.
 - Moved: Allen
 - Second: Harris:
 - Motion Passed 10/24/2018

5. Strategic Planning Update (Parker)

a. Increasing Community Engagement

- How are we effectively using the Community Engagement position?
- Community Portal: Offers community partners to propose projects for our students and we are trying to make it more user friendly

b. Achieving Excellence through Equity and Diversity

- Make work more visible in community

- Creation of visibility around the creation of the D&I division
- Equity Liaison program: developing what their roles are on campus
- Restorative Justice: how to integrate into many aspects of student affairs and D&I

c. Investing in our People

- Faculty Compensation:
- Working with Christa Kiersch to find out what to do next

d. Advancing Transformational Education

- General Education: 28 instructors that will be trained for 32 sections in Fall 2019
- General Education Committee: Passed learning outcomes in Faculty Senate
- Living/Learning Communities: Social Justice Living Learning community
- ACE International group will be summarizing findings on International Education for their December Report

6. New Business – Second Reading

a. Change in By-laws. Membership

Current: Four student representatives. Two undergraduates appointed by the Student Senate, two graduate students appointed by the Graduate Student Organization. Student members may serve for up to two consecutive years with the length of appointment determined by Student Senate and Graduate Student Organization. A one-year break is required after two consecutive years of service for additional reappointments.

Proposal: Four student representatives. Three undergraduates appointed by the Student Senate, one graduate students appointed by the Graduate Student Organization. Student members may serve for up to two consecutive years with the length of appointment determined by Student Senate and Graduate Student Organization. A one-year break is required after two consecutive years of service for additional reappointments.

- Move to Approve: Morgan
- Second: Milner

- Motion Passed: 10/24/2018

b. Structure and plan for continuing advancement of Sustaining Excellence and its priorities past May 2019- Chancellor Gow

- Discussion:
 - When the Chancellor's cabinet started this process, we did not expect it to be longer than a 2-year process.
 - Funding for the strategic plan: (Hetzel)
 - Funding for the plan was coming from the carryover
 - We are at a -\$57,000 this year
 - (Harris) It makes sense to make the process cyclical, so we do not have to start over every time. I see it as important role of our university.
 - (Allen) If the planning process ends in 2019, we need to carry on with the process. The Sustain Excellence office, out of the Provost office would be a great place for this.
 - (Parker) I am treating this job as if it ends in May 2019 and am trying to find places for these things to live. My job is to find places for these projects to continue to move forward.
 - (Richter) We have to find the money to ensure the great impact of this plan continues.
 - (Delgado) It is a five-year implementation plan. It has only been being implemented for one year (January of last year).
 - (Elkins) HLC wants to have someone in place for the planning process. We have parts of the plan that have not been touched yet and will still have a lot of work to do after May 2019. This oversight is more important than some of the other initiatives that are brought up.
 - (Solverson) HLC says that we have to systematic planning and will be looking at our plan moving forward in order to be accredited.
 - (Carlson) Is this the committee's responsibility to recommend these things?
 - JB&P should be driven by the strategic planning
 - (Gow) Do you think this should be a permanent position? What does the structure look like? It would be easier to have a faculty on partial release-time.
 - (Carlson) Strategic planning should always be done and should continue. It should be part of the business.

- (Richter) Do we need to have someone in that position?
 - (Solverson) You do need to show evidence how we would continue strategic planning. You do not need to have someone in a position.
- (Harris) We needed to hire someone to come in at the beginning of the process and accrued a high initial cost. If we had someone here with that skill already, we would not have that up-front cost.
 - (Elkins) I would agree and having someone full-time would instill best practices around strategic planning.
- (Stindt) What are our options to give a recommendation?
 - (Gow) Options are:
 - Keep the same: faculty with release-time
 - Dedicated staff person
 - Take pillars and assign them to different units
- (Gow) If you recommend that this is a priority, we may have some money in the reserves to fund this priority. You have to strike a balance for what may happen.
- (Delgado) We requested this discussion to know what the plan is for continuing the structure around strategic planning.

7. Adjournment

- Moved: Chris Stindt
- Second: Becki Elkins
- Motion passed – Meeting adjourned at 3:00pm

Minutes

UW-L Joint Planning and Budget- Executive Committee
9 AM, October 29, 2018
306 Wimberly Hall

Members: Delgado, Elkins (via phone), Harris, O'Connell, Richter, Sandheinrich
Guests: Parker, Solverson

1. Approve Minutes from 9/21/18
M/S/P: Sandheinrich/Richter
2. New Business: Presentation by Solverson and Parker on Strategic Planning metrics for upcoming HLC report.

Metrics – required for monitoring report for HLC due December, 2018.
Year from now- full report

Here is the current **DRAFT** of these metrics:

Increasing community engagement

- Increase participation in internships/clinical/field experiences by UWL students to 65% of graduating seniors by spring 2020.
- Expand the number of partnerships reported on the UW System partnership data collection.
- Increase the number of projects in progress or completed through the Project Opportunities Board.
- Increase the number of student hours reported for volunteering in the community annually.

Achieving excellence through equity & diversity

- Reduced gaps in first-to-second year retention between:
 - Majority and underrepresented students
 - Not-first-generation and first-generation students
 - Pell eligible and not Pell eligible students
- Increase UWL's compositional diversity of the student body, both undergraduate and graduate, to align with the median of the UW Comprehensives (11.2% in 2017, excluding UWL).
- Increase UWL's compositional diversity of faculty and instructional academic staff to align with the median of the UW Comprehensives (12.8% in 2017, excluding UWL) and reduce disparities in employment in identified job groups through UWL's affirmative action report.

Investing in our people

- Achieve 88% of CUPA median compensation across all employee classifications

- Percent of Educational Assistance benefit funds expended each year across employee classifications (academic staff, university staff, etc.)
- Sustain high levels of employee engagement as reported on Employee Engagement Survey*

Advancing transformational education

- Increase retention of first-year students to 90% and retention of transfer students to 80%
- Expand participation in first-year seminar to 100% of new first-year students and selected transfer students by 2020-21.
- Increase the number of UWL students graduating with an education abroad experience to 23% by spring 2023. **(On the 2014 NSSE, 23% of UWL seniors reported studying abroad. This number declined to 19% on the 2017 NSSE. We will administer the NSSE in spring 2020 and spring 2023.)*
- Increase graduate enrollment to 1,000 students by 2020.

3. Old business-

- a. Executive Committee will meet with Kate Parker to discuss potential scenarios for the continuation of Sustaining Excellence. Ultimately, the goal is for JPB Exec to present these scenarios to full JPB committee.

Adjournment 10:10 a.m.

Agenda

UW-L Joint Planning and Budget Committee

1:15 PM, November 7, 2018

325 Graff Main Hall

Recorder: Elkins

Alternate Recorder: Figueroa

1. Meeting called to order at 1:15 p.m.
Present: Abler, Allen, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Haried (for Milner), Morgan, Nowicki, O'Connell, Peacock, Reichert, Richter, Sandheinrich, Scheller, Senger, Stindt, Stewart, Tuxen, Vogt, Wachter
Absent: Wycoff-Horn
2. Approval of Meeting Minutes from October 24, 2018
Moved by: Sandheinrich
Second by: Stindt
Vote: Approved with spelling edits from Abler (1 abstention)
3. Chancellor's Update
 - a. Discussion of election updates and considerations
4. Provost's Update
 - a. No report
5. CFO's Update
 - a. No report
6. Strategic Planning Update
 - a. No report
7. New Business –
 - a. Strategic Planning structure scenarios (JPB Executive Committee)
 - i. Presented by Mark Sandheinrich on behalf of JPB Executive Committee
 - ii. See SP Scenarios for JPB Nov. 7 2018 document (distributed as part of meeting agenda)
 - Model 1 – Continue Special Assistant to the Provost (SAP) through 2021 and then reassess
 - Model 2 – Make different use of existing positions and offices – maintain a .5 FTE SAP until an existing Director-level position on campus can be tasked with strategic planning and can hire sufficient support (e.g., IR)
 - Model 3 – Dedicated position in the Chancellor's Office (e.g., UWEC)
 - iii. Discussion
[Solverson] – Didn't ask to be strategic planning director.

[Claus] – Like Model 2; Model 3 might require too many resources. I do think we need a full-time position.

[Nowicki] – Other examples of schools that have it as a Chancellor-level position?

[Parker] – There are other examples in UW System (e.g., Stout). Looked for things that we could reasonably achieve. Also looked at hiring advertisements – typically are director-level or executive director-level positions. Often live in Business Admin/Marketing or IR areas.

[Stewart] – What is difficult is the fluctuation of staff/faculty going through the strategic planning process. Having one person that helps us keep progressing strategically makes sense. It's very hard to keep the work within the pillars going as people are coming / going. We're happy to do the work, but it's helpful to have someone leading it.

[Parker] – Explanation of current model (see document). Idea is to have a one-person lead for each pillar. Each pillar would also have an advisory board. JPB serves as both an advising body and oversight body – that's an example of a problem we haven't figured out how to address yet.

[Nowicki] – Would this structure continue under Models 2 and 3?

[Parker] – Yes, that would continue on in both models.

[Stindt] – Maybe Model 2 would allow us to also have a Director of Community Engagement. I think it would be off-balance if we had a cabinet-level person without also having someone to focus on community engagement.

[Wachter] – Can we do both Model 2 and a Director of Community Engagement? Or, should we go with a Director of Community Engagement and keep Model 1 for now. Then we could reassess in 2021.

[Gow] – That's a good point. We have strategic planning and Community Engagement. The other piece is EAB. One week from today we'll have a meeting to discuss the financial piece of the EAB software. If we did something along the lines of Model 2 and we did the same thing with Community Engagement (where people are tasked with that work), there's probably great financial efficiency in that. EAB is a big unknown but we should know more by our next meeting.

[Nowicki] – Is it an EAB vs. Strategic Planning decision?

[Gow] – I think we’re trying to do all three – strategic planning, community engagement, and EAB.

[Vogt] – Are you saying that’s Model 1 or 2?

[Gow] – It could be either.

[Vogt] – But Model 2 calls for a new position – it just keeps the SAP until we can get a full-time, director-level position to take on that work.

[Gow] – We’d have to figure that out.

[Abler] – I’d like to know how Natalie felt about having IR as this example.

[Solverson] – IR would have to really think about it – it would be a significant change in terms of the operation of the office. In our institutional context, I can see it making sense.

[Carlson] – I think it’s important that we have a person hired to do the work.

[Delgado] – (To Chancellor Gow) Is this the kind of input you need?

[Gow] – Yes, this is exactly the kind of input my team needs. Then, we need to look at how much money we have, what the possibilities are, and how to put them together.

[Delgado] – Kate put together the document; the Executive Committee just asked her to bring it to us.

[Delgado] – If we continue as we are, there has to be some larger group to oversee all of the work. Even if you go to Model 2, you still have that hole. The overall hope for the Executive Committee was to keep the momentum of strategic planning going forward.

[Vogt] – Model 2 provides an additional person to do some of the work. My concern is that if you have to try to backfill work that is currently being done that would be too much for the director-level individual.

[Parker] – Model 1 is the minimum of what we could do to keep this going. It really is just buying us some more time – I always see it as a temporary option.

- b. HLC metrics pertaining to Sustaining Excellence (Solverson/Parker)
 - i. See Monitoring Report Required UWL May 2016 document

- ii. Discussion of what we must provide as part of the HLC Interim Report on Strategic Planning (due Dec. 2018)
- iii. See UWL Sustaining Excellence Metrics 5Nov2018 document
- iv. We can adjust these metrics as needed
- v. In consultation with pillar heads, we developed metrics for each pillar.
 - Advancing transformational education – most well-solidified set of metrics
 - Investing in our people – some question about percentages of external market parity that we need to resolve (see 7.b.vii below)
 - Achieving excellence through equity and diversity – reducing gaps between majority and underrepresented students in terms of retention; don't want our compositional diversity numbering to appear to be a quota → so we speak to alignment with the median of UW schools;
 - [Richter] – is there a reason why we don't include “non-instructional academic staff” in the compositional metric on faculty and instructional academic staff? [Solverson] – I'd have to check my notes
 - Increasing community engagement – these metrics were difficult to nail down given what we don't know about the work in this pillar;

vi. Discussion

[Morgan] – These items are difficult because we don't have benchmarks for any of them. ... We eventually will have a number – but we don't know those numbers now.

[Parker] – We need more campus-wide knowledge of what's happening related to community engagement.

[Nowicki] – STARS might be a starting point because we have data. It's a couple of years old but it could provide a place to start.

[Solverson] – Anticipate that HLC will ask us to report on strategic planning again in Dec. 2019 as part of our 4-year review.

[Delgado] – I would hope that we're doing this not just to get a grade but that we have real aspirations. It's not just to make HLC go away.

[Abler] – The things in Increasing Community Engagement do tend to be things that are in Transformational Education. Will HLC require us to move them there instead? And, under Investing in Our People, could we put in there one thing where we didn't do so well on the Employee Engagement Survey? Those are things that we could work on.

[Solverson] – We need to know what we're going to prioritize before we specify what we should work on.

[Parker] – We’ll administer the survey every other year.

[Morgan] – We’re not quite there in terms of knowing what we want to prioritize for improvement.

[Vogt] – Employee Engagement Survey committee is getting together in two weeks to discuss which area(s) of improvement will be prioritized.

[Stindt] – Do we need to think about ways to move this work along more quickly?

[Vogt] – The results of the Employee Engagement Survey are under the [May 2018 email on the Sustaining Excellent](#) website.

- vii. External market parity – percentage (Hetzl)
 - \$700,000 to get all employee classifications up to 85% of CUPA median
 - 85% is achievable but it’s not aspirational; instead would recommend 92%, even though we won’t hit it without some intervention by the state

Motion - Investing in Our People metric (first bullet point) should read “Achieve 92% of external market parity* compensation across all employee classifications”

Moved – Stindt

Second – Richter

Vote – Approved unanimously

- c. Projected student demographics (Solverson)
 - i. See Demographics of the UWL Recruitment Area (attached)
 - ii. “Demographics and the Demand for Higher Education” by Dr. Nathan Grawe

8. Adjournment

Moved: Delgado

Second: Stindt

Agenda
UWL Joint Planning and Budget Committee
November 28, 2018
325 Graff Main Hall

Meeting called to order 1:15pm

Present: Abler, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hetzel, Jurecki, Milner, Morgan, Nowikci, O'connell, Peacock, Reichert, Richter, Sandheinrich, Schaller, Senger, Stindt, Stewart, Tuxen, Wachter, Wycoff-Horn, Gow

Absent: Allen, Hawkins, Vogt

1. Approval of meeting minutes November 7, 2018

Moved: Mark Sandheinrich

Second: Chris Stindt

Unanimously approved

2. Chancellor's Update

a. EAB Student Success Collaborative

- i. Final Financial details not confirmed
- ii. System will provide final financial support amount
- iii. Initial thought, system would pay amount. However, campuses will now pay a portion of EAB
- iv. Bob - System amount is \$1.9 million for UW to use EAB
- v. \$40,000 per year for 5 years
- vi. Year six, UWL to pay full amount
- vii. Implementation led by Provost, VC Student Affairs, and VC Diversity & Inclusion
- viii. Bob - \$40,000 would come from Outcomes Based Funding II. If not supported, would come from Outcomes Based Funding I
- ix. Launch EAB in the Fall

b. Position Update: Community Relations Director and Strategic Planning

Community Relations Director

- i. Would report to Reichert and Gow
- ii. Possible title Community Relations Coordinator description will be developed during the break and posted in the spring.
- iii. What is the background for position? Position is being drafted from the last version of the position description. Graduate degree preferred and experience working in this field. Looking for relevant experience, they may not need to have done the job before. Will it be connected to service learning and academic affairs? Focused on going out and connecting with the community.

Strategic Planning

- i. Kate Parker is doing great work and would like her to continue for another year.
- ii. Kate will continue in role 2019-2020 year. In the future, we may look at option #2. We will look at spring and fall for the position.
- iii. We would not be where we are without the dialogue we have had. We feel good about the general direction.

3. Provost's Update

- a. No report

4. CFO Update

a. UW System Managed Travel Cost Savings

- i. Bob – Fox Travel. UW system started to look at Travel Management in 2015. Board asked President Cross to develop the plan. It has not been easy but it has been good. Bob asked for savings amount for airfare, hotel, etc.
- ii. Discounts realized over the last few months has been approximately \$205,000.
- iii. How do you execute lowest price? Reach out to Mike Gasper for lowest price option.
- iv. Kelly Nowicki – Fox Travel has price match but they did not have the flight that I was looking for. The response was that Fox Travel could not provide option request. Fox Travel was not focused on the customer.
- v. The savings do not take into account the time for dealing with Fox Travel.

b. FY20 Nonresident Undergraduate And Graduate Tuition Rate Increase Proposal

- i. Bob - tuition increase proposal. Fund only 102 now and fund other in summer 2020
- ii. Since last meeting 131 and 102 will receive the increase. We are using reserve funding. Salary adjustments for 131 is over \$100,000 for salary and fringe benefit.
- iii. Increase tuition for undergraduate and graduate tuition by 1%. About \$15,000 we are number 25/35 from our peers regarding tuition.
- iv. 1% adjustment would be \$15 and \$84 for graduate students
- v. Range of tuition - table 3. Lowest \$7,630 and highest \$33,426.
- vi. 1% tuition Increase would generate \$62,263 from non-resident undergraduate and \$43,934 from graduate students
- vii. Why 1% - because of Eau Claire and their tuition. This will keep us \$500 grad and non-resident grad.
- viii. Now we need the base dollars. The increase will provide the equity increase

Endorsement of 1%: Harris

Second: Richter

Unanimous

5. Strategic Planning Update

- a. No Report

6. New Business-

a. University Advancement Activities - Reichert

- i. In 2015 provided an update. Wanted to share priorities for fundraising. Advancement includes Alumni Association, Communication, and Development & Foundation.
- ii. Next year is 50th year of the foundation. With special reunions so get involved.
- iii. We have new banners for 50th.
- iv. Campaign mid-point of the month exceeded \$15,000,000 target.
- v. Scholarship awards have gone from \$645,265 in 2013 to \$1.2 million now.
- vi. We are market dependent so it impacts donor decisions. This is a busy time of the year.
- vii. One more year left in campaign. Looking to raise \$18,000,000 for this campaign.
- viii. Folks are excited about the next campaign. Started quiet phase of next campaign. Have presented to Provost Council and excited about fundraising efforts.

b. Milestones

- i. Dedication of PSSC last week. Appreciated Dean Mark Sandheinrich's assistance to make this happen.
- ii. Communication - trying to improve marketing, the drone has helped. Two years process to get license for drone. Have gone from 100-400 feet for the drone. Michael does a great job.
- iii. Named spaces - Refer to handout
- iv. Working with Laura Milner to support Wittich, scholarships, programs, etc. It will help to have Naming spaces for additional support. Mark and Roger do great job with tours.
- v. Two weeks ago board approved the transition to new Blackbaud (BB) software. \$250,000 for transition. Blackbaud will not have the license limitation that we currently have and this will change how we function. If your group needs a mailing list, please give us some time. Four years ago we partnered with Council for Aid to Education with River Falls, Eau Claire and UWL.
- vi. Currently tracking alumni support. It impacts News and World Report. Long-term strength, we need to have alumni support.

c. CAE VSE Comparisons - Refer to handout

- i. Stadium payments in 2015 and 2016
- ii. 2015, 2016, 2017 Freedom Fest was supported by the foundation
- iii. Freedom Fest (Corporations) not supported in 2018

- iv. Received a million from PSSC. This gift (provided by two alums) did not count toward alumni support because it came from Foundation. This amount counted toward Foundation.
 - v. Feel good about 2018
 - vi. Aspirational schools are UNI, USD, UWEC and MNSU.
 - vii. Alumni Support and % of total support coming from Alumni
 - a) 2016-2017 30% comes from Alumni
 - b) SD is in a different place, communicate better with alumni
 - c) How many alumni of record and FY average alumni participation
 - d) Living and we have the right address-83,000 4.6% participation does not sit well in comparison to peers. Taylor has been working with new alum 440 new alumnus through phone-a-thon. We could take pledges over the phone in the past. Now VOIP does not allow for it. Trying to find other solutions. Part of the problem, younger alumnus are different trying to find ways to connect them. Looking at crowdfunding campaign for next year. You have to be able to retain donors. We keep 23% of donors that gave last year.
 - iv. 250 Schools use Blackbaud. Public school participation rates are 4.8. Truman and UNI are close to 7%.
 - v. We have 2000 students graduating
 - vi. Fiscal year 2012 was driven by stadium for Donor Data
 - vii. UWL Foundation Strategic Plan - four pillars - look at UWL Foundation Strategic Plan document. Excited about the development of our strategic plan since we have not had one before.
 - viii. Troy - is there a way to increase participation that looks at more than money...time, etc? Part of the plan is to use student philanthropy council. Using last year's freshman class to increase participation.
 - ix. We are replacing seven contracts with one using Blackbaud. New software streamlines services for tracking donors. Before we used excel sheets as we were going to Arizona to meet with donors. Now we can add the zip code and the information regarding individuals is available.
- d. Thank you to Bob for finding the \$100,000 for January.

7. Adjournment

Motion: Mark Sandheinrich

Respectfully submitted: V. Figueroa

Minutes

UW-L Joint Planning and Budget Committee

1:15 PM, February 27, 2019

325 Graff Main Hall

Recorder: Jurecki

Present: Abellera, Abler, Allen, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Jurecki, Milner, Morgan, Nolan, Nowicki, O'Connell, Reichert, Richter, Sandheinrich, Schaller, Senger, Stindt, Stewart, Tuxen, Vogt, Wycoff-Horn

Absent: Wachter, Gow

1. Approval of meeting minutes from February 13, 2019
 - a. *Morgan/ - APPROVED*
2. Chancellor's update
 - a. No update
3. Provost's update
 - a. Provost Morgan reviewed the initial plans for rolling out Navigate, a student success/student retention platform. Early efforts will focus on targeted communication to students and advisors. This will replace Eagle Alert, among providing advisors and faculty with other key student data. The committees designed to help implement the product were also reviewed, with Dr. Jo Arney as lead for UWL.
4. CFO's update
 - a. Initial update from Governor Evers is optimistic: ~ \$109 million in new base funding while holding campuses harmless from pay-plan increase. The full capital budget will be released on Monday.
5. Strategic Planning update
 - a. A group has been convened to come up with developing plan with action steps towards "Investing in our People" with an employee engagement survey. Finalized action plan team: Kiersch, Clauss, Goodenough, Grattan, Acardo, Vogt, Whillock, Gullickson, and Parker will assist as needed.
6. New Business
 - a. EAB - Navigate Project Funding (Hetzel)
 - o Vice Chancellor Hetzel presented a funding model for EAB based on a .86% assessment of all program revenue funds with balances greater than \$5K.
 - o *Harris*: I move to endorse the proposal to assess the balances by 0.86% for three years with an annual review by JPB. */Nowicki PASSED: 15-11-0*

Adjournment

Morgan/Richter

Minutes
UWL Joint Planning and Budget Committee
March 13, 2019
325 Graff Main Hall

Meeting called to order 1:15pm

Present: Abler, Allen, Carlson, Delgado, Figueroa, Harris, Hawkins, Jurecki, Milner, Morgan, Nolan, Nowikci, O'connell, Reichert, Richter, Sandheinrich, Schaller, Stindt, Stewart, Tuxen, Wachter

Absent: Abellera, Clauss, Elkins, Gow, Hetzel, Senger, Vogt, Wycoff-Horn

1. Approval of meeting minutes February 27, 2019
Moved: Mike Abler
Second: Chris Stindt
minutes approved with one abstention
2. Chancellor's update - Not in attendance
3. Provost's update
 - a. EAB Student Success Collaborative
 - i) Provost Morgan commented on mixed messaging from UWL administration and Chancellor Gow regarding whether or not the EAB software implementation was optional. Morgan said CFO Bob Hetzel was at system meeting where UW system President Ray Cross said that he wanted everyone to participate and that UW schools not currently using the package (excluding Madison) were strongly encouraged to move towards implementation.
 - ii) Why did UWL still go through with moving on implementation if it was optional? What if JPB had said no to the funding model? Morgan said that the voting should have been on the funding and not on the whether we should purchase the software. And that she is definitely in agreement that we should purchase the software and that it would be a good tool to aid in student retention.
4. CFO's Update – Not in attendance but sent a message regarding the UW capital projects. We were number two on the list with our Prairie Springs Phase II project.
5. Strategic Planning Update- No update

6. New Business

a. HLC Report – Feedback Update (Natalie Solverson)

- i) HCL will review us again soon
- ii) Solveson was pleased with the results of the HLC review

b. Employee Engagement Action Team Feedback (Christa Kiersch)

- i) From the survey action step 2 – improvements can be made in the following areas:

- Fairness in communication and decision making
- Lack of opportunities for professional growth and or barriers towards being able to engage in them
- Support for wellness and work-life balance
- Another item, we can make progress on is that employees does not actually think that gains will be made.

- ii) In response to the survey's feedback the Action Team is chipping away at addressing the issues. Christa is here to get input from JPB. The team is proposing to tackle the following five items this year (for more details see report)

- Partnering with the university to create a community calendar with links to additional grants and educational programs for university staff. Brandon Harris suggested that the University Staff could use the site to help publish a list of staff available university grants. Chris Stindt added these grants are ones that staff can apply for.
- Based on the survey, we have a long way to go toward supporting employee wellbeing. There is a portion of information under the benefits section in HR, under services for employees. Perhaps employees are not aware of where to look for them. The site should be modeled on other UW school webpages
- The supervisor toolkit is a resource that is already available but do not easily accessible on-line. Easy access to tools for professional development should be linked appropriately on-line.
- The Action Team is mindful of how they are working across the strategic pillars and attempting to ensure linkage between the diversity and equity pillar, and to the equity liaisons.
- Strengthening communication of university policies. It is really difficult to find policy information on departments, colleges, schools, system, etc. The Action Team wants to build a one stop shop for finding information. It was commented that this seems like a huge undertaking to get this done. John Acardo added that HR will work towards making policies more compact. Systems is collapsing their policies. They will link employee policies to the employee sections of their website. We need to be more thoughtful on communicating these policies. John noted issues arise due to frequent policy changes. And hope that these proper website policy placements will add more clarity.
 - It is difficult to know when policy changes.

- Troy Ritcher asked if the committee knew where the policy issues were. Christa responded that they did not have these fine details from the survey.
- Robin Tuxel added the perhaps the Action Team can find out how people want to be communicated with.
- Laura Milner said that the policies should have a summary of the policy highlights attached stating what the big picture is for the particular policy.

Additional feedback/comments:

- Mike wanted to return to the actions steps and to know what were steps 1 and 4 are. Christa commented that steps 2, 3 and 5 are steps they are working on. The others were related to compensation.
- Chris Stindt says he thinks it's a great first steps but hopes that there is more to follow. Do people know that flexible work schedules are possible for employees to have? Christi said that flexible work schedule discussions are on the list to be discussed this semester. Work load and work-load equity is also on the list to be discussed this semester and will probably bring these things back next year.
- Mike Abler wanted to express support of the supervisor toolkit. He finds himself as chair working on things that he does not have experience in. He also added that they did a good job at tackling a few issues at the chairs workshop.
- Meredith Thompson pointed out that chair and leadership skills are not taught to faculty and that it is a good idea to support such workshops.
- Enilda Delgado wants to know what aspects of communication issues were people in the survey concerned about?
- Christa said the group really focused on policies and pay raises. When there is better communication there will be better equity. There were very few open-ended comments on the survey.
- Kelly Nowicki wanted to know what's next beyond this semester and the five proposal points.
- Christa added the model spans one semester only and is not expected to go beyond this semester. April is the month for things to be finalizing or to develop a schedule of future work.
- Brandon Harris followed up regarding communication preferences question as to how people want to be communicated with? Is there some way to determine how people want to communicated with?

- Mike Abler added thoughts on the work-life balance, and that with the constant emails, we are never out of work. Perhaps we can help people tackle being unplugged.
- Enilda commented on the perception of lack of transparency with the administration and the EAB mandate. So, the perception regarding the lack of transparency does not help at all. The perception of lack of transparency and poor communication hinders the university from making progress in the low morale issue.

Comments should be sent to Christa regarding this matter.

Enilda will email further documents as sent to her by Christa.

Meeting adjourned. Motion Chris Stindt

Respectfully submitted by T. Hawkins

Meeting Minutes
UW-L Joint Planning and Budget Committee
1:15 PM, April 24, 2019
325 Graff Main Hall
Recorder: Nowicki

Meeting called to order: 1:15 PM

Present: Abellera, Abler, Allen, Carlson, Clauss, Delgado, Elkins, Figueroa, Harris, Hawkins, Hetzel, Milner, Morgan, Nowicki, O'Connell, Reichert, Richter, Sanheinrich, Senger, Stindt, Stewart, Tuxen, Vogt, Wachter, Wycoff-Horn

Absent: Jurecki, Nolan, Schaller

1. M/S/P Approval of meeting minutes from previous meeting, March 27, 2019
2. Chancellor's update:
Chancellor will be joining students, who championed the process of coordinating visits with legislators in the Capitol on Thursday the 25th. Chancellor thanked Ben and Hailey for their service on Student Senate.
3. Provost's update: Pass
4. CFO's update:
Bob reiterated the Chancellor's comments on student visits in the Capital and how this initiative of the students looks favorably upon us by folks in Madison.
5. Strategic Planning Update:
May 2019 update will be coming soon including an update from Employee Engagement Action Team (EEAT).

Community Engagement position search panel moved forward 6 names for phone interviews. Search panel is comprised of Greg Reichert, Janie Morgan, Scott Cooper, Kelsey Grubisich, Karolyn Bald. Greg Reichert is hoping for on campus interviews starting in late May or June.

Natalie Solverson proceeded to with update on strategic plan website explaining the dashboard approach and highlighting were the metrics tied into the various actions that are imbedded into the areas of the website.

6. New Business
 - a. **Compensation Planning 19-21 (Hetzel)** – Discussion on 1% lump sum payment totaling about \$654,090. Money will come from fund 102 – fringe benefits savings, \$10M system wide. UWL will receive about 4% of 10M. As well, fund 131 GQA funds can be used on a one time bases to fund the 1% for 2020.

M/S/P – the 1% lump sum for fiscal year 2020

b. **FY19 Career Progression (Hetzl)**

c. **Eagle Dome Presentation (Hetzl) project overview**

Q. How does this proposal link to the Strategic Plan? A. - Bob stated it doesn't, but it links to the Campus Master Plan. A follow up question/comment was how does the Master Plan fit in with the Strategic Plan? Should it (Master Plan) support Strategic Plan? Another comment was that \$26 is a lot to students who are working 2 or 3 jobs and that perhaps we should focus on basic needs of students instead of a project, such as a dome.

Another questions was regarding revenue generation. Dr. Hetzel responded that there is a \$15K line item in budget under "rental". Will wait for further discussion from Student Senate before a vote in JPB.

d. **Proposed change in the voting status of the Vice Chancellors, as recommended by Faculty Senate (Gow) -**

Chancellor Gow reflected on a meeting he missed about 4 weeks prior on how the discussion during the meeting was about how faculty felt voices were not being heard due to shift of voting members of JPB. It was stated that some of the Vice Chancellors felt strongly about their role and want to have a vote at the table. Steve commented that this committee has always been the Chancellor's committee and the Senate has brought it to the chancellor for decision making purposes. Marty commented on the "why". Comments followed from Chris Stindt and Becki Elkins, Dianna K, Joe Gow. Marty commented further on faculty sentiments, frustrations, etc. Barbara Stewart as well, commented that she feels her voice is heard and is imperative within this committee. Additional comments from Troy, questions from Laura on how often there is such large blocks of dissent within voting in JPB. After discussion, the chancellor said he will not have us vote on the Senate proposal because it is divisive.

Motion to adjourn: M/S/P

Meeting Adjourned: 3:00 pm

Respectfully submitted by K.M. Nowicki