

Minutes

UWL Joint Planning and Budget Committee

1:15 PM, September 15, 2021

325 Graff Main Hall

Recorder: Abler

Present: Abler, Allen, Bearhart, Brooks, Cayo, Dutcher, Elkins, Hayes, Hetzel, Iverson, Kelly, Kunkel, Morgan, Nowicki, Ormes, Richter, Sandheinrich, Stewart, Wycoff-Horn, Yu, Zwettler

Absent/Excused: Allen, Figueroa, Leahy, LeDocq, Thomas, Vanroosenbeek

1. Introduction of Committee members

2. Election of Chair—M/S/P by acclamation Becky Elkins

3. Election of Executive Committee--M/S/P by acclamation

Dean—Mark Sandheinrich

Academic Staff—Troy Richter

University Staff—Ingrid Iverson

Faculty—Chia Chen Yu

Student—Jared Zwettler

4. Approval of Meeting dates for 2021-2022 Academic Year—M/S/P

FALL: 9/15, 9/29, 10/13, 10/27, 11/10, 12/1, 12/15

SPRING: 1/26, 2/9, 2/23, 3/9, 3/23, 4/6, 4/20, 5/4

5. Chancellor's Update

- COVID protocols and steering committee remain in place. Masking required indoors on campus. Campus dashboard with active cases still online. Vaccine requirement not being pursued by UW System at this time.
- COVID testing still active, testing approximately 300 athletes, 200 students, 150 employees and 500 community members every week. Will be bringing back pop-up COVID vaccination clinic.
- Facilities: ACCESS center and Archaeology labs moved to Wimberly Hall, Information Systems has some new space in Wing, Mitchell Hall upgrades approved (\$6 million), Murphy Library sustained about \$1.8 million in damage from recent rains.
- Budget: No layoffs or furloughs during pandemic, but many services disrupted. Federal money helped cover gaps. Much financial help provided to students by federal money as well.
- Enrollment: Large first-year class, but lower retention impacts overall revenue. Asked for committee's help in communicating the complexity of our budget and the importance of student retention.
- Nowicki asked about the enrollment cliff projections—Chancellor said may not be as dramatic as expected, school district partnerships could help offset decline.

6. Provost's Update

- Mask compliance has been good so far
- Instructors must work with chair, dean and provost if changing course modality for spring
- First-day enrollment was 10,303 students, transfers are up, junior class retention was down. More males than females are not returning (5 to 1 ratio). Enrollment target for 2022-2023 will be forthcoming.

7. CFO's Update

- Overall enrollment down about 200 students (\$1.52 million in tuition and \$300 thousand in segregated fees). Shortfall covered by HEERF, will also cover GQA shortfall.
- 15 faculty positions cut last year due to tuition freeze (since 2013 lost 42 faculty and 8 staff positions). Possible differential tuition increase in 2022-2023?
- 2% pay plan scheduled for January 2022 and January 2023.
- Prairie Springs Science Center phase II was not enumerated in the budget, but the DOA is allowing us to continue with design of the building.
- DOA is also allowing design of a new parking ramp (550 spaces) for the Center for the Arts
- Fieldhouse is on schedule

8. New Business --- New Committee member? Have the Dean of Graduate and Extended Education added to the membership, requires change to the bylaws.

9. Adjournment M/S/P at 2:25

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, September 29, 2021
1102/1104 Wittich Hall

[Zoom link](#) (for interested folk whose in-person attendance is not required)

Recorder: Robert F. Allen

Present: Abler, Allen, Bearhart, Brooks, Cayo, Elkins, Figueroa, Gow, Hayes, Hetzel, Iverson, Kunkel, Morgan, Nowicki, Ormes, Reichert, Richter, Shonk, Stewart, Vanroosenbeek, Yu, Zwettler

Absent/Excused: Dutcher, Sandheinrich, Thomas, Wycoff-Horn

1. Introduction of Committee Members

2. Approval of Meeting Minutes

- 5-5-21 M/S/P by acclamation
- 9-15-21 M/S/P by acclamation

3. Announcements / Updates

- Budget 101 will be held Nov. 10th in Hall of Nations and via Zoom
- We will meet in 1102/1104 Wittich Hall with the exception of the following dates:
 - 10/13/21 – 325 Graff Main Hall
 - 11/10/21 – Centennial – Hall of Nations
- All meetings will have a Zoom link for interested parties to be able to attend.
- JPB Executive Committee
 - **Starting work this Friday October 1.**
 - **Consider how we engage with the broader UWL community.**
 - Will begin work on outlining topics/plans for the year. If you have ideas, feel free to share them.
 - Members include: Chia-Chen Yu, Jarred Zwettler, Mark Sandheinrich, Ingrid Iverson, Troy Richter, and Becki Elkins

4. Chancellor's Update

- **We are being pulled in two directions:**
 - **On one side, some individuals are tired of “being careful”.**
 - **On the other side, mask mandate extended until after Thanksgiving. Legal challenges are being considered. Vaccination clinic open today to provide vaccination and booster.**
- **Testing will end with the current provider Thursday September 30, 2020. The following week testing will begin with a different provider. This cost is being provided by the system.**
- **Limited resources are creating a challenge for timely PCR test results to help determine who must quarantine and for how long. The local hospitals may have a faster response time than UWL. Also what is the impact of quarantines of students having a negative test but symptoms (from a cold or something non-COVID).**
- **County is providing drive-thru testing on Monday.**
- **We are leading the system in percentage of in-person classes at 94%. Madison is second.**

5. Provost's Update

- Fall 2021 Enrollment – Natalie Solverson
 - **164,000 estimated enrollment across the system this semester**
 - **10,314 enrollment at UWL at 10th day.**
 - **Decline by 1.5% (154 students).**
 1. **100 fewer undergrads**
 2. **37 fewer grad students (collaborative programs are seeing increase)**
 - **Among first year students**
 1. **Record class**
 2. **2207 first year student (up 93 students, 4.4%)**
 - **394 transfer students (up 57 students, 17%)**
 - **Students of color (down 28 students, decline of 3.3%)**
 - **First Gen (down 122 students, 4.7%)**
 - **166 students reentered UWL this fall (at least took Spring 2021 off), up by 73 students.**
 - **Down 323 continuing undergrad degree seeking students from Fall 2020.**
 1. **All identified groups of students are lower than from recent years.**
 2. **Retention rates are lower as well.**
- Summer Retention Efforts – Sandy Grunwald
 - **Goal: Outreach efforts to maximize full-time registered/enrolled students for Fall 2021**
 - **During registration**
 1. **All students texted a reminder from Navigate the day before registration date**
 2. **Students who did not register on their date were texted the day after**
 3. **Students with holds identified, and students with financial issues with account balances were assisted by Financial Aid. Students with advising hold were offered help from advising to assist.**
 - **After registration**
 1. **Identified and offered assistance with 1st and 2nd year students who did not register for classes.**
 2. **Identified students who were not registered for at least 12 credits, advisors were asked to reach out to students to offer assistance in registering students up to full-time status, if desired.**
 - **After START, students with fewer than 14 credits were contacted to see if they wanted to add credits.**
 - **For Academic At-Risk students**
 1. **Identified Fall enrolled students who many need additional support. AAC and ASDs worked with students to set up support for this semester.**
 - **In first 2 weeks in August, students not registered were contacted to see if they wanted to return. Out of 309 students, 35 responded with 25 seeking assistance for registration.**
 1. **In third week in August, postcard was sent to students to offer support to come back to campus.**
 - **Final outreach went to students with outstanding balance, specifically those with balance less than \$2000. Of the 15 students, 3 utilized grant funds to wipe out outstanding balance.**
- **Questions**
 - **What is the budget for Retention Grants to sustain the program?**
 1. **These funds are offered every year (Maroon to gray grants).**

- **Is there any evaluation of Navigate to see how it's performing versus its cost.**
 1. **Natalie will be back this semester to discuss other aspects of Navigate and how it's performing.**
 - **Will similar outreach occur between Fall to Spring?**
 1. **Many are programmed to happen every semester. Financial Aid does their own outreach every semester.**
 2. **The Navigate app is used for outreach to students.**
 - **What have we learned from the past few years that will inform us on where we will be in the next few years?**
 1. **The overall model may still hold, but we see the potential for an upward projection of enrollment of students.**
 2. **Changes in admissions is not present in the model.**
 3. **More effort to retain students is necessary. We have more tools now to help with these efforts, but we have to use the tools.**
 4. **2 Fundamental questions:**
 - a. **How do we fiscally manage the growth we may see, versus the decline we anticipate?**
 - b. **How do we respond to innovations of our sister institutions?**
- **HEERF I, II, III Federal Emergency Financial Aid Funds – Louise Janke**
 - **Higher Education Emergency Relief Funds (HEERF)**
 1. **We are the only UW System school that contributed institution portion of Emergency funds to student financial aid.**
 2. **HEERF I assisted 3773 students**
 3. **HEERF II required financial need as defined via FAFSA must not be considered.**
 - a. **3883 students assisted through HEERF II**
 4. **HEERF III was passed March 2021.**
 - a. **No FAFSA was required. Open to international and undocumented students.**
 - b. **Funds for Pell recipients was distributed. Distribution of funds to Non-Pell recipients is ongoing.**
6. **CFO's Update**
 - **Recap – Financial Impact of COVID-19 Pandemic**
 - **This will occur at a future meeting (lack of time)**
 7. **New Business**
 - **No new business.**
 8. **Adjournment at 2:36**

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, October 27, 2021
1102/1104 Wittich Hall

[Zoom](#) link *(for interested folks whose in-person attendance is not required, use passcode 253381)*

Recorder: Chia-Chen Yu

Present: Abler, Allen, Brooks, Cayo, Elkins, Figueroa, Gow, Hawkins, Hayes, Hetzel, Iverson, Kunkel, Nowicki, Ormes, Reichert, Richter, Roszak, Sandheinrich, Shonk, Stewart, Vanroosenbeek, , Walz, Yu, Zwettler

Absent/Excused: Bearhart, LeDocq, Markos, Morgan, Wycoff-Horn

1. Introduction of Committee Members and Newest Committee Member
2. Approval of Meeting Minutes
 - 10-13-21 **M/S/P by acclamation**
3. Announcements / Updates
 - Budget 101 will be held Nov. 10th @ 1:15 p.m. in the Hall of Nations (Centennial). May move Budget 101 to December due to upcoming interviews for candidates of the CIO position. CFO will let the JPB Committee know.
4. Chancellor's Update
 - UWL COVID vaccination is going well. UWL is at a vaccination status of 82% and 93% for students and faculty and staff, respectively.
 - Mask compliance has been good but some parents and students questioned the requirement of wearing a mask indoors on campus. The County doesn't have a mask mandate. Indoor masking mandate in place at UWL for safety precautions.
 - Recent federal executive order to require all federal workers to receive the COVID-19 vaccine. What does this requirement mean to UWL students, faculty, and staff? Interim System President Thompson will make a statement soon that UW System will comply with this executive order.
 - UWL received a significant amount of one-time money from the federal. Federal money helped cover gaps but would be challenge for long term. Legislators may oppose tuition increase because we got the one-time funding from the federal government.
 - Tragic suicide recently. Vitaliano Figueroa and his team reached out to the student's family. Thanks to Vitaliano's team and his leadership during this difficult time.
 - Q&A
5. Provost's Update – no report
6. CFO's Update
 - Upcoming interviews for the CIO position the first two weeks of November
 - Recap – Financial Impact of COVID-19 Pandemic
 - Financial Impact of COVID-19 Pandemic Presentation (attached pdf): March 2020~May 2021
 - UWL COVID-19 Expenses & Lost Revenue (March 2020 to May 2021: \$17,793,262, Excludes \$16.492M in Financial Aid Grants): FY20 & FY21 Budget Lapse (22.13%),

Tuition shortfall (7.51%), COVID-19 Expenses (15.90%), Lost Revenue –Auxiliary & Other Units (54.46%)

- Auxiliary & Other Lost Revenue at UWL (Amounts in millions), Total (\$9.691): Residence Life (\$4.894), Dining Services (\$3.186), Parking Services (\$.447), Athletics (\$.233), International Education & Engagement (\$.236), Other Units (23) (\$.695)
 - Federal & State Funding for Higher Education: Higher Education Institution Financial Assistance (HEIFA), State CARES Allocation to UWS → \$18.9M
 - Total Federal Funding to UWL: \$35,651,706 M
 - Federal & State Funding to UWL: Total \$38.703 M
 - UWL Net Financial Impact of COVID-19: Federal & State Funding (\$38.101 M), FY22 COVID-19 Reserve (\$5.425 M)
 - COVID-19 Personal Protective Equipment – PPE (Total Cost \$415,200): Face Masks (quantity: 192,900), Sanitizer (1,408 gallons), Disinfectant (15,872 gallons), Plexiglass (8,228 sq. ft.)
 - COVID-19 Antigen & PCR Testing (Cost of Testing: \$5.765M and Cost of Tracing: \$0.239M): Antigen (amount: 42,973), PCR (2,292), Vaccinations and amount: Cleary Center CBVC (14,449); Student Health Center (556)
 - Staff Acknowledgements: Kristin Stanley, Budget Director; Mark Haakenson, Co-Interim Controller; Spencer Green, Assistant Controller; Rachel Hoskins, Senior Grant Accountant; Melissa Nielsen, Director of ORSP
- Q & A

7. Old Business

- JPB Bylaws amendments
 - Second read of amended JPB bylaws
 - Have the Dean of Graduate and Extended Education added to the JPB membership
 - A few suggested amendments were included
- Approval of JPB Bylaws: **M/S/P by acclamation**

8. New Business

- UWS Enrollment Data: Review of UW System Data – Natalie Solverson
 - System presented data to campus leaders in June and September. Some themes:
 - Participation rate decline
 - Where do students enroll if they don't choose UW?
 - Did restructuring help the enrollments at the two year campuses?
 - Post-2025 – updated WICHE/Grawe forecasts
 - Participation Rate – who graduate HS, what % enroll at a UWS campus?
 - Historically, about 1/3 of WI HS graduates enroll at a UWS campus, this declined to 29% by fall 2019
 - Is this because of fewer high school graduates?
 - 2018 had the highest number of WI high school graduates since 2012.
 - If participation rates had remained the same, UWS would have had ~21,500 new FY students compared to the actual number of 19,681.
 - Comparing 2015 to 2019 – where are they going?
 - 5% fewer WI HS graduates applied to UWS schools in 2019, even though there were more HS graduates (29.5K compared to 31K in 2015)
 - About the same percentage in both cohorts were admitted to at least one campus (~88% of applicants, 93%/94% when completed apps considered)
 - Overall UWS yield (enrolled/admitted) declined 2.6% comparing fall 2015 to fall 2019

- Fewer students applied, and of the admitted students, fewer enrolled
- UWL trends in WI residents – 2015 to 2019
 - UWS created an admissions visual to see trends in apps, admissions, and enrollments for WI new first-year students to UWS institutions in fall 2015 and fall 2019 (excluding UW Colleges)
 - UWL increased its yield of WI resident NF students by 4% when comparing 2015 to 2019 (highest yield increase)
 - UW-Madison by far our largest “competitor” –472 admitted WI residents enrolled there in fall 2019, 419 in fall 2015
- Did restructuring lead to this decline?
 - During the 2017-18 school year, UW Colleges (two-year campuses) were merged with their nearest four-year UW campus, change effective June 2018
 - Participation rates of WI new FY declined in fall 2018 and fall 2019
 - The aim of this slide was to demonstrate that restructuring did not improve enrollments at the former UW Colleges
 - But not clear that restructuring caused this further decline or exacerbated a pre-existing trend
- Post-2025 outlook, What’s changed in the new Grawe book?
 - Higher graduation rates than originally forecast
 - Greater participation in post-secondary education by Asian students and Hispanic students compared to earlier estimates
 - Rates of White students attending college remain about the same as the early 2000s
 - Rates of Black students attending college have declined ~15% since they reached near-equity with the national average in 2010
 - All of these projections are pre-COVID
- Are WICHE HS projections and Grawe saying the same thing?
 - Levels of WI high school graduates in 2030-31 similar to 2015-16, followed by more decline
- Wrapping Up
 - People heard the message about fewer HS graduates – but that’s a bit down the road – and decline may not be as steep
 - Double problem across UWS if not turned around: fewer students enrolling in college PLUS declining HS graduates post-2025
 - Owning the local market is critical; UWL has made the most gains in yielding WI residents when comparing 2015 to 2019
- Q & A

9. Adjournment at 2:40 PM (M/S/A)

JPB Executive Committee Notes

- Members - Chia-Chen Yu, Jarred Zwettler, Mark Sandheinrich, Ingrid Iverson, Troy Richter, and Becki Elkins
- Goals for 2021-22
 - To educate the UWL community on how the campus master plan, strategic plan, GQA, enrollment management, and State of Wisconsin budget impact the current priorities and future planning of UW-La Crosse.
 - To assist the University in planning for the next 3-5 years, budgeting to support that plan, and outlining longer-term planning needs.
 - To consider each agenda item in the context of its support for the strategic plan.

- To consider environmental sustainability and environmental justice needs and efforts in relation to institutional planning and budgeting.
- Agenda items for 2021-22
 - Financial status of the institution (and of the state)
 - Space updates and future considerations
 - UWL's priorities for the next 3-4 years
 - Enrollment and retention planning and efforts

Agenda
UWL Joint Planning and Budget Committee
1:15 PM, December 15, 2021
1102/1104 Wittich
Guests may attend in person or join [via Zoom](#)

Recorder: Bearhart

Alternate Recorder: Brooks

Present: Abler, Allen, Bearhart, Brooks (via zoom), Elkins, Gow, Hawkins, Hayes, Hetzel, Iverson, Kunkel, Morgan, Nowicki, Ormes, Reichert, Richter, Roszak, Sandheinrich, Shonk, Stewart, Vanrossenbeek, Walz, Yu, Zwettler

Absent/Excused: Cayo, Ericson, Figueroa, LeDocq, Markos, Wycoff-Horn, Woodmansee

1. Approval of Meeting Minutes

- a. 10-27-21 M/S/P

2. EAB Navigate –

a. Team

- Natalie Solverson, Institutional Research Director;
- Jamie Schweiger, Academic Advisor and Navigate Functional Lead
- Aislinn Hernandez – New Student and Family Programs Coordinator and Navigate student app; will join project in January.

b. EAB is Company, Navigate is product:

- Navigate Student App
- Navigate SSC (advisor interface, the thing advisors, faculty, etc. log into)
- Navigate SSC (advisor/staff interface) – students don't have this

c. Student App –

- View Course schedules – including a map, where they can GPS on campus
- Schedule an appt with advisor, (when advisor is in the system)
- Get push notifications with important dates/deadlines
- See a calendar of useful UWL Dates
- Notifications if they have a hold that would prevent them from registering
- Learn about helpful campus resources (including GPS map)
- App is supplement to official campus communications, but is not replacement

d. Summer/Fall 2021 – more specific roll out to new students

- Info in START packet prior to registration about how to download app
- Resource fair during START, maps and info about office that were participating
- Quick polls (surveys) in app in summer to keep students engaged and give opportunity to ask questions

e. Students

- 60% Fall 2021 undergrad degree seeking students with app download
- 30% EAB benchmark
- As of 12.10.21
 - 25.3 - average number of days to resolve holds by student app users
 - 37.6 - average days to resolve holds by students not using the app

f. Main goal of semester was to bring offices/services to participate in Navigate, more offices to be brought in Spring 2022.

g. Pro@UWL different than Eagle Alert

- focuses on specific classes
- more students receive follow up

- easier to figure out which students have multiple alerts and may need additional outreach
 - more offices involved
 - everything can be documented
 - Negative feedback is only type currently; understand the need for positive feedback option, no plan to implement that in the system currently.
 - Current process:
 - Identified Gateway courses asked to provide feedback
 - Week 2 and week 5 get feedback; week 2 is attendance only, week 5 there are feedback options,
 - students receive follow up depending on feedback option, feedback entered, number of alerts received
 - All alerts are read by a read person (Natalie or Jamie) and sent to specific office
 - Fall 2021: 1983 alerts (769 more alerts than spring 2021)
 - Fall 2021: unduplicated cases 534 alerts (106 more cases than spring 2021)
- h. Registration Outreach
- Prior to registration
 - 884 students with severe account balances → 74 replied help
 - 1693 students with account balances that didn't prevent from registration
 - 141 with advising holds
 - During registration
 - all students received text week before registration
 - then student email day before registration
 - After registration appointments:
 - students receive message if they didn't register
 - 64 students replied help, 20 appts made with AAC, 23 questions answered via text, 13 referrals made to other offices
 - After registration period
 - 88 responded No (not registering)
 - 49 responded help, 6 appts AAC, 15 questions, 15 referrals
- i. Send out two surveys about what they do in app:
- Students:
 - Most accessed class schedule
 - Staff:
 - 80 instructors responded, 72 used system
 - 46% are extremely or somewhat satisfied, 37% neutral responses
 - Themes from instructors:
 - Some great, some hate it
 - Clear some work on alerts needs to be done
 - Still have to use both Navigate and Wings
- j. Spring 2022:
- Adding Financial Aid and Murphy Learning Center
 - Review PRO data and adjust as needed
 - Review metrics at project start, update and refine
 - Covid has had a clear impact
 - UWL posted highest 6-year graduation rate ever with 2015 cohort - 73%
- k. Questions posed by JPB
- Do we know about System funding about this?
 - UW System – won't fund it after this year (Hetzel)

- Estimated cost next year is \$206K; going up 20-30% in 2025, when renewal comes, potentially adding new planning tool; \$300K without funding from system, annual cost (Hetzl)
- Improved retention rates were supposed to help cover the cost. Has that happened?
 - Unknown, sort of no, but with Covid, it's hard to answer. Graduation is increasing while retention rate is staying steady overall. (Solverson)

3. CFO's Update

- a. CIO Search Update – David Kim is CIO, starts Jan 20th. Thanks to search committee getting great diverse group of candidates. Jim Jorstad, thanks for doing a great job serving interim CIO.
- b. 1% One-Time Merit Pay proposal – Last year, Purdue was giving 1% one-time merit increase to show support for those doing so much work during COVID. Asked UWS if UWL could do something similar. Timing was not great since we're in bicentennial budget; finally asked again this year. Once JCER approves the pay plan we're supposed to get Jan 1, 2022, then should propose plan to JCER. UWS is supporting the plan. This would not be a base increase, but a one-time proposal.
- c. \$15/hr Minimum Wage for University Staff (attachment) – working for years to get base wage raised for our lowest paid staff. In 2016 wanted to do several living wage increases. New benchmark is \$15, right now it's \$14.60 an hour, will increase to 14.89 an hour after JCER approves it. UWL proposes to raise it to \$15, so full-time University staff will be at minimum of \$15. This increase affects 43 employees – 1 Admin Assistant, 38 custodians, 4 groundskeepers. HR will effect these changes as soon as JCER approves pay plan.
 - When is JCER meeting? Politics complicating things. May not meet until after Jan 1st, then it would be retroactive.
- d. GQA & Academic Initiatives Differential Tuition (attachment)
 - Lots of financial matters going on with UWS right now and all institutions.
 - What is appetite for GQA increases?
 - Discussion of different years along with the numbers of GQA faculty and GQA staff → decrease of 50 positions since 2013
 - Haven't raised GQA and pay plan increases have been over \$3 million
 - Roughly eliminating about 336 course selections (ESTIMATED, hard to say how accurate that number is)
 - Differential tuition raises will not be considered this year or next year
- e. FY22 & FY23 Pay Plan Funding (attachment)
 - Can't raise differential tuition to fund pay plan;
 - Going to use reserves to pay for pay plan in FY22
 - Jan 1st – everyone gets 2% pay plan → 2/3 funded by state, 1/3 with tuition; but tuition isn't going to increase;
 - Cost of pay plan for 2022 is \$610,000; 2023 is \$625,000; 2024 is \$343,000; 2025 is \$350,000; the total unfunded liability is \$1,928,145
 - If the legislature doesn't allow tuition to increase, we will have to make reductions in staff, supplies, etc.
 - UWS is hopeful that the Regents, Governor and legislature will increase tuition - if not this year or next, perhaps in 2024 or 2025.
 - GQA pay plan, if we can't raise GQA, we will have 1.5M liability by FY25. We will have to reduce staff, at some point, if we don't raise GQA. This year, the pay plan will be funded by reserves.

- Academic Initiatives - \$51,000 in liability by FY25
- \$60,000 in reserves, which will be used in FY22 for pay plan, but in five years, reserves will be out.
- TL; DR budget reductions will not happen this year, but in future, difficult decision may have to be made.

f. Questions posed by JPB

- Is it possible they would not do pay plans? Unlikely, since other institutions are tied to pay plans. It's possible the legislature would pay for 100% instead of 2/3, but that is also unlikely.
- Shared services positions, funded by us or System? Funded by System. Most funding came from realignment of UW Colleges.
- Reserves used for next few years? Or will that decision be made each year? We will use reserves for next few years.
- Enrollment constant? Yes, very bullish on enrollment. Numbers are very encouraging. Enrollment at 10,500. If we don't get that, it's a problem, but enough reserves to get us through next four years.
- We are doing well; other institutions are going to struggle. Peer institutions, many have lost 1,500 or 500, 300 students, etc. Our stability in enrollment pipeline has carried us through.
- UWS is encouraging schools to spend reserves in order to make stronger case for legislature to raise tuition and GQA. Across system there is still \$1 billion in reserves - most is at Madison.

4. Chancellor's Update

- Commencement on Sunday. Try and keep safe. Can't control spectators, hoping that wearing masks and distancing will help. Commencement in May went well.
- COVID numbers
 - Campus looks great, but the spread is increasing in the community.
 - Virus is more transmissible – it's not as severe, but hospitals look to be at capacity and people continue to pass away. The psychology makes it difficult.
 - Anticipate in the spring, that we'll still have masking.
 - Bob going to give financial situation related to COVID
 - Challenge in long term cash flow. Base issues that come as result from tuition freeze. Likely to be frozen until after governor election, and depends who wins election how that will go after. UW System president search may be affected, based on the political environment.
- UW President Update:
 - Narrowing applicants down to qualified candidates > complete
 - Regents committee will give us a final candidates list.
 - Madison chancellor search will come after UWS President search
- Discussed Truman building naming and encouraged individuals to support this effort.

5. Provost's Update

- J Term looks good, higher than last year
- Spring a little soft, .6% down for undergrads
- 750 students will participate in commencement
 - 2 ceremonies in fall
 - 3 likely for spring

6. New Student Enrollment Target – Corey Sjoquist, Asst. Vice Chancellor for Admissions & Recruitment

- Targets

- Spring 2022 target = 100 transfers,
 - Fall 2022 target = 2,150 first-year students, 350 transfers
 - Spring 2023 target = 100 transfer students
- b. These targets are achievable and appropriate.
 - c. Fall 2021 retention was 84% (2020 cohort) – this was similar to last year
 - d. International students – we see a little rebound there, hoping for 30-40 students in spring; writing embassies to other countries to allow students to have visa interviews
 - e. Reentry students (students that left and are coming back) – offering a “Return to UWL” grant of \$1,000 for students who left due to COVID. Reentry students usually comprise 100-150 students.
7. Written Announcements / Updates
- a. Budget 101 is rescheduled for Jan. 26, 1:15-2:45 p.m., Hall of Nations
 - b. JPB Executive Committee
 - Will begin work on outlining topics/plans for the spring semester. If you have ideas, feel free to share them.
 - Members include: Chia-Chen Yu, Jarred Zwettler, Mark Sandheinrich, Ingrid Iverson, Troy Richter, and Becki Elkins
8. Final thoughts – Becki:
- a. Haven’t had a moment to pause and celebrate the good work we’ve done over the last few years, so thank you for everyone and have a great winter break
9. Adjournment at 2:38 p.m. (M/S/A)

Minutes
UWL Joint Planning and Budget Committee
1:15PM January 26, 2022

Present In-Person: Abler, Bearhart, Brooks, Elkins, Gow, Hawkins, Hayes, Hetzel, Iverson, Kunkel, Markos, Ormes, Richter, Roszak, Shonk, Thomson, Yu, and Zwettler

Present Online: Figueroa, Morgan, Walz

Not in Attendance: Allen, Cayo, Ericson, LeDocq, Nowicki, Sandheinrich, Woodmansee

Undetermined: Reichert, Stewart, Vanroosenbeek, Wycoff-Horn

Meeting was recorded:

<https://mymedia.uwlax.edu/Mediasite/Play/d3e27bcd308e4727b857d7cf7b1c55dd1d>

1. Approval of Meeting Minutes
 - a. 12-15-21 M/S/P
2. Chancellor's Update.
 - a. Covid is heading in the right direction. Continue to give
3. Bob Hetzel and Kristin Stanley –
 - a. Budget 101
4. Adjournment at 2:45 p.m. (M/S/A)

Respectfully Submitted,
Taggart J. Brooks

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, February 9, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [*use passcode 508316*]

Members present: Abler, Allen, Bearhart, Brooks (online), Elkins, Gow, Hayes, Hawkins, Hetzel, Iverson, Kunkel, Markos, Nowicki, Ormes, Reichert, Richter, Roszak, Sandheinrich, Shonk, Stewart, Thomsen, Van Roosenbeek, Walz, Woodmansee, Wycoff-Horn, Yu, Zwettler

Members absent: Cayo, Figueroa, LeDocq, Morgan

1. Call to Order 1:15 pm
2. Approval of Meeting Minutes will be held until next time.
 - a. Members listed under “To Be Determined” in the attendance section should email Becki Elkins as to whether they attended in person, attended online, or were absent.
2. Announcements / Updates
 - a. Congratulations to Vice Chancellor Stewart - 2022 UWS Board of Regents Diversity Award
 - b. Next meeting – discussion of UWL’s Major Quality Initiative for the HLC, which is a required component of our next round of accreditation.
3. Chancellor’s Update
 - a. COVID - “down, but not out”. Society is moving away from masks. Governors of several states are ending their states’ mask mandates. We are moving slower. UWL’s current mandate goes until March 11. Assessment is ongoing. For now, keep wearing your masks and distancing.
 - b. Agenda items for Spring 22 – important discussions to have. Strategic plans.
 - a. Budget - GQA was a great success, but then we had the tuition freeze. Performance Based Funding, 2017-19, funded strategic initiatives centered on our 4 pillars. We were able to plan to add funding rather than cutting. The end of those dollars coincided with the start of COVID. We did not need to do furloughs and only had limited layoffs. We received one time funding from the federal and state governments.
 - b. MQI – important component of planning. Will not involve planning with new money, but rather the reallocation of existing dollars.
 - c. Sustainability coordinator – students would like to see someone in this role as a full-time position. Currently looking at series of one-time dollars, along with student fees, to cover this position over several years.
 - d. Work force – losing staff to offers of better pay and increased flexibility.
 - e. Use of reserve funds – how do we best utilize these dollars?
 - f. Capital budget – Prairie Spring II. Businesses, institution, and outgoing and interim System president are all advocating for it moving forward.
 - g. Enrollment forecasting and planning

- c. Acknowledge Barbara Stewart for her award and Natalie Solverson for her work as she prepared to depart.
4. Provost's Update - none
5. CFO's Update – none – deferred to work from home discussion
6. Old Business - none
7. New Business
 - a. UWS Retention and Graduation Data – Natalie Solverson
 - a. Spring enrollment
 - a. Fall 2021 - 10,314, down 154 students which was a decrease of 1.5%
 - b. Spring 2022 - 9,398, down 161 students, compared to Spring 2021, which was a decrease of 1.7%
 - c. Fall 2021 – largest class, but there was a reduction in the number of returning students
 - d. Spring 2022 – 94% of students who were new FYs in Fall 2021 returned
 - e. Grad students held at 820 from Fall 2021 to Fall 2022
 - b. Comparison data between UWL and UW-EC
 - a. Retention rates UWL 84-86%; UW-EC has consistently been at 82%, Fall 2020 only 78%. Note Barron County's impact on UW-EC's numbers was not calculated
 - b. 4-year graduation rates: UWL is up 17% to 49% since the class that entered fall 2008, EC is up 15% over that same time period.
 - c. 6-year graduation rates: UWL is up 5% to 73% since the class that entered fall 2008, EC remained between 65-69%.
 - c. UWL data
 - a. Our retention rate is flat, but our graduation rate is up 17%
 - b. Students are being more efficient. Credits taken and semesters enrolled have reduced.
 - c. In general, from year 2 to year 3 UWL has approximately 90% retention; year 3 to year 4 is 92-94%.
 - d. The retention rate of students of color is moving toward the rate for the general student population, as is the rate for Pell recipients.
 - d. Q&A
 - a. Fiscal implications of students graduating faster? Less tuition revenue
 - b. Why do we measure a 6-year graduation rate? Federal established rate. 150% time to degree.
 - c. Do the numbers reflect just UWL or do they include the National Clearinghouse? The numbers presented represent UWL only. If we include the National Clearinghouse, 93% of students who start at UWL have either graduated or are enrolled at UWL or somewhere else at the 6-year mark.

- b. Introduction of draft work-from-home policy and training – John Acardo and Bob Hetzel
 - a. How can we retain and recruit talent? Put more parameters and guidance around remote work / work from home. The related UWS policy is 12-28 Telecommuting policy.
 - b. For everyone? No, it would be based on the needs and duties of the position.
 - c. This document/policy is for staff, not faculty or IAS. It includes guidance, checklist, review, and approval.
 - d. Establishes training for supervisors. Training over the next few months. It will provide supervisors will resources and skills to manage the workforce.
 - e. Burnout prevention will need to be addressed as a concern with increased permanent work from home.
 - f. Each VC will be talking with their divisions. It will be different by division, but we will have a framework for these discussions.
 - g. Q&A and Comments:
 - a. Implementation timeline and who will initiate supervisor training? Operationalization expected to start in March. Training should start in the next week or two. University expectations will be that supervisors are being trained annually. Initially it will be in person or Zoom; later it will transition to a Canvas course. Employees should talk to their supervisor if they are interested.
 - b. Who approves the request? Who is the decider? Draft document indicates that the employee or supervisor should reach out to HR for review. Whether full or hybrid/partial, it will be recorded via the existing HRS form. Final decision maker is the divisional Vice Chancellor.
 - c. How are we looking at equity between similarly situated positions? The responsibility of ensuring equity will reside in the divisional Vice Chancellor and Human Resources. This is not a right, but something that is being offered. Individuals can be called back to campus based on campus/office needs.
 - d. Divisions need to be aware of differences of opportunity. The inequity arises from the differences of our work.
 - e. Retention and recruitment tool. Will this be included in job postings? It will be of value to include in those positions for which it would be a good recruitment tool.
 - f. What other strategies might create more flexibility work schedules, such as 4 ten-hour days? We're including this as part of our discussion, but not part of this policy rollout.
 - g. Are there specific System guidelines for how much time needs to be spent on campus for university staff? It will be position dependent. Additionally, it may be seasonal. There is not a requirement that says you must be on campus so many hours per week.
 - h. Are there other less obvious benefits, such as reducing parking demand? Yes. Working from home is happening throughout System. Milwaukee has 1/3 of their workforce working from home. Other

comprehensives have many people telecommuting. Reduced demand for parking is one effect. Other waterfall effects include perhaps having those who are 80% or 100% work from home have a “touch down space” rather than a specific office.

- i. UWL is having companies and other universities steal our quality employees. Big companies are seeking to increase work from home to reduce space-related overhead costs and increase resources for employee pay and benefits.
- j. Will there be additional training regarding technology such as VPN, etc.? Yes, we need those available.
- k. JPB members will review the presented documents and discuss this further at the next meeting.

8. Thank you again to Natalie Solverson for her years of service to the campus and the committee.

9. Adjournment 2:24 pm

Respectfully submitted,

Chandra Hawkins

Minutes
UWL Joint Planning and Budget Committee
1:15 PM, March 9, 2022
1102/1104 Wittich Hall
Guests may join via [Zoom](#) [use passcode 508316]
Recorder: Iverson Alternate Recorder: Kunkel

Note – At the of the 2-23-22 meeting, the gavel was passed by JPB Chair Becki Elkins to Mike Abler who will chair the 3-9-22 meeting.

Present In-Person: Abler, Allen, Elkins, Figueroa, Hawkins, Hayes, Hetzel, Iverson, Kunkel, Markos, Morgan, Nowicki, Reichert, Richter, Roszak, Sandheinrich ,Shonk, Thomson, Vanroosenbeek, Walz, Yu.

Excused: Elkins, Gow

Not in Attendance: Bearhart, Brooks, Cayo,, Ericson, LeDocq, Ormes, Zwettler

1. Approval of Meeting Minutes
 - a. 2-23-22 M/S/P
2. Announcements / Updates
 - a. none
3. Chancellor’s Update
 - a. Out attending student “Research in the Rotunda” presentations at the Capital
4. Provost’s Update
 - a. There are CBA and CSAH Dean searches going on
5. CFO’s Update
 - a. Financial side starting on FY 23 planning with colleges
 - b. TTC timeline for title changes
 - Academic staff council submitted recommendations
 - University staff submitting theirs soon
6. Old Business
 - a. none
7. New Business
 - a. Facilities planning processes – Dr. Hetzel and Scott Schumacher presenting
 - Capital Budgeting and Project Implementation https://uwlax-my.sharepoint.com/:b:/g/personal/iiverson_uwlax_edu/ESIA-zFmT71BgiuGaQ89MLwBEzb3NGgpKbbocxShKKUrQ?e=cv8hw0
 - Slides from Alex Roe
 - b. Takeaways
 - We have 36 buildings we compete with others across the state to get projects approved
 1. 1800 buildings across the state
 2. UW system has 62% OF SQ Footage

- Starts with biennial budget process we are working on 23-25
- Classroom demand analysis report sent in (Classrooms expected to be used 40 hours a week 32 hours in a laboratory)
 1. We have an excess number of classrooms per system
- DOA requirements
 1. Our priority is Prairie Spring phase 2 and CFA parking lot
 - a. How are we managing the existing buildings and systems we have to provide utilization data; have to meet benchmarks to move requests forward
 2. System will rank the 106 project requests for the next two-year cycle (2.4 billion available)
 3. Limitation of resources
- Approval process: First to UW president and then to regents and then to DOA, then to gov office, to legislature, and then to the state building commission
- TYPES OF PROJECTS
 1. Major capital process; see ranking criteria below; BOR approves
 2. All agency operational; submit impact assessments
 3. Minor facility renewal; cannot compete with a major project rehabbing; needs operational impact assessment; BOR approves
 4. Instructional space project; ie Graff main hall auditorium; UW system allocates money to these academic programs; needs impact assessment; BOR approves
 5. Small project minor repairs/architectural support needs; operational impact assessment
- Ranking criteria
 1. The focus is managing the sq footage total
 2. Planning evidence necessary
 3. Institutional readiness how to function when you take down and build new
- 23-25 planning for Prairie Springs 2 CFA parking ramp
 1. 25-27
 - a. planning for new residence hall. Asking for a feasibility study
 - b. Mitchell hvac
 - c. Res hall updates
 - d. Central heating plant updates
 2. 27-29
 - a. Coate and Drake hall
 - b. Whitney hall renovation
 3. 29-31
 - a. CFA performance center.
- Advocacy group from Foundation to help with Prairie Springs. Rusty Cunningham putting together educational pieces for distribution.. Need a champion in the correct party to get this funded. Working on getting a champion. More than an office building. Educational spaces.
- Cannot use bonding for capital projects in the State of WI.
- Deferred maintenance on all system buildings.

8. Passing the gavel back for 3-23-22
Becki will return for next meeting

9. Adjournment at 2:15

UWL Joint Planning and Budget Committee
Meeting Minutes
April 7, 2021
Virtual Meeting
Recorder: Stewart

Attendance: Abler, Allen, Bolstad, Brooks, Clauss, Elkins, Gow, Hayes, Hernandez, Kelly, Kovari, Kunkel, L'Ecuyer, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Stewart, Vanroosenbeek, Wagner, Wiza, Wycoff-Horn

Absent: Ahnen, Figueroa, Grunwald, Hetzel, Smith, Thoen

The meeting was called to order by Chair Elkins at 1:15 P.M.

1. Approval of meeting minutes from March 10, 2021. Motion by Vanroosenbeek, second by Allen. Minutes approved.
2. Announcements
Please review Project Distance Education Proposal. The attachment is in the link that was sent. This is an initiative sponsored by UW System. Our faculty representative is Dr. Delgado. This proposal could have implications for regional campuses moving forward.
3. Chancellor's Update
 - We have 5 weeks until the end of the semester. Hopefully we can calm things instead of heating them up.
 - CDC Director mentioned "impending doom" on last Monday. In Michigan COVID19 numbers on the rise again. Wayne State University has gone back to shelter-in-place mode.
 - Governor Evers has mandated that individuals 16 and over are eligible for the vaccine starting April 5.
 - We should encourage as many people as possible to get the vaccine. Vaccines are available at Mayo and Gunderson. You don't have to be a patient to receive to be vaccinated.
 - 15 million doses of Johnson and Johnson vaccine pulled back. 75% of UWL and Viterbo students indicated that they would be vaccinated. Also, how much vaccine is available with the pull back of J and J vaccine is to be determined.
 - Shooting for a June 1 return date for everyone on campus and we acknowledge the stress and concern that comes with that decision.
 - Student Government and Faculty Senate Leaders met to discuss the impact of stress on students with the lack of a spring break. Dr. LeDouq indicated that it was a very good discussion. Students and faculty were able to share their perspective. Ideas were shared regarding small things that faculty can do in the short term to help relieve some academic stress. Please attend Faculty Senate this week to hear more about this.
 - There was a recommendation from Student Association president Wiza to create a task force to work on the issues related to mental health as we move beyond the pandemic.
 - Is there a possibility of getting more Counselors? It is in the UW System budget request and Legislators appear to be in favor of this item.
 - Strategic Planning Update – The Cabinet reviewed the information pulled together by Natalie Solverson and her team to update the Strategic Plan. The Strategic Plan is not a living document. New items can't be added to the document. In regard to Sustainability,

it is recommended that in the Joint Committee on Environmental Sustainability End of the Year Report, language related to adding Sustainability to the next Strategic Plan be added.

- Caregiver Task Force Report – Encourage everyone to read the report. It is extensive and gives short and longer term suggestions for consideration. Thanks to Dr. Gullekson for their leadership on this project.
- Of particular note, what is the role of technology after the pandemic? Is there a way through Distance Education that we can grow our core enrollment?
- Vice Chancellor Hetzel is not present today but would most likely report that we are still waiting for Federal Guidance on CARES Act Part III. A good portion of the funds will go to students but the still awaiting guidance on the use of the remaining funds.
- Madison has begun to notify students of their status so we will see what the impact will be on UWL's enrollment.

4. Provost's Update

- Outcome based funds which were used for the Director of Student Success position is now being used to fund 1 faculty position in Biology. The remainder of the funds will be used to for 36K in Soaring Eagle Scholarships.
- Admissions, Financial aid, ITS and IRAP collaborated on research that looked at the percentage of majority/multicultural students that received some sort scholarship/financial aid funding. Their research showed that the majority of multicultural students received some aid, particularly during the first year.

5. CFO's Update

- No report

6. New Business

- Caregiver's Taskforce Report
- Chair Elkin asked for general thoughts and reactions to the report.
 - Feel disconnected from campus, colleagues and departments.
 - Could new policies cause confusion and be abused?
 - We must determine how much flexibility can be given.
 - Can we promote flexibility when there is a sick child or the person is ill and doesn't want to come into the office? Perhaps this could be allowed a couple of times per year?
 - Educational delivery could and should look different. We will need to compete with other corporations that are actively promoting remote work.
 - Faculty have always had the hybrid model.
 - Can the UW System Guidelines of the 7:45 a.m. – 4:30 p.m. work day be adjusted? It is used as a way to declare sick leave, etc. Alternate work schedules would be a mostly a staff issue.
 - The impact of the wide discrepancy of remote and/face to face would fall on our lowest paid workers. Is the Taskforce Report "faculty-centric"? Would like to see all classifications of employees included as we move forward.
 - Many ADAs have been working successfully remotely and should be considered under the policy.
 - UW System is working on this and might be able to give us the blueprint. Campus will look very different with 60% occupancy and taxpayers might become alarmed.

- We should find flexibility with work schedules. Flexibility, i.e. the ability to work in the evenings, benefit the entire campus, and younger staff will want that flexibility.
- Whatever the direction, we must have fairness across the board. Some supervisors are okay with flexibility and others are not. There will be a need for consistency.
- Return to work on June 1 will be unit/department based. Flexibility should be granted on a case by case basis. HR can assist with guidance to supervisors and unit leads.
- We want a unit/departmental culture where people want to be together. If people choose to be away is that self-serving? Hire people that fit with the culture and want to be together.
- COVID19 showed fault lines that have always been present. What is fair and equitable may vary depending on unit/office/divisions.
- We shouldn't assume that this a large scale issue.
- For the most part, people do want to come together and be in space with one another and build community.

Chancellor Gow:

- Please take the opportunity to read the report and come back to our next meeting prepared to continue the discussion on Caregiver Taskforce Report.
- Could there be a survey of employees to see who would like to work remotely?

Chair Elkins:

- There are two meetings left in the semester. The topics at the end of today's agenda could shape our meetings.

Motion to Adjourn by Allen, second by Clauss

Meeting adjourned at 2:30 p.m.