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Becki	Elkins Nesheim	belkins@uwlax.edu	Chair
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Marcie	Wycoff-Horn	mwycoff-horn@uwlax.edu	Admin
			Student Assoc

Dept/Program	Status
CSH	
Student Association (UGRD)	
Mathematics & Statistics	
CBA	
Campus Climate	
CASSH	
SAA	
Student Affairs	
Chancellor	
Academic Affairs	
IT	
Financial Aid	
Admin & Finance	
Library	
CSH	
CASSH	
CASSH	
Student Association (UGRD)	
Mathematics & Statistics	
Academic Affairs	
CBA	
Advancement	
Parking	
CSH	
IT	
Institutional Research	
Budget	
Diversity & Inclusion	
CASSH	
Student Association (UGRD)	
SOE	
Student Association (GRD)	

Minutes - *Draft*
UWL Joint Planning and Budget Committee
July 22, 2020
Virtual Meeting

Meeting called to order 1:15pm

Recorder: V. Figueroa

Present: L. Abellera, M. Abler, J. Acardo, K. Bald, P. Barlow, K. Blum, J. Bolstad, E. Boraff, T.J. Brooks, J. Brundage, C. Carlson, A.J. Clauss, E. Delgado, M. Edge, G. Engen, B. Elkins, V. Figueroa, A. Goodenough, J. Gow, S. Grunwald, B. Harris, C. Hawkins, T. Hawkins, C. Hayes, B. Hetzel, I. Iverson, L. Janke, J. Jax, S. Kelly, J. Kovari, K. Kunkel, R. LeDocq, A. Loh, B. Maas, L. Milner, M. Moeller, B. Morgan, M. Nielson, K. Nowicki, S. Peterson, G. Reichert, T. Richter, M. Sandheinrich, B. Seebach, C. Smith, B. Stewart, C. Stindt, L. Stojalowsky, T. Stuckey, M. Sturm, K. Thoen, W. Vanroosenbeek, B. Vianden, A. Walker, L. Weiland, M. Wycoff-Horn, B. Yoshizumi

Absent: J. Arney, K. Buchholtz, S. Chapman, R. Haro, K. Koepke, C. Martin-Stanley, C. Sjoquist, J Steiner, N. Solverson, M. Thomsen, R. Tuxen, O. Woodmansee

1. Approval of meeting minutes May 13, 2020
 - a. Moved: Brandon Harris
 - b. Second: Chris Stindt, Betsy Morgan
 - c. Approved: 16

2. Chancellor's Update – *J. Gow*
 - a. Welcome
 - b. Thank you: Leadership Team
 - c. Educate/Inform: No congregating/social distancing, masks, testing, contact tracing, relaying communication & messaging to students, staff, faculty.

3. Provost's Update – *B. Morgan*
 - a. COVID related instructional costs: CATL providing faculty Flex online training
 - b. Course instruction differentiation: online, on campus, hybrid
 - c. COVID Module sent to all student, staff, faculty to complete

4. CFO's Update – *B. Hetzel*
 - a. State Budget Update: FY20 & FY21 (attachment)
 - i. One-time budget reductions, lapse funding measures – FY20 held position hires, limited travel, restricted purchasing, continuing these practices to manage FY21 budget and furloughs.

- b. CARES Act Funding: managing funds to support students, provide additional supplies, materials and training.
 - c. COVID-19 Testing Plan (attachment): identifying resources, funding, modeling for testing and contact tracing plan.
 - d. Enrollment Indicators: S. Grunwald shared Admissions enrollment numbers.
 - e. Capital Budget Update: Pedestrian Mall, Wittich Hall, Green Island Tennis Facilities, Fieldhouse
5. Adjournment: Enilda ending six years serving on JPB Committee
Motion: Mark Sandheinrich
Second: Enilda Delgado
Approved: all in favor / no objections

Respectfully submitted: V. Figueroa

Minutes

UWL Joint Planning and Budget Committee

1:15 PM, September 16, 2020

<https://uwlax.webex.com/meet/mabler>

Recorder: Hayes

Present: Abler, Ahnen, Allen, Bolstad, Brooks, Clauss, Elkins, Figueroa, Hayes, Hetzel, Kelly, Kovari, Kunkel, L'Ecuyer, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Smith, Stewart, Stindt, Thoen, Vanroosenbeek, Wiza, Wycoff-Horn

Absent: graduate student representative tbd

Meeting called to order by Faculty Convener Abler at 1:15pm.

1. Chancellor's Update

- Thanked Residence Life
- Thanked Academic Affairs
- La Crosse now the leader on the New York Times list of COVID-19 new cases locations
- Took question on when a decision will be made for the class plan after September 27th: Unknown at this time, watching the trend in numbers.

2. Introduction of Committee Members was completed in alphabetical order for the most part.

3. Election of Chair

- Mike Abler nominated, declined
- Becki Elkins nominated
- John Kovari nominated, declined
- Kelly Nowicki nominated, declined

Unanimous vote to approve Becki Elkins as Chair

4. Election of Executive Committee -

- faculty: John Kovari nominated
- academic staff: Troy Richter and AJ Clauss nominated
- university staff: Kathy Thoen nominated
- student: Cate Wiza nominated
- academic dean: Karl Kunkel nominated

Single vote held to approve the four non-contested individuals, passed.

Vote by hands held for academic staff representative, first for Richter and then for Clauss. Per Abler's count: Clauss 13, Richter 9. Clauss will represent academic staff.

5. Approval of Meeting Minutes from July 22nd, 2020

Wycoff-Horn motion to approve, Allen seconded, motion passed.

6. Approval of additional Fall 2020 and Spring 2021 Meeting Dates (all @ 1:15p Weds)

- FALL: 9/30, 10/14 (Budget 101), 10/28, 11/11, 12/2, 12/16
- SPRING: 1/27, 2/10, 2/24, 3/10, 3/24, 4/7, 4/21, 5/5

Nowicki motion to approve, Thoen seconded, motion passed.

7. Provost's Update

- Thanked Faculty, Instructors, and CATL for the online transition of classes
- Shared students concern with inconsistent WiFi connections
- Shared concerns with teaching to students in quarantine along with other students in class
- Also mentioned plans beyond September 27th are undetermined at this point
- Thanks to Academic Advising Center for reaching out over summer to adjust student schedules, and also for reaching out to those that have cancelled their residence life contract this fall to assist with on-line class schedules (current res life contract opt-out at 317 students)
- Question on spring break or change to spring semester schedule : A recommendation may be made to Faculty Senate to eliminate Spring Break and start the semester a week later.
- Question on if those that broke res life contract also are withdrawing: Solverson answered that returning student numbers are good but new student numbers are at a loss, 68 for new and 46 for transfers, but unsure of the status of the 317 contract cancellations. Per Brundage most are going to on-line classes or moving off campus.

8. CFO's Update

- Also shared that new and transfer enrollment is down some, but that overall enrollment is only down less than 1% after 5 days of classes in 2020 versus 2019.
- Shared FY21 State cut information. UWL share about \$3 million. Plus loss expected due to lower enrollment. Three Bridge Strategy to offset losses:
 - Hold vacant positions (to save about \$1.2 million)
 - No Travel (to save about \$1.5 million)
 - Reduction in Supply and Expense accounts (to save about \$1.5 million)
- If registration numbers hold no additional furloughs are expected (16 furloughs over summer)
- UWL currently managing eight pools of CARES act funding, details to be shared at a future meeting
- Also mentioned inconsistency of WiFi connections, working with Cisco around the clock
- Zoom rolled out to campus
- January 2021 2% pay plan is currently moving forward per recent UW System CFO meeting
- Question on Cowley phase 2: Architect selection interviews have been completed and an announcement is pending
- Question on the account balances not reflecting the S&E cuts: Stanley answered that the red book information was delayed by System and the transfers will be reflected soon on accounts
- Question on if enrollment losses are lower than expected how will the funds flow back: we have to get through 10th day and fall semester and see spring enrollment, but if there is money to give back will do so at some point
- Question on travel policy: Essential travel is allowed including Admissions & Athletics recruiting and Research activity. Other travel is not encouraged such as conferences.

9. New Business - Calendar of Regular Business (document)

- No comments to make additions
- Suggestion to move capital planning update sooner from February to October for 2021-22.

10. Adjournment

Motion, seconded, passed. Adjourned at 2:17pm. Next meeting September 30th.

Minutes

UWL Joint Planning and Budget Committee

1:15 PM, September 30, 2020

<https://uwlax.webex.com/meet/belkins>

Recorder: Kelly

Present: Abler, Ahnen, Bolstad, Brooks, Clauss, Elkins, Figueroa, Hayes, Hetzel, Kelly, Kovari, Kunkel, L'Ecuyer, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Smith, Stewart, Stindt, Thoen, Vanroosenbeek, Wiza, Wycoff-Horn

Absent: Allen, graduate student representative tbd

Meeting called to order by JPB Chair Elkins at 1:15pm.

1. M/S/P Approval of Meeting Minutes from September 16, 2020

2. Announcements/Updates

- No graduate student representative has been selected yet, but it is expected someone will be selected soon.
- The Budget 101 meeting is planned for late October.
- The JPB Executive Committee has met.
 - What decision-making metrics are guiding our development and implementation of plans for the 2020-21 academic year?
 - Continued discussion and deliberation of long-term enrollment management planning
 - Continued discussion and deliberation of GQ&A budget issues
 - What is the appropriate role of reserves at the institution?
 - How much do we have in reserve?
 - How much should we have in reserve?
 - What parameters guide our decisions about if, when, and how to use reserve funds, particularly considering the pandemic's effects on institutional finances?
 - What System policies/practices govern reserves?
 - What is the current status and future of strategic planning at UWL?
 - A point was made that the committee hopes to make the JPB Committee less reactive to decisions and instead more involved in the formation of decisions.

3. Chancellor's Update

- Shared updates on Eagle Safer Return
 - Last week over 1,500 tests were given to students who had stayed on campus. The test yielded a low positive rate.
 - This week 300 test/day were given to students returning to live on campus. The positive rates have also been low, and the campus still has quarantine space available for students who may need it.
 - In-person classes will begin again on Monday, October 5.
 - Student enrollment on campus has dropped 1.59% from last fall, but still below the 2% drop that financial plans have been based on.
 - The campus financial plan has been based on an anticipated \$4.2 Million dollar cut. Thus far, the actual cut has been \$3.5 Million. The campus will watch to see if additional budget changes are made by the State after the elections.
 - CARES Act funding dealt with short-term needs. The campus will need funds for future Covid-19 testing. Cheaper and faster result testing is likely to come.

4. Provost's Update

- Duties and membership of the Enrollment Management Council was presented. The committee has a diverse group of members who typically meet about twice per year. The committee met on September 30 and recommended the following proposed targets for next year:
 - 2,150 first-year students target for fall 2021 (2,114 actual new first-years students for fall 2020)
 - 350 new transfer students for fall 2021 (334 actual transfers for fall 2020- Natalie Solverson later gave a number of 337)
 - 100 spring transfer students for spring 2021 (111 actual spring transfers students for spring 2020)
- A proposal has been made to remove spring break 2021. The first week of the spring semester would move from January 25 to February 1, and the semester would end as originally planned. The goals of this change would be to delay the start of the semester to avoid a bit more of the high flu season and to also avoid possible travel over a spring break. The Faculty Senate will discuss this proposal at their next meeting.

8. CFO's Update

- Natalie Solverson first gave some initial enrollment information
 - 10th day numbers were 10,468 undergraduates (down just under 1% from last year's fall numbers) and 979 graduate students (goal had been 1,000)
 - Undergraduates returned at a retention rate of 85.5%
 - A record 2,056 degrees were awarded during the last academic year.
 - March 2020 applications were down 5% (A smaller fall class had been expected and this timed with the pandemic)
 - The campus had a goal of 2175 new first-year students in the fall, and we had 2,114 on the 10th day of classes.
 - We had 337 transfer students this fall with a goal of 375.
 - 92% of the students who cancelled their housing contracts this fall have stayed enrolled in classes.
- Bob Hetzel continued with the updates.
 - 10th day numbers reflected 537 students who had left. Based on circumstances related to the pandemic and the two-week move from all in-person classes, an extension was given for a full tuition refund. An additional 54 students have left leaving 10,414 students currently enrolled.
 - Thus far the campus has seen a drop of roughly \$1.5 Million in tuition revenue and \$2 Million in a one-time State give back.
 - The campus received approximately \$9.16 Million in CARES Act funding. Dollars were separated into 8 separate accounts. Current standings of all accounts were briefly presented. The below are brief summaries of some of the ideas laid out in more detail in a table presented to the JPB. The tables are continuing to change as expenses are registered.
 1. Cares Act – Emergency Financial Aid Grants - \$3,394,821 in dollars issued by Financial Aid to 3,739 students by 7/17/2020.
 2. Cares Act -Institutional Aid Funding (items such as costs for textbook returns, housing and dining refunds, athletic and international costs, parking, and others) \$3,394,821 funding with \$113,327 remaining as a balance.
 3. Cares Act- Higher Education Institution Financial Assistance (Online equipment, faculty training, PPE supplies, Plexiglass installations, Zoom licenses, Hand Sanitizers, Contact tracing staff and more) \$1,361,840 funding with \$303,510 balance. These funds need to be spent by December 30, 2020.

4. DOA Tracker Funds (for some technology, PPE supplies, cleaning supplies and other) Funding tbd with expenses thus far of \$24,840.73.
 5. UWS Online Learning Initiative (lab grants and other) \$141,000 funding with a balance of \$12,199.
 6. CARES Act Strengthening Institutions Program (Contact tracers and testing for spring and other expenses) \$337,494 funding with balance of \$49,400.
 7. UWS Staff and PPE Testing Support - \$238,887 funding with a \$34,620 balance.
 8. DOA CARES Act Funding -PCR Testing Support - \$328,125 funding with a -\$15,900 balance,
- Questions/Answers
 1. We do not yet have information from exit interview for students who have left the university.
 2. Concerns were raised for how the university deals with behavior of students living off campus. There are limits to how the university can respond.
 3. Supplies that were donated to Gundersen for testing from the Biology and Microbiology department will be refunded through the CARES funds and not by Gundersen.
 4. The campus does not yet have estimates on money lost on events that were cancelled, such as the State track meet and various summer camps.

9. New Business -

- No new business

10. Adjournment

M/S/P. Adjourned at 2:11pm. Next meeting October 14, 2020.

Minutes

UWL Joint Planning and Budget Committee

1:15 PM, October 14, 2020

<https://uwlax.webex.com/meet/belkins>

Recorder: Kovari

Present: Abler, Ahnen, Allen, Bolstad, Brooks, Clauss, Elkins, Gow, Hayes, Kelly, Kovari, Kunkel, L'Ecuyer, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Smith, Stewart, Thoen, Vanroosenbeek, Wagner, Wang, Wiza

Absent: Hetzel, Wycoff-Horn

Meeting called to order by JPB Chair Elkins at 1:15pm.

1. Approval of Meeting Minutes from September 30, 2020

- The minutes were amended to reflect Vanroosenbeek and Figueroa were in attendance. The minutes then were approved as amended.

2. Announcements/Updates

- A new member was introduced – Ting Wang, the graduate representative.
- Budget 101 will be held on November 11.
- Robert's Rules cheat sheet distributed with the agenda.
- JPB Executive Committee – agenda items for this academic year
 - What decision-making metrics are guiding our development and implementation of plans for the 2020-21 academic year?
 - Continued deliberation of long-term enrollment management planning
 - Continued discussion and deliberation of GQ&A budget issues
 - What is the appropriate role of reserves at the institution?
 - What is the current status and future of strategic planning at UWL?

3. JPB Duties and Responsibilities – Discussion

a. From the JPB Bylaws...

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

b. To be an effective JPB and in preparation for Budget 101...

- i. What do you want/need to know about institutional budgeting and planning?
 - ii. What would help you feel more comfortable engaging with these issues?
- Elkins divided JPB into 4 breakout groups for 15 minutes, and then reconvened larger group for additional discussion. The following questions/feedback were shared by committee members:
 - Cheat sheet about university finances would be helpful for committee members
 - Participation sometimes hampered by intimidation of speaking in front of so many people, especially on topics as complex as budgeting
 - Discussion encouraged to tease out proper role for JPB as an advisory body – should JPB members take more structured, formal action on the committee's preferred alternatives?

4. Chancellor's Update

- Chancellor Gow shared update on Covid-19 situation impacting campus.
- Recent university testing results encouraging with some days no positive cases reported at UWL, despite positive cases reported elsewhere in La Crosse County
- Future fiscal situation still somewhat unclear, and not much information from state or federal government given about potential future university assistance, although federal government stimulus talks continue. UW cuts envisioned for next state budget (FY21-23), which will be approved by end of June 2021.
 - Gov. Thompson (UW System President) suggests no concrete estimates on fiscal relief will be known until after election.

5. Provost's Update

- Provost Betsy Morgan reported that a full J-Term course load will be offered despite some college shortages.
- Fall commencement officially cancelled. Potential for combining fall with spring 2021 still being discussed.
- Update on spring term – spring break cancelled and semester starts one week later. Spring offerings most likely will mirror format of fall (combination of f2f, hybrid, and online courses).

6. CFO's Update – *Dr. Hetzel unable to attend*

7. New Business

- a) Enrollment update – Director Solverson, Institutional Research, Assessment and Planning
 - 1% decrease in enrollments across UW since 2019, although some universities experienced gains (e.g. UW-Madison, UW-GB, UW- Parkside, UW-Steven's Point)
 - Soquist suggested schools with increasing enrollments revised (down) their admission standards, which impacted UWL enrollment (especially from Dane County)
 - UWL enrollment peak in 2014, and roughly level since (down 1.1% since 2019)
 - Fiscal impact of 100 less students = \$1.54 million less UWL revenue
 - Reason for UWL enrollment decrease not entirely Covid-19-related. Long-term enrollment Task Force (LTETF) forecast 1% enrollment decrease for 2020 before pandemic hit. Still, refund dates extended, and post-Day 1 enrollments declining, whereas they usually increase.
 - College enrollments vary by college, range of 25% increase for CBA and 15% decrease for CSH.
 - Non-resident FTE enrollment down substantially (-22.4%) since 2016, compared with only -6% change in Resident FTE.
 - Navigate updates (on enrollments) upcoming
- b) Open discussion of reserve funds – <https://www.wpr.org/uw-system-tuition-balances-down-nearly-60-percent-2013-levels>
 - This will be merged with Budget 101

8. Adjournment

Adjourned at 2:45pm. Next meeting October 28, 2020.

UW-L Joint Planning and Budget Committee

1:15 PM, December 2, 2020

<https://uwlax.webex.com/meet/belkins>

Recorder: LeDocq

Present: Abler, Ahnen, Allen, Brooks, Clauss, Elkins, Figueroa, Gow, Grunwald, Hayes, Hetzel, Kelly, Kovari, Kunkel, L'Ecuyer, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Smith, Stewart, Thoen, Vanroosenbeek, Wagner, Hernandez (replacing Wang), Loh (for Wycoff-Horn)

Absent:

Meeting called to order by Chair Elkins at 1:15 p.m.

1. Approval of Meeting Minutes from November 11, 2020. M/S/P.
2. Announcements / Updates / Opening Discussions
 - a. Joint Task Force to Explore Summer Enrollment Expansion - Faculty Senate, Student Senate and JPB are working together to create this task force to explore opportunities for growth in summer and winter term enrollments.
 - b. Welcome to Aislinn Hernandez who is replacing Ting Wang on JPB.
3. Chancellor's Update
 - a. Chancellor Gow offered appreciation for the great work being done by everyone.
 - b. Students who left for break are now returning. Initial testing results are encouraging but it may be too early to see the effect of travel.
 - c. Funding for the current Covid testing being done on campus ends in a few weeks. UW-System is talking about how to find funding to extend this testing.
 - d. At some point, the campus may transition from testing to vaccine distribution.
 - e.
4. Provost's Update
 - a. Provost Morgan provided a link to a new website being created to highlight retention/student success efforts. The website can be found at <https://www.uwlax.edu/academic-affairs/student-success-catalog/>.
5. CFO's Update
 - a. CFO Hetzel ceded his time for the discussion on GQA and the budget process.
6. New Business
 - a. Chair Elkins summarized a proposal given to CFO Hetzel from the Faculty Budget Review Committee. The proposal asked for an explanation of the parameters and restrictions on the GQA Program in addition to information on what would be needed to reduce the number of positions being lost by various percentages.
 - b. CFO Hetzel provided a summary of the GQA Program and responded to the questions from the Faculty Budget Review Committee.
 - i. GQA is a differential tuition program authorized by UW-System as a self-sustaining program.
 - ii. Each year, UWL must provide a balanced budget proposal for the program.

- iii. Furloughs and use of reserves are one-time solutions that can only be used for shortfalls during the current year. They cannot be used for balancing the budget moving forward.
- iv. The total GQA budget was presented showing how the dollars are divided into salary, fringe benefits and supplies and expenses – 85% for instructional and 15% non-instructional.
- v. +

Recap; target reduction for next school year 1.6 million 85% is 1.4 million
 Salary part is 971000, Fringe 388,000
 Allocated to academic affairs to reduce budget
 Vice-chancellors for non-instruct.

Among 3 colleges, library and SOE: Provost assesses the target and then determine how allocated among units in Academic affairs.

Toss to Betsy:

Done this 3 times. 1st 2 based a SCH - originally placed based on where saw growth originally (% of amount based on SCH)

Last time, across the board.

Protect instruction/everyone feel a bit of the pain

TJ did many models combining enrollment and FTE, etc...overall model driven by overall size (131 and 102) of all units and changes in enrollments. Given to Deans

Can be some swapping of lines

Questions: Mike Abler – SAH is about 9.5% cut we have shrunk over the past few years SCH and Headcount drop

SOE

CASSH 8.5%

CBA taking more of GQA \$ since more expensive positions
 Originally built on need not \$ for positions

Bob: non-instructional \$178,000 cut

about 30 FTE about all divisions. Number of vacancies in most units. Seem to emerge: Academic affairs – vacancy in a support unit (funded not with GQA) GQA position swaps for that and sweep those \$ for GQA

Ad in and Finance – GQA vacancy (53000 support position + fringe), give up. May be a reduced level of service on campus

Diversity – partial position (half GQA and half another source). Eliminate GQA Bob will give a 102 position currently vacant to them

Student Affairs – only 4 GQA hold harmless

Advancement – vacancy – retirement for major gift officer. Position is frozen....

Greg - (\$1 million a year brought in in gifts) in Milwaukee. gone

There is an impact to university – quality and lower level of service provided just like in instructional

Faculty Budget Dept – questions Challenges – only way to avoid reductions: more funding(admissions has given forecast and it is incorporated in revenue forecast exhausted that possibility), 131 to 102 – being done

Implement furloughs, S and E holdback – yes, but one time not base budget. We are using these THIS year to get through current problem same with use of reserves

every 1% pay plan amounts to 100,000 for GQA, 60,000 in promotion and career progression each year

Open up –

Sue Kelly: Pay plan If everyone lost the pay plan we could perhaps save a few people. \$120,000 (2 positions???) cannot deny it if given from legislature (entitles to it regardless of funding source if meritorious).

Mike Abler: Where is the extra work going to go when these people are cut? Unless we see effects on the students, this will hurt their education, fewer high-impact, until students see the impact there will be no movement - Bob:absolutely correct

Deans talk to impacts: Mark – 9 or 10 positions not filled: increased class size, fewer sections, reduce small upper-level

TJ – thankful at how collegial it was , what best for students and fairness. Wait lists...students won't be able to move through at the speed they want to

Deconstructing GQA at an extreme rate, quality of the product diminishes

Karl – agree with all reduce 6 positions....look at open positions, but not strategic

Worried about the ongoing structural problem...

TJ question for Bob – if admissions increase more than expected? Before the cliff from # of graduates. Start allocating \$ back out to the campus

Mike Abler – affects of staffing cuts on students as well

Kovari – clarification on document breakdown

There are other options discussed by the Deans but not by this committee, Frustrating that this committee was not in on the discussion. How can we on this committee have a more formal role on these discussions. Add validity to the decisions.

Betsy – those calls are NOT for this committee. That's what's Deans do.

Becki – one of challenges...being advisory but doing the advising after the decisions have been made. Discussion is a moot point. Dilemma of the committee

Bob – authorized GQA as a self-sustaining program. Cannot mix them with other funding programs.

7. Adjournment

motioned to adjourn; seconded, approved by voice vote at 2: 57 p.m.

Kathy Robert

Minutes

UW-L Joint Planning and Budget Committee

1:15 PM, January 27, 2021

<https://uwlax.webex.com/meet/belkins>

Attendance: Abler, Allen, Bolstad, Brooks, Clauss, Elkins, Figueroa, Gow, Grunwald, Hayes, Hetzel, Kelly, Kovari, LeDocq, Morgan, Nowicki, Reichert, Richter, Sandheinrich, Smith, Stewart, Thoen, Vanroosenbeek, Wagner, Wiza, Wycoff-Horn, Hernandez

- Approval of Meeting Minutes from Dec. 2, 2020 – **M/S/P**
- Announcements / Updates / Opening Discussions
 - Welcome back
- Chancellor's Update
 - The Chancellor wanted to note that Regent José Delgado passed away recently.
 - Testing of returning students started this week. Only 2 positives out of 450 antigen tests on Monday. This is a positive sign. He encouraged all to continue to stay the course. Faculty and staff will need to be tested once every 2 weeks.
 - Student credit hours are down just slightly. We had 130-140 students who left in Fall that decided to re-enroll this spring.
 - Budget surplus for the state – unexpected.
 - Historical context related to JPB
 - Before Chancellors arrival on campus the budget was developed behind closed doors by some within the leadership team. Stakeholders wanted to see more transparency in how budget was developed. Chancellor's committees were recommended and subsequently formed to allow for more transparency and support the idea of shared governance.
 - JPB was involved with current strategic plan discussions and changes that evolved during that time frame.
 - Currently engaged in discussions on enrollment, budget issues, credit hours, etc.
- Provost's Update
 - When you go for testing, you should know your personnel ID and use the WEST door of Cartwright.
 - The plan for Fall is to have non COVID classroom capacities.
 - Winter term enrollment (some good news!)
 - With some focused attention on funding and offerings, Winter enrollment was quite strong.
 - Enrollment initiatives from Fall to promote spring 2021 registration:
 - Registration reminder text campaign, increase registration balance, maroon to gray retention grants, and Financial Aid outreach text campaign.
 - Promote RE-enrollment for Spring 2021
 - SCH was 4% lower than spring 2020 – thus in Jan there was a reach out to students registered for under 12 credits to see what can be done to get them into classes they need. From early Jan, 440 students with less than 12 credits to 253 on Jan 25th.

- Operation Registration – AAC advisors reach out to 1st and 2nd year students
 - Question on if the \$500 will remain. It is a UW-System policy that needed special request and permission to change. It is yet determined if this will continue.
 - Question regarding vaccinations for faculty, staff, students, etc. Response: people over 65 are receiving vaccinations within our campus community. Furthermore, we are in talks with HC providers to see how we might administer vaccines to the UWL campus. It is unclear if employees' healthcare providers will provide vaccine before it can be administered at UWL. Dr. Hetzel added that it is more of a supply chain issue in terms of how quickly vaccinations will happen.
- CFO's Update
 - Great work on J-Term recruitment. The very good J-Term numbers will really help UWL get thru COVID without having to consider furloughs.
 - Legislative Fiscal Bureau released numbers that state revenues will be a surplus of \$1B. Hoping for no budget cuts.
- New Business
 - UWL Advancement Update – Reichert
 - UA gives an update to JPB every 2-3 years. This update is fitting considering the discussion we will have today and within our remaining spring 2021 meetings. A PPT followed with divisional org chart for advancement highlighting some changes in jobs due to pandemic as well as some plans as they return to normalcy.
 - As well, a financial snapshot was shared, noting that there is no debt and investments are over \$30M.
 - Discussion on scholarship campaign and what the next campaign will look like. It will be a comprehensive campaign meaning all gifts that come in will count toward the campaign. Campaign focus: graduate scholarships, scholarship for internships, faculty development. Already have \$8M pledged toward campaign and perhaps will be a \$40M campaign.
 - Question on “unfreezing” the major gifts officer position considering the need for additional funding. - Answer: It is a GQA position and so it is tough to do, but Bob and Greg are in discussion to figure out how to address this need.
 - Scholarship Funding Summary FY2022 – Hetzel, Stanley, Sjoquist, and Janke
 - Overview was given on the collective efforts among the three units to give students additional financial aid. In the past, UWL needed to do a better job during recruitment to offer students and incentive to not only come to UWL but to stay here. Our peers in system were doing a much better job to offer aid to students. There are now a variety of ways in which these are funded. Kristin discussed the different funding buckets.
 - Corey discussed how money was awarded and differentiated between different types of awards as well as the fact there are different buckets of money and how that money can be used.
 - Louise discussed how her office works with Admissions to make sure the money is there to be awarded due to the different funding buckets.
 - Question: would it pay for the campaign coming out of Advancement to address this need? Reichert responded that it is certainly part of the plan to add tools to the toolbelt for financial aid, admissions, etc. Donors, however, like to see their money go to an

established student (junior or senior). Follow up questions from Abler – corporate sponsorships? Reichert responded that it is a more difficult conversation to have with corporate versus an individual alum, but we do have some of those scholarships available.

- Question: How many scholarship funds go unused in any given year? Response from Corey- they try really hard to allocate the right amount of funds but there have been times when they over allocated as well as there is sometimes unclaimed awards (as was the case this fall due to smaller incoming freshman class size) and then Louise is able to use those moneys for retention. Reichert included there are very few funds not claimed each year on the Foundation side. Janke added that they have had hardship situations with students and FA is able to call the Foundation to help in that specific hardship situation.

- Adjourment

- Allen moved to adjourn and VanRoosenbeek seconded.

UWL Joint Planning & Budget Committee
Meeting Minutes
February 10, 2021
Virtual Meeting
Recorder: Reichert

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

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

1. Approval of meeting minutes from January 27, 2021. Motion by Clauss, second by Wiza. Minutes approved.
2. No announcements or general updates were provided.
3. Chancellor's Update
 - Student credit hour counts are roughly the same as last year, but preliminary counts show we are down 176 students from last spring. Enrollment decline creates financial issues across the board with the budget, differential tuition and student fees. Situation could lead to budget review and possible adjustments.
 - Wisconsin biennial budget to be released next week. System request included 10 ideas to receive new funding from the State. Should know about implications for the budget by the next meeting; leadership is cautiously optimistic.
 - COVID-19 testing is going extremely well and student positive tests are very low. The university is in talks with the county to be a vaccine site.
4. Provost's Update
 - Compared to UW peers, enrollment numbers are positive despite the 1.8% decline.
 - Discussion and a tour of UWL's retention efforts and student success catalog web site was provided.
 - Status of Student Success Coordinator position was mentioned; will need to see what happens to the budget this fiscal year and next but there is the possibility it will be repurposed.
 - An update on the National Survey of Student Engagement (NSSE) was provided. Response rate was 22% with 684 first-year and 447 senior students. UWL shows a slight lag in participation in 2 high impact practices compared to UW comprehensives, IPEDS peers and NSSE over time. We did lead for seniors in all categories.
5. CFO's Update:
 - State budget announcement on February 16.

- CARES Act II funding will include \$3.4 million for emergency funding to students; process to be determined soon. Also will include \$6.7 million for institutional aid; waiting for guidance on how it can be utilized.

6. Adjournment: Motion by Clauss, seconded by Allen. Meeting adjourned.

UWL Joint Planning & Budget Committee
Meeting Minutes
February 24, 2021
Virtual Meeting
Recorder: Richter

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

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

1. Approval of meeting minutes from February 10, 2021. Motion by Vanroosenbeek, second by Clauss. Minutes approved.

2. No announcements or general updates were provided.

3. Chancellor's Update

- COVID-19 testing is going extremely well, and student positive tests are very low. The university is in talks with the county to be a vaccine site. Continue to be safe.
- Moving towards normalcy. Planning for in person spring graduation with no guests.
- Still questions about summer events. Contingent on vaccination and strains of COVID.
- Governor's budget will be discussed later.
- Fieldhouse coming along nicely.
- Compliment the UWL Admissions Staff for being the best.
- UWL is the only school in the UW System that hasn't furloughed or laid off employees.
- Will discuss charge to JPB during new business.

4. Provost's Update

- Shared meeting time for Freshwater Initiative

5. CFO's Update:

- Tuition and Fee Revenue Projections
 - Tuition down for FY21 approximately \$1.067M
 - J Term increase was unexpected
 - Spring down about 170 students
 - UWL is able to manage deficient due to hiring, travel, and purchasing freezes (\$4.5M)
 - A projected \$2.5M State lapse may happen this spring
 - Seg fee revenue down
 - Auxiliary units (Residence Life, Dining and Parking) are down \$3.23M
 - CARES Act II will help cover some of these loses
 - Auxiliary units across the UW System are down \$236M

Question: were FY21 budgets built pre COVID? Yes

- We have challenges but we can manage them.

Question: Can 102 or 136 funds be used to help the auxiliaries? No, but the CARES Act II will help.

- State Budget 21-23
 - Operating budget increase \$191M over the biennium
 - President Thompson's agenda embraced by Gov. Evers
 - Tuition freeze is a risk to the quality of instruction

- Several new initiatives
- 2% pay plan in each year of biennium supported by Governor and DOA

Question: There is a lack of instruction related funding. Maybe funding for tuition loss and block grants can be allocated to instruction.

- Governor's Capital Budget
 - Recommended
 - Prairie Springs Science Center II \$93M
 - Mitchell Hall HVAC \$26M
 - Residence Life Elevators \$9.6M
 - Wing Computer Renovation \$2.1M
 - Not Recommended
 - CFA Parking Ramp and Police Station
 - DOA is allowing us to move forward with design

Question: Timeline of PSSCII still hoping to be completed by 2024

- CARES Act II funding
 - Financial Aid Office Staff has awarded \$1.75M to 1848 students
 - About \$2M remaining
 - Only UW Madison has given out more than UWL

6. New Business

- Joint Resolution to discuss incorporating Sustainability into the Strategic Plan
 - Student Senator Andrew Erickson presented on the importance of including sustainability and provided language for goal integration
 - Strong desire to collaborate to move this forward
 - Green Fund has about \$187K to distribute

Question: Can Green Fund bylaws be changed to hire a Sustainability Coordinator? Unknown

- Chancellor's Charge to JPB related to Strategic Plan and Governor's Budget
 - Some past history of strategic planning and position was presented. Currently there is no position tied to strategic planning
 - The four pillars are assigned to Vice Chancellors and additional individuals
 - Discussion ensued on addressing the charge
 - Walz willing to help with the website
 - Solverson reaches out to pillar leads for updates to the plan
 - Elkins will connect with Walz and Solverson
 - JPB Execs will look at language

Motion to table this discussion until next meeting Motion by Nowicki Second by Sandheinrich Passed

7. Adjournment: Motion by Vanroosenbeek, seconded by Clauss. Meeting adjourned.

UWL Joint Planning & Budget Committee
Meeting Minutes
March 10, 2021
Virtual Meeting
Recorder: Sandheinrich

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

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

1. Approval of meeting minutes from February 24, 2021. Motion by Clauss, second by Kunkel. Minutes approved.
2. No announcements or general updates were provided.
3. Chancellor's Update
 - On Tuesday, March 9, Governor Evers and UWS President Thompson toured the new COVID-19 vaccination clinic hosted by UWL in Cleary Center prior to the clinic opening the same day.
 - Clinic will eventually inoculate up to 1000 individuals per day (Tuesday – Saturday)
 - “Just in time” list being established to use doses for absentee appointments
 - Possibility that 500 doses will be provided for faculty and staff next week
 - Press conference in support of PSSC Phase 2 held in Cowley atrium on Tuesday, March 9. Chancellor Gow joined by Governor Evers, UWS President Thompson, Senator Pfaff, Representative Billings, Gundersen CEO Rathgaber, and Mayo CEO Mueller.
 - CARES Act will send additional funds to UWS and UWL for COVID-related expenses and support
4. Provost's Update
 - For purposes of comparison, the percent of online courses during summer term were 60% in summer 2019, 82% in summer 2020, and will be 75% in summer 2021.
 - START will have options for both virtual and on-campus F2F sessions.
5. CFO's Update:
 - State and University Budget
 - State budget development is currently in flux
 - UWL budget plan for FY22 is currently being developed
 - Building projects
 - PSSC Phase 2 planning is extensive and ongoing. 10% design plan expected to be completed this week.
 - Trusses for field house will be installed beginning next week.
6. New Business
 - Chancellor's Charge to JPB related to Strategic Plan
 - Discussion was tabled at meeting of February 24. Motion by Abler, second by Clauss: To bring tabled discussion back to the floor. Motion passed. Discussion began on recommendations developed by the JPB Executive Committee (attached).
 - Recommendation 1: Walz (UComm) and Solverson (IRAP) explained changes to strategic plan web page to indicate the strategic plan is ongoing, identified reporting lead for each pillar with

emphasis on their roles, and links to updated reports, metrics, and actions. Motion by Abler, second by Clauss to approve recommendation 1. Motion passed.

- Recommendation 2. Motion by Abler, second by Clauss to approve recommendation 2. Motion passed..
- Recommendation 3. Motion by Clauss, second by Thoen to approve recommendation 3. Motion passed.
- Recommendation 4. Motion by Abler, second by Sandheinrich to approve. Discussion followed. Several individuals expressed concern with delay in inclusion of sustainability into strategic plan. Motion made to amend recommendation 4 by deleting point a. (delete -- Collaborate with JCES to identify interim steps towards environmental sustainability progress that can be initiated prior to the development of a new strategic plan) and modify part b. (modify to -- Support inclusion of environmental sustainability as outlined by JCES into current strategic plan). Support was expressed for ideals of sustainability but many disagreed with revising current strategic plan. Motion failed for lack of a second. Question was called on the original motion. Motion to end discussion passed. Motion on original motion passed 14 yes, 5 no, 1 abstain.

7. Adjournment: Motion by Thoen, seconded by Clauss. Meeting adjourned at 2:55 PM

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.

UWL Joint Planning and Budget Committee
Meeting Minutes
April 21, 2021
Virtual Meeting
Recorder: Van Roosenbeek

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

Absent: Ahnen, Smith,

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

1. Approval of meeting minutes from April 7, 2021. Motion by Nowicki, second by Sandheinrich Minutes approved.
2. Chancellor's Update
 - Thank you, Becki, for sending out the link for the Strategic 2016-2020 Plan. Thank you to Maren and Natalie for getting this updated
 - Vaccinations - we want everyone to get them. A survey was out to faculty and and 70% of faculty and staff said they have had both vaccines or at least one.
 - Plenty of availability! Please encourage your peers and students to get vaccinated.
 - Graduation May 15 - three ceremonies will happen for the graduates only
 - Executive Policy Group continues to meet and make decisions
 - Questions
 - Kelly-required vaccinations? UW System considering this?
 - Due to the fact the current vaccinations are not FDA approved we could not require it. If that changes over the summer, we could reconsider.
3. Provost's Update
 - 95% of classes in fall are in person, START will be in person with two being online,
 - Residence Life is soft on second years, but doing well with first year students. This fall the first Women in Stem Learning and Living Community will happen.
 - Outcomes based funding – \$250,000.00 looking to add multiyear scholarships during the Admission process. Looking for less restrictive funding.
 - Financial Aid/Support for UWL's Multicultural Students – A Snapshot (Handout)
Overall, the data on SOC reflects the 761 students (domestic or international) who identify as multicultural – 91% of whom are undergraduates (n = 689) and 9% are graduate students (n = 72).
4. CFO's Update
 - Financial Aid/Support for UWL's Multicultural Students – A Snapshot (see attachment)
 - Is there something else the university can do to all for unrestricted financial aid for Students of Color (SOC)?
 - The Perkins Loan program which was around for decades was phased out two years ago.

5. Strategic Planning Update – Solverson

- Increasing Community Engagement: Civic Action Plan created shoutout to Lisa Klein
 - Metrics:
 - Increase participation in internships/clinical/field experiences by UWL students to 65% of graduating seniors
 - Expand the number of partnerships reported on the UW System Partnership 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 and Diversity
 - Metrics:
 - Reduce gaps in first-to-second year retention between not-first-generation and first-generation students.
 - Reduce gaps in first-to-second year retention between not Pell eligible student and Pell eligible students.
 - Reduce gaps in first-to-second year retention between student in the majority race/ethnic group and students of color.
 - Increase UWL's compositional diversity of faculty and academic staff.
 - Increase UWL's compositional diversity of the student body, both undergraduate and graduate.
 -
- Investing in Our People
 - Metrics:
 - Monitor expenditure of Educational Assistance benefit funds each year across employee classifications.
- Advanced Transformational Education
 - Metrics
 - Increase retention of first-year students to 90%
 - Increase the number of UWL students graduating with an education abroad experience to 23%.
 - Increase graduate enrollment to 1,000 students.
- Questions
 - Abler – What if we are not able to keep up with the pay plan?
 - Hetzel – This is complicated, and we are falling behind in all areas of pay for faculty and academic staff
- Thank you to Natalie Solverson, Maren Walz, and both of their teams for taking on this task and keeping us up to date!!!

6. Continuing Business

- Caregiver's Taskforce Report
 - Discussion with Nicole Gullekson (see handout)
 - This group was formed after a System Wide Task force was started
 - The Committee looked at the indirect impact of COVID on our employees
 - Heightened stress or work
 - Increased workload

- Concern about self or loved one's mental health
- Social isolation
- Concern for self or loved one's physical health
- Caregiving for others
- Concerns about job performance or evaluation
- Lack of connection and satisfaction
- Differential impact on one's ability to do their job across various groups
 - Work-related impacts
 - Changes in work
 - Work Environment
 - Attitudes toward, and connection to work and leadership
 - Leave options and support
 - Caregivers and the impacts of COVID 19 on work
- To support that goal, this report elaborates on the following preliminary recommendations and summarizes the initial survey results. We recommend that UWL Leadership:
 - Bring awareness to the impact that the pandemic has on employees and continue to identify and implement strategies to support their diverse needs.
 - Direct and support personnel decision-making bodies to review and enhance policies and processes to reflect the context of the COVID-19 pandemic.
 - Support leave, flexible and remote work options for any employee whose situation has resulted in significant caregiving responsibilities, illness/disability, or other extenuating circumstances.
 - Create and support innovative ways to support faculty so they can regain some of the lost ground on research due to impacts of the pandemic, including caregiving.
 - Identify and create a COVID-related emergency relief fund, including caregiving relief explicitly.
 - Provide additional training and resources for supervisors and UWL leadership, related to caregiving, work-life issues and supporting employees throughout the course of the pandemic.
 - Clearly identify and communicate the pathways for faculty and staff to discuss, report or appeal situations they perceive as inequitable.
 - Identify past, current and on-going equity outcomes on campus and a process for assessing equity impacts on a re-occurring basis.
 - Develop or promote programs and services that address the needs that caregivers and other employees have indicated through their survey responses.
 - Establish an on-going advisory committee to the Chancellor and Provost, or a standing Faculty Senate Committee, to elevate and address work-life issues of faculty and staff.
- Questions/Comments

- Nowicki - Since you completed the report have you seen what other campuses are doing to address these things? As we continue to evolve will we keep looking for ideas?
 - Yes, lots of examples. Covid relief funds, childcare funds, adjusting performance evaluations, allow people to share what they have gone through over the last year.
 - Create a task force or advisory group that will continue to address these issues and work life issues
- Thomsen - I like the idea of using Equity Liaisons to pass along the information and who to reach out to for the caregivers
- Elkins – Are there data you used regarding the financial implications on retention issues for employees or for those employees who are contemplating leaving.
 - The more people feel connected the better their job satisfaction is. We do not have financial data for your question.
 - What is work going to look like in the future?
- Wagner – are there a couple of recommendations you would consider urgent or time sensitive.
 - Bring awareness to the impact that the pandemic has on employees and continue to identify and implement strategies to support their diverse needs
 - Flexibility of the return to campus.
 - Evaluation of employees
 - Financial components
- Clauss – Where are we at in this process? Thoughts on next steps?
 - Endorsement of the report and leadership team working to implement the recommendations
- Brooks – Joint Budget and Planning can pass on the requests to the Investing in our people Pilar perhaps this committee can work on this? I also think many are already working on some of the suggestions.
 - Messaging and communicating can be really helpful through this process
- Solverson – Until kids are vaccinated there will continue to be infections and unequal distribution or work due to quarantines and isolation.
 - Communication to understand that people are still affected will be important. Understanding and flexible
- Clauss moved to endorse the Caregiving Task Force Report seconded Nowicki. Motion passes

7. Elkins - we will move the following items to our next meeting

- New Business
 - i. GQA planning for 2021-2022 (see attachment)

- ii. Capital budget and sustainability
- Future Topics
 - i. Brainstorming for Governor Ever's state budget UW System initiatives (delayed until we have an update on the budget)
 - ii. Program innovation
 - iii. Title and Total Compensation

8. Motion to Adjourn by Thoen, second by Clauss. Motion passed.

Meeting adjourned at 2:47 p.m.

Joint Planning and Budget Committee
Strategic Planning Proposed Recommendations
March 2021

On Feb. 24, 2021, Chancellor Gow submitted a charge to the Joint Planning and Budget (JPB) Committee, directing the Committee to make recommendations related to (1) updating the Strategic Plan website and 2016-20 report and (2) responding to UW System initiatives outlined in Governor Evers's 2021-23 state budget proposal. The JPB Executive Committee offers the following recommendations related to strategic planning for consideration by the full Joint Planning and Budget Committee.

RECOMMENDATION 1

JPB recommends the detailed items below in response to Chancellor Gow's charge letter item 1. (a) which reads: *Please make a recommendation regarding how best to update our Sustaining Excellence strategic plan website and 2016-2020 Strategic Planning Report to indicate that each of the pillars of the plan is now being led on an ongoing basis by a specific vice chancellor, sometimes in collaboration with another UWL administrator.*

- a. On the Sustaining Excellence website (landing page), add a point person to each pillar. Include the point person as part of the pillar graphic.
- b. For each pillar, publish a 2020-2023 action plan to the website that provides designated leads and timelines for ongoing action items.
- c. Update the 2016-2020 Strategic Planning hyperlink text on the Sustaining Excellence website to read "the first five years."
- d. Create and publish an annual update to the 2016-2020 Strategic Planning Report that makes clear the progress on action items since FY2020. (*Please note: this step is being completed already by IRAP. JPB just recommends making the updates into an annual report .pdf.*)

Rationale – The key issue here is to ensure the UWL community is aware of the ongoing implementation of the existing plan. Doing so requires making easily accessible and clear who is accountable for that ongoing implementation as well as the progress made on action items and by what timeframe they should be accomplished. To some degree, these goals can be accomplished by better highlighting work that is already taking place. Designating a timeline for ongoing action items and creating/publishing annual updates would help convey the fact that implementation is continuing.

RECOMMENDATION 2

JPB recommends the detailed items below in response to Chancellor Gow's charge letter item 1. (b) which reads: *Please make a recommendation regarding how the title of the 2016-2020 Strategic Planning Report might be updated to indicate we are continuing to pursue the four pillars of the plan.*

- a. We recommend leaving the 2016-2020 Strategic Planning Report document as titled.
- b. We recommend creating / adding annual update reports through FY2023.

Rationale – The 2016-2020 Strategic Planning Report is a document that has been published and, as such, provides an historical overview of what was intended and accomplished between 2016-2020. It is not a “living” document and, therefore, we recommend leaving the existing title and content intact. We do, however, believe that annual update reports should be created and published, as .pdfs, via the Sustaining Excellence website. Doing so will convey the ongoing nature of, as well as continuing accountability for, the implementation of the current plan.

RECOMMENDATION 3

JPB further recommends the following general actions related to strategic planning:

- a. Extend the timeframe for implementation of the existing plan to the end of FY2023.

Rationale – Extending the timeframe to the end of FY2023 provides the institution two academic years to recover from the COVID-19 pandemic before fully engaging a new strategic planning process. Naming a year, however, also provides the institution an “end-point” for accomplishing the goals of the existing plan and a “beginning-point” for considering the work of a new planning process.

- b. Establish the process, timeline, and staffing options for developing a new strategic plan.
 - By Oct. 1, 2022, present the process and staffing options for developing a new strategic plan.
 - By Sept. 1, 2023, begin the new strategic planning process.

Rationale – The Higher Learning Commission expects institutions of higher education to operate under the auspices of a current strategic plan. Beginning the planning process in FY2024 will allow us to have a new plan in place by the time of our next reaccreditation review. Taking FY2023 to establish the process and timeline will provide ample time for considering how best to conduct our overall planning process (e.g., will we use a consultant and, if so, how will we select them; will we use shared governance committees; what range of time will the planning process cover vs. the implementation process; etc.). In addition, because of the heavy lifting required to engage with strategic planning processes and given the recommendations from the previous Special Assistants to the Provost for Strategic Planning, UWL should consider optimal ways to staff the strategic planning process before it begins. Adjustments can be made, where it makes sense to do so, as staffing needs shift during the planning and implementation phases.

This approach, then, will have the institution begin the actual planning process in FY2024. For instance, if we intend to use a consultant, this timeframe will bring them to campus in FY2024. Likewise, if we intend to facilitate the planning process internally, we will commence the planning work (e.g., focus groups, work teams, etc.) in FY2024.

- c. Communicate regularly, via all available means, the status of the existing plan.

Rationale – In large part due to the fact that UWL’s coordinating position for strategic planning (i.e., the Special Assistant to the Provost for Strategic Planning) ended in May 2020 along with the COVID-19 disruption, a concentrated and visible focus on the strategic plan has

diminished in FY2021. For instance, the JPB agenda in 2020-21 has not included a “strategic plan update” item, as has typically been the case the previous 5 years. We believe this item should be a regular part of the JPB agenda as well as a standing point of discussion and accountability among UWL departmental, divisional, and executive leaders.

RECOMMENDATION 4

Finally, JPB recommends the detailed items below in response to Chancellor Gow’s charge letter item 1. (c) which reads: *Please make a recommendation regarding how the language suggested by our Joint Committee on Environmental Sustainability might be incorporated into our Sustaining Excellence strategic plan website and 2016-2020 Strategic Planning Report.*

- a. Collaborate with JCES to identify interim steps towards environmental sustainability progress that can be initiated prior to the development of a new strategic plan.
- b. Prepare the campus community for considering the inclusion of environmental sustainability in the new strategic planning process to begin in FY2024.

Rationale – Environmental sustainability is, without question, one of the key concerns of our time. UWL’s Joint Committee on Environmental Sustainability has worked tirelessly to raise this concern across campus. Their document titled “JCES Goal Integration Proposal” thoroughly lays out how environmental sustainability might be integrated into the existing UWL Sustaining Excellence Strategic Plan. Despite this excellent work on what is undoubtedly an issue that many of us wish to support, it is important to note, however, that environmental sustainability was raised on multiple occasions during the last strategic planning process without garnering sufficient support for its inclusion in the 2016-2020 Strategic Plan. Despite support from the Chancellor and several shared governance groups, formally integrating environmental sustainability into the existing strategic plan would require re-opening the planning process for discussion and debate. We do not believe the institution currently has the capacity to re-engage planning at this time. Thus, despite our ultimate support for the spirit of the JCES Goal Integration Proposal, we do not recommend opening the planning process to integrate environmental sustainability into the existing plan.

We do believe, however, that it is possible for the Chancellor to work with JCES to identify interim steps that would allow the institution to make progress on environmental sustainability while simultaneously preparing the campus to consider the global climate crisis in the next strategic planning process. For instance, many of the items in the JCES Goal Integration Proposal can be accomplished without being integrated into the UWL Sustaining Excellence Strategic Plan. We believe the Chancellor can provide leadership on these ideas without re-engaging the planning process necessary to legitimately incorporate them into the existing strategic plan. This leadership will be critical in preparing the UWL community for full consideration of environmental sustainability in the next planning process.