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 Sandheinrich
   M (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:

11. New Business - Calendar of Regular Business (document attached to email)

12. Meeting adjourned at 2:26 PM.

   Submitted under duress,
   Mike Abler
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.


Absent: Reichert, Senger

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

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%.

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.

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.

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.

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
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<tr>
<th>Fund</th>
<th>Description</th>
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<tr>
<td>102</td>
<td>General Purpose Revenue (GPR)</td>
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<tr>
<td>104/132/189</td>
<td>Continuing Education &amp; SBDC</td>
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<tr>
<td>128</td>
<td>Auxiliary Units &amp; Segregated Fees</td>
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<td>131</td>
<td>Academic Fees - Tuition</td>
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<tr>
<td>136</td>
<td>General Operations</td>
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<tr>
<td>150</td>
<td>Federal Indirect Cost Reimbursement</td>
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<tr>
<td>233</td>
<td>Gifts</td>
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## All Funds Budget by Division & College

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<tr>
<th>Division</th>
<th>Personnel</th>
<th>S&amp;E &amp; Capital</th>
<th>Fr. Benefits &amp; Other</th>
<th>Pct.</th>
<th>Total</th>
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<td>Chancellor</td>
<td>419,216</td>
<td>60,900</td>
<td>-</td>
<td>0.21%</td>
<td>480,116</td>
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<td><strong>Academic Affairs</strong></td>
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<tr>
<td>Provost</td>
<td>7,632,937</td>
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<td>Diversity &amp; Inclusion</td>
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<td>UW System-wide</td>
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Fiscal Year 2018-19
<table>
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<tr>
<th>Division</th>
<th>Personnel</th>
<th>S&amp;E &amp; Capital</th>
<th>Fr. Benefits &amp; Other</th>
<th>Pct.</th>
<th>Total</th>
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Fiscal Year 2018-19
## Biennial Budget Reduction History

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<tr>
<th>Biennium</th>
<th>UW System Reduction</th>
<th>UWL Base Reduction</th>
<th>UWL 1x Reduction</th>
<th>UWL Total Reduction</th>
<th>UWL FTE Reduction</th>
<th>UWL Biennial Reduction</th>
<th>Student to Faculty Ratio</th>
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<td>.60</td>
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<td>2013-15</td>
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<td>2.48</td>
<td>-</td>
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## UWL Budget Resource Allocations

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<tr>
<th>Biennium</th>
<th>Amount (M)</th>
<th>Description</th>
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<tbody>
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<td>2001-03 &amp; 2009-11</td>
<td>1.38</td>
<td>Academic Initiatives</td>
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<td>2017-19</td>
<td>1.30</td>
<td>15-17 Lapse Return</td>
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<td>2017-19</td>
<td>1.00</td>
<td>Utility &amp; Fringe Benefits</td>
</tr>
<tr>
<td>2017-19</td>
<td>1.20</td>
<td>Outcomes Based Funding</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19.65</strong></td>
<td></td>
</tr>
</tbody>
</table>
UWL Tuition Revenue Target

Base Tuition:
1. Fall
2. Spring
3. Summer
4. J-Term

Differentials:
1. GQA Differential (all terms)
2. Academic Initiatives Differential (all terms)

Tuition Revenue Target:
1. Base Tuition
2. Differentials:
   a. GQA
   b. Academic Initiatives
3. Self-Supporting Tuition
4. Self-Supporting Programs

Self-Supporting Tuition:
1. Provost Instructional Reserve
2. Computer Replacement, Summer Instruction, Remissions, Undergrad Research
3. 15-17 Budget Reduction

Self-Supporting Programs:
1. Student Affairs Administration
2. Health Professions
3. IPSE
4. Chinese MSE
## UWL Tuition Budget Summary

<table>
<thead>
<tr>
<th>Budget Detail for Tuition Revenue Target</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 Tuition Revenue Target</td>
<td>80,278,204</td>
</tr>
<tr>
<td><strong>Obligations:</strong></td>
<td></td>
</tr>
<tr>
<td>UW System Tuition Pool Obligation</td>
<td>53,630,845</td>
</tr>
<tr>
<td>Growth, Quality &amp; Access</td>
<td>14,767,535</td>
</tr>
<tr>
<td>Academic Initiatives</td>
<td>1,378,109</td>
</tr>
<tr>
<td>Self-Supporting Tuition</td>
<td>7,084,470</td>
</tr>
<tr>
<td>Self-Supporting Programs</td>
<td>3,417,245</td>
</tr>
<tr>
<td><strong>Total FY19 Tuition Budget</strong></td>
<td>80,278,204</td>
</tr>
</tbody>
</table>

Fiscal Year 2018-19
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Per Full-Time Student</td>
<td>1,146</td>
</tr>
<tr>
<td>GQA Tuition Revenue Budget</td>
<td>14,767,535</td>
</tr>
<tr>
<td>GQA Expenditure Budget</td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>9,794,492</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>4,191,183</td>
</tr>
<tr>
<td>Supplies &amp; Expense</td>
<td>781,860</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>14,767,535</td>
</tr>
<tr>
<td>Faculty Positions</td>
<td>141.50</td>
</tr>
<tr>
<td>Staff Positions</td>
<td>32.18</td>
</tr>
<tr>
<td>Total GQA Positions</td>
<td>173.68</td>
</tr>
</tbody>
</table>

Fiscal Year 2018-19
## Academic Initiatives

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Program</th>
<th>FY2018-19 Budget</th>
<th>FY2018-19 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advising</td>
<td>Learning Center</td>
<td>161,276</td>
<td>-</td>
</tr>
<tr>
<td>Advising</td>
<td>ACCESS Center</td>
<td>46,785</td>
<td>0.83</td>
</tr>
<tr>
<td>Advising</td>
<td>Academic Advising Center</td>
<td>293,217</td>
<td>3.16</td>
</tr>
<tr>
<td>Advising</td>
<td>School of Education</td>
<td>67,060</td>
<td>1.00</td>
</tr>
<tr>
<td>Diversity</td>
<td>Campus Climate</td>
<td>239,767</td>
<td>3.30</td>
</tr>
<tr>
<td>Diversity</td>
<td>Admissions-Diversity Recruiter</td>
<td>79,536</td>
<td>1.00</td>
</tr>
<tr>
<td>Diversity</td>
<td>Violence Prevention</td>
<td>19,281</td>
<td>.50</td>
</tr>
<tr>
<td>Internationalization</td>
<td>International Ed. &amp; Engagement</td>
<td>168,017</td>
<td>-</td>
</tr>
<tr>
<td>Research</td>
<td>Library</td>
<td>153,354</td>
<td>-</td>
</tr>
<tr>
<td>Research</td>
<td>Undergraduate Research</td>
<td>105,816</td>
<td>0.60</td>
</tr>
<tr>
<td>Research</td>
<td>Graduate Research</td>
<td>44,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,378,109</strong></td>
<td><strong>10.39</strong></td>
</tr>
</tbody>
</table>

Note: Academic Initiatives differential tuition amounts to $139.92 for the academic year.
## Health Professions Differential Tuition Budget

<table>
<thead>
<tr>
<th>Program</th>
<th>Differential Amount</th>
<th>Differential Budget</th>
<th>Differential FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational Therapy</td>
<td>1,685.34</td>
<td>119,865</td>
<td>0.32</td>
</tr>
<tr>
<td>Physician Assistant</td>
<td>1,685.34</td>
<td>114,220</td>
<td>0.61</td>
</tr>
<tr>
<td>Physical Therapy</td>
<td>2,874.54</td>
<td>444,591</td>
<td>2.35</td>
</tr>
</tbody>
</table>

**Note:** Amount of differential tuition reflects the graduate resident tuition rate for the academic year.
## State Pay Plan History

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>State Pay Plan</th>
<th>CUPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>0.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2010-11</td>
<td>0.00%</td>
<td>1.1%</td>
</tr>
<tr>
<td>2011-12</td>
<td>-6% to -12%</td>
<td>2.0%</td>
</tr>
<tr>
<td>2012-13</td>
<td>0.00%</td>
<td>2.2%</td>
</tr>
<tr>
<td>2013-14</td>
<td>1.00%</td>
<td>2.3%</td>
</tr>
<tr>
<td>2014-15</td>
<td>1.00%</td>
<td>2.3%</td>
</tr>
<tr>
<td>2015-16</td>
<td>-2% to -4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>2016-17</td>
<td>0.00%</td>
<td>2.6%</td>
</tr>
<tr>
<td>2017-18</td>
<td>2.00%</td>
<td>3.0%</td>
</tr>
<tr>
<td>2018-19</td>
<td>2.00%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
## UWL Self-Funded Compensation

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

<table>
<thead>
<tr>
<th>Item</th>
<th>FY19 Rate</th>
<th>FY12-19 Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$7,585</td>
<td>.79%</td>
</tr>
<tr>
<td>Seg Fees</td>
<td>$1,348</td>
<td>5.38%</td>
</tr>
<tr>
<td>Textbook Rental</td>
<td>$174</td>
<td>-1.13%</td>
</tr>
<tr>
<td>Room</td>
<td>$3,825</td>
<td>1.42%</td>
</tr>
<tr>
<td>Board</td>
<td>$2,506</td>
<td>.27%</td>
</tr>
<tr>
<td>Parking</td>
<td>$190</td>
<td>-2.06%</td>
</tr>
</tbody>
</table>
UW System Segregated Fee Schedule FY18-19

TOTAL SEGREGATED FEE IN DOLLARS

- MADISON: $1,282 (1.7% $23)
- MILWAUKEE: $1,497 (1.5% $20)
- EAU CLAIRE: $1,309 (1.5% $191)
- GREEN BAY: $1,580 (0.0% $0)
- LA CROSSE: $1,348 (0.8% $11)
- OSHKOSH: $1,199 (2.3% $34)
- PARKSIDE: $1,090 (0.0% $0)
- PLATTEVILLE: $1,153 (19.8% $191)
- RIVER FALLS: $1,147 (2.7% $30)
- STEVENS POINT: $1,390 (3.6% $49)
- STOUT: $1,147 (2.7% $30)
- SUPERIOR: $1,591 (1.1% $17)
- WHITewater: $1,008 (3.1% $30)
## UW System Textbook Rental Rates

### Fiscal Year 2018-19

<table>
<thead>
<tr>
<th>Institution</th>
<th>2017-18</th>
<th>2018-19</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eau Claire</td>
<td>165.00</td>
<td>150.00</td>
<td>-15.00</td>
<td>-9.09%</td>
</tr>
<tr>
<td>La Crosse</td>
<td>173.92</td>
<td>173.92</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Platteville</td>
<td>155.00</td>
<td>225.00</td>
<td>70.00</td>
<td>45.16%</td>
</tr>
<tr>
<td>River Falls</td>
<td>161.28</td>
<td>162.90</td>
<td>1.62</td>
<td>1.00%</td>
</tr>
<tr>
<td>Stevens Point</td>
<td>170.40</td>
<td>151.68</td>
<td>-18.72</td>
<td>-10.99%</td>
</tr>
<tr>
<td>Stout</td>
<td>515.40</td>
<td>515.40</td>
<td>-</td>
<td>0.00%</td>
</tr>
<tr>
<td>Whitewater</td>
<td>165.12</td>
<td>165.12</td>
<td>-</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
Challenges:

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

Fiscal Year 2018-19
Opportunities:

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

Fiscal Year 2018-19
Questions & Answers

Fiscal Year 2018-19
1. Meeting Called to order at 1:20 PM  
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.
   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):
     o Company that sells a variety of tech “solutions to higher education.
     o Several UW campuses use this product and we would get a 25% off deal (Eau Claire, Platteville, Milwaukee, Oshkosh)
     o Used for “Retention Software” – Student Success Collaborative (SSC)
     o One of the major competitors is Starfish
     o Need buy-in from professional advisors and staff
     o 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
     o 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)
     o 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?
    o (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?
  • (Hetzel) 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.
  • (Hetzel) 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?
    - (Hetzel) 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:
  o When the Chancellor’s cabinet started this process, we did not expect it to be longer than a 2-year process.
  o 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 that 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
  o (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.
  o (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.
  o (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
  o (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.
  o (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.

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, Sengel, 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.
[Clauss] – 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 (Hetzel)
   - $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