



UW-Eau Claire Budget Impact

16%

reduction in 2015-16 state appropriation

UW-Eau Claire's share represented a 16% reduction in our state appropriation portion of the general fund when pass-through allocations for utilities and debt service are included.

26% reduction to general fund, excluding utilities and debt service

\$12.2 million

total reduction

\$7.7 million from 2015-17 biennium + **\$3 million** from 2013-15 + **\$1.5 million** in enrollment decreases

179 FTE cut

15% of workforce

Voluntary separation incentive program:

92 FTE (98 individuals)

Resignations/Retirements: 32 FTE

Contracts Not Renewed: 8 FTE

Position reductions: 36 FTE

Layoffs: 11 FTE

Teaching impact:

69 FTE

One-third of reductions directly impact student instruction.

Retention impact:

25 faculty resignations, 150% increase over last year

Of 25 faculty resignations, 7 are tenured faculty.

Student impact:

**Class size increase,
reductions in sections**

- 197 fewer class sections offered compared to spring 2015, a 12% drop
- 14% increase in average class size

Reputational risk:

National ranking

36% increase in classes with more than 50 students and 18% decrease in classes with fewer than 20 students directly impacts *U.S. News* ranking.

Fiscal risk:

Zero General Fund reserves

We will use our entire General Fund reserve to meet the FY16 revenue shortfall. This impacts our accreditation and ability to weather future storms.

UW-Eau Claire Response

Principle-based decisions

Preserve the classroom and distinctive experiences, invest strategically to focus on mission, position the university for future strength.

Clear goals

100% of students have a high-impact learning experience

90% second-year retention

50% four-year graduation

20% enrollment of students of color and close the opportunity gap

Areas of focus

• **Student success:**

Centralized advising for retention and graduation. Campuswide focus on executing retention strategies.

• **Service innovation:**

New student and administrative centers to streamline services. Consolidated facilities and creative services for improved efficiency.

• **Equity, diversity and inclusivity plan:**

Campuswide professional development and accountability.

• **Academic and university plans:**

Plans will position university for future.

8 major initiatives

1. Centralized Advising Center
2. Blugold Central Student Services Center
3. Administrative Support and Knowledge Center
4. Facilities restructure
5. Creative Services consolidation
6. Equity, diversity and inclusivity plan
7. Academic master plan
8. University strategic plan

Impact solutions

• **Invest in Wisconsin's universities:**

Continued reductions undermine ability to produce the graduates the state needs.

• **Eliminate tuition freeze:**

Freezing tuition extends student completion and decreases affordability.

• **Fund new facilities and renovations:**

Facilities are critical to competitiveness.



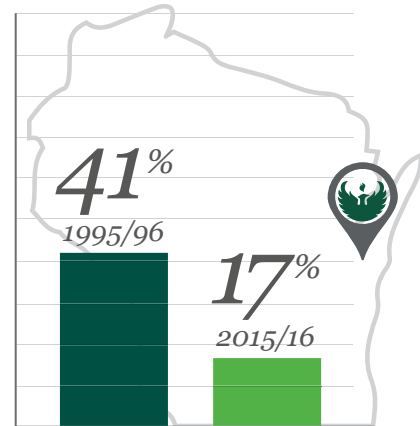
Summary of Budget Reductions and Impacts

April 6, 2016

The Green Bay community fought for the establishment of a public university in Green Bay in 1965 to support and expand social, cultural and commercial opportunities in Green Bay. Today, the University is transforming itself to meet the needs of a changing region. Significant reductions make this transformation more challenging.

2015-16 GPR Reduction

2015-16 Reduction as a % of GPR	9.3%	
	<u>Amount</u>	<u>FTE</u>
Student Services	\$71,496	2.78
Institutional Support/Physical Plant	\$311,413	5.09
Instruction/Academic Support	\$1,590,632	11.12
Research	\$68,308	0.92
Public Services	\$384,151	4.31
TOTAL	\$2,426,000	24.22



State Support of Total UWGB Budget

Additional Reductions	<u>Amount</u>	<u>FTE</u>
Additional Reductions in progress for 2016-17	\$2,000,000	19.50

Impacts

Curriculum, teaching, classroom experience other educational experiences

- Loss of faculty positions in all colleges including in some high-enrollment programs
- Significant reductions in access to journals, databases and key resources for learning

Student opportunity and success

The following reductions will impact the ability to support student success and timely graduation:

- Academic advising
- Proven high-impact programs
- Faculty time for research and special projects
- Student travel
- Internship supervision
- Student employment opportunities
- Loss of international student co-curricular program
- Loss of several academic programs

Institutional effectiveness and accreditation

- Elimination of key leader of academic assessment programs
- Reduction in philanthropic operation
- Severely reduced Center for Advancement of Teaching and Learning
- Elimination of virtually all programs for faculty and staff development

Safety, security and business operations

The loss of the following positions reduces safety and security and diminishes the ability to maintain campus infrastructure, business support and continuity:

- Security officer
- Chief information officer
- Human resources staff
- Custodial and maintenance positions

Community partnerships

- Loss of Institute for Learning Partnerships
- Loss of ability to provide residential camps to students
- Reduction of community collaborations

The Opportunity

Green Bay is a city with an international brand, a diversified economy and enormous potential for growth. To expand the regional economy, attract business, develop talent and nurture entrepreneurialism, the University of Wisconsin-Green Bay must be a full value-adding partner in the region. The opportunity now is to develop public policy that supports higher education for the good of Wisconsin.

UNIVERSITY of WISCONSIN
LA CROSSE

**BUDGET REDUCTION SUMMARY
2015-17 BIENNIUM**

15-17 Budget Reduction Allocation by University Division

Division	Position Elimination	S&E 7%	Admin Overhead	Auxiliary Chargeback	Total	Pct.	FTE
Chancellor	28,800	2,158	0	0	30,958	1.01%	0.50
Academic Affairs	557,400	426,174	202,369	20,893	1,206,836	39.46%	10.65
Admin & Finance	722,850	210,139	44,214	49,964	1,027,167	33.59%	29.80
Student Affairs	131,850	11,466	1,738	579,143	724,197	23.68%	2.97
University Adv	59,100	8,171	1,679	0	68,950	2.25%	1.10
Total	1,500,000	658,108	250,000	650,000	3,058,108	100.00%	45.02

Summary of Major Impacts of the Budget Cuts

- 45 positions were eliminated across all university divisions including Academic Affairs, Administration and Finance, Student Affairs, and University Advancement. These positions provided a variety of essential support services on the campus and the loss of them will negatively affect advising services for students, assistance with financial aid, building and grounds maintenance, and timeliness in processing business transactions.
- Each of the colleges reduced their operating budgets by 7% as part of the university's budget reduction plan. The impact of these permanent budget cuts will adversely affect support for classroom instruction, undergraduate research initiatives, and faculty development.
- Reductions in Supply and Expense (S&E) for the Murphy Library will make it challenging for the library to continue funding electronic databases and acquisitions. The library has discontinued a number of services for the 2015-16 school year and students will have reduced access to learning materials for their classes.
- Significant reductions were made to the operating budget for Information Technology Services as part of the 15-17 state budget cuts. In general, the university is providing lower levels of technology service and support to students, faculty, and staff as a direct result of the state budget cuts.
- The budget reductions to the Facilities, Planning and Management budget will result in less funding to maintain all campus facilities. Buildings will have a much lower level of cleaning and except for life-safety issues, maintenance and repair work will be significantly reduced in all GPR and PR facilities due to the reduction in state funding.
- A decline in international and transfer enrollments for FY16 has resulted in a tuition revenue shortfall and unanticipated deficit of \$1,600,000. This enrollment decrease is anticipated to be ongoing and will require a permanent base budget in addition to the 2015-17 state budget cuts. The university is addressing this structural deficit by eliminating 18 faculty and 3 staff positions for FY17.

UW-MADISON: IMPACTS OF 2015-17 BUDGET REDUCTIONS



BIG CUTS. The latest budget cuts reduced our GPR by 10.6%. Primarily as a result of these cuts, UW-Madison began the 2015-16 fiscal year with a budget deficit of \$86 million. Almost 60 percent of the deficit will be closed by the end of the biennium through budget cuts and redirected spending (\$34 million this year; \$16 million in 2016-17). The rest of the gap will be closed largely through tuition increases for nonresidents, along with a small change in the mix of resident/nonresident students.

BIG EFFECTS. Impacts of budget reductions are being felt across UW-Madison. Units could not absorb large funding reductions without cutting education-related activities. Examples of such impacts include:

- In the largest college, Letters & Science, all general fund hiring was frozen this year. L&S ultimately will cut 48 faculty and 44 staff positions. With these losses, departments are reducing the number of courses offered, increasing class sizes or substituting staff for faculty instructors.
- In the Office of Undergraduate Advising, cuts will impact the ability to work with students, potentially increasing time to graduation for more students. The College of Engineering has halted a planned expansion of advisors. The College currently has 17 advisors to serve 6,600 students – at least five advisors below the minimum needed to serve students effectively.
- Student employment positions have been drastically reduced across campus. For example, Human Resources cut more than 6,500 hours of student employment. Research and Sponsored Programs cut about 6,300 hours of student employment. Not only do these reductions decrease the level of service, but they also reduce learning opportunities and financial support for students.
- We are unable to expand enrollments in areas of increased student demand in important areas such as Business, Engineering and Nursing because of the budget cuts.
- The Division of Information Technology (DoIT) reports an array of service reductions to students in 2015-16. Labs are updated less frequently as a result of computer lab support reductions. Due to a digital media lab closing, students now must pay for these services elsewhere. In addition, early-morning and late-night help desk hours for students were reduced.
- During the 2015-17 biennium, we expect to lose 418 faculty and staff positions through layoffs or attrition.

Administrative support units took the largest cuts. Reduced support for monitoring financial and other activities creates greater risks for university operations. Facility maintenance has been reduced, which affects custodial services and causes building appearances to slowly degrade. We are also concerned about the lack of any state funding for facilities repair and maintenance in the 2015-17 budget, which means mandatory repairs must be paid from funds otherwise used for education.

THE RESULT IS BIG RISKS.

- We lack funds to invest in high-demand and high-value programs, such as engineering or nursing.
- We have faced huge retention issues, requiring almost \$9m this year to retain faculty.
- Our current uncommitted fund balances would allow us to operate for less than a week. This is far below recommended levels. Most private sector organizations try to maintain cash reserves of 3-4 months.

**University of Wisconsin – Milwaukee Budget Reduction Impact
April 5, 2016**

2015-16 Estimated Actual Budget Reduction (Fiscal Year Spend Plan)

Program	Salaries	Fringe Benefits	S&E	Capital	Aid to Individuals	Reduction Total
Student Services	(800,000)	(125,200)	(1,550,000)			(2,475,200)
Institutional Support	(1,631,339)	(255,305)				(1,886,644)
Instruction	(2,068,214)	(323,676)				(2,391,890)
Research	(275,855)	(43,171)				(319,026)
Public Service	(67,137)	(10,507)				(77,644)
Academic Support	(1,618,919)	(253,361)				(1,872,280)
Use of Balances			(6,898,516)			(6,898,516)
Total	(6,461,464)	(1,011,220)	(8,448,516)	-	-	*(15,921,200)
Total Authorized Positions Reduction through FY16						(154.93)
Additional FTE Held Vacant						(22.00)
Total Authorized Positions Reduction plus FTE Held Vacant						** (176.93)

*UWM's portion of the state budget cut reflects a 12.24% reduction in general purpose revenue received from 2015 to 2016.

** This number is as of Dec. 31, 2015; current numbers are higher and will be updated shortly.

2017-19 Actions to Address Budget Reduction

UW-Milwaukee engaged campus-wide groups over 6 months to formulate these recommendations which are being implemented now through 2017-19:

- *\$5M in Administrative Cuts by FY19 to include 25% reduction of vice chancellor/associate vice chancellor positions, 10% reduction of other administrative positions, student services consolidation, integrated shared services, reduction or elimination of some administrative operations*
- *\$3-4M Reduction in Academic Efforts by FY19 to include realigning Schools/Colleges, consistent practice of faculty workload policy, and efficient course alignment*
- *\$19M in Centralized Strategic Position Control by FY19 to include elimination of additional 300-350 positions, and with a requirement that 50% of all new vacancies be used to close the operating deficit*

Effects of the Budget Cuts (high level):

- **Budget Deficit:** The 2015-17 reductions, combined with an existing deficit caused by previous budget cuts, enrollment decline and tuition freezes, resulted in a GPR/tuition operating deficit of \$42 million.
- **Accreditation:** Larger class sizes and reduction in faculty threaten the accreditation of several schools and colleges.
- **Capital Budget:** Failing buildings (Chemistry and Engineering), under-utilized and inaccessible buildings (e.g., 540K of 880K sq. ft. unusable in NWQ), and insufficient IT network infrastructure, resulting in serious functionality and some safety issues.
- **Impact on Education:** Reductions in faculty and staff compromise the ability to grow enrollments, engage the community, retain and graduate students, obtain research funding, hire tutors for students needing additional help; provide support for startups, quality and timely student advising, and IT and other support services. Especially problematic, given dual research and access mission at UWM.
- **Workforce & Talent Development:** The campus is less able to meet the workforce and talent development needs of the region, and the research needs of industry. Current capacity needs in Nursing, Engineering, and Business cannot be addressed at this time.
- **Economic & Community Health:** The promise of UW-Milwaukee's impact on the economy, health of the region, and understanding of water quality and quantity issues are compromised.



University of Wisconsin Oshkosh Budget Reduction Report

The Base Reduction

The base reduction from our 2015 GPR budget of \$46,520,356 is \$6,629,300. This constitutes a 14.25% reduction resulting in a 2016 GPR budget of \$39,891,056.

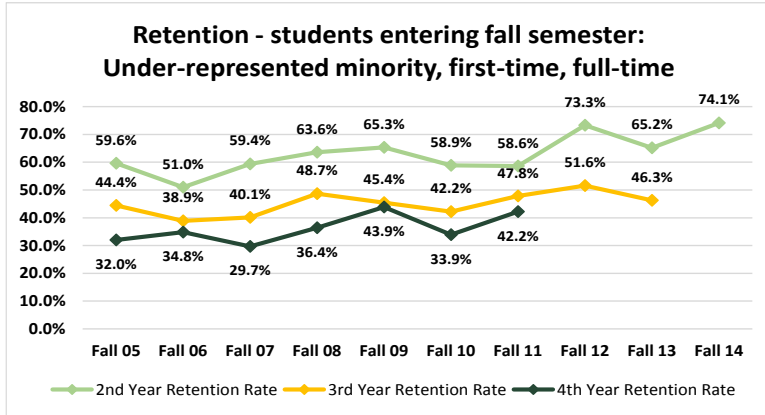
Strategy to Address Budget Reduction and Strategic Investments

- Base budget reductions and campus strategic investments (i.e. enrollment management) are being phased in over two fiscal years. Given that approximately 90% of the overall operating budget is supports personnel costs, the reduction will be taken completely from personnel. This approach requires the elimination of 140-150 positions. One-time fund balances of approximately \$17 million will be used to spread the cut over two years and to invest in enrollment management and other university initiatives. We also experienced a decline in enrollment that was covered by fund balances.
- In addition to the 28.31 positions cut in 2015-16 leading up to the budget cut, the budget reduction for 2016-17 will include approximately 43 positions eliminated through the Voluntary Separation Incentive Program, resulting in \$3.3 million of savings. To date, we have made \$5.3 million in GPR base reductions to be reflected in the next fiscal year.
- As of the March 2016 pay date, 73 positions have been eliminated. Of those 10 positions were faculty and 63 positions were non-instructional staff and administrators. Instructional academic staff have increased by 2 positions. No positions are being held intentionally vacant.
- The centralization of Information Technology and Integrated Marketing & Communications—both campus service departments—allows for greater efficiencies at UW Oshkosh. The changes will also streamline workflow, add greater ability to prioritize resources and add greater accountability to key functions on the campus.
- We have rethought our traditional budget model in order to operate more effectively in this low GPR era. Through this, we hope to achieve greater transparency, better incentives to generate revenue and reduce costs, better accountability, and an enhanced ability to develop innovative high demand programs that will allow us to better compete with other universities.

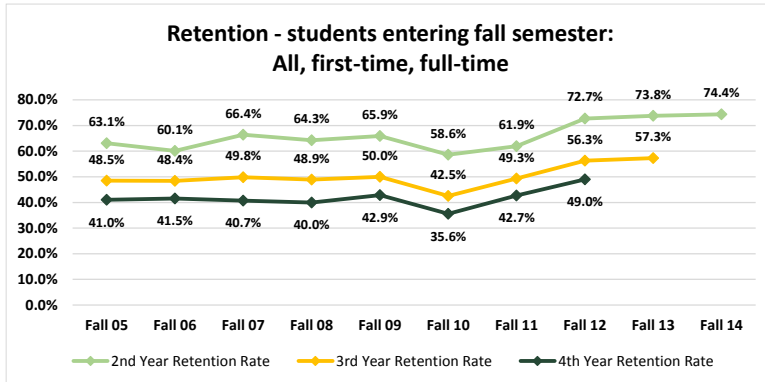
Impact of Reductions

- Academic Affairs reductions will result in: fewer section offerings and larger class sizes; reduced academic advising and other support programs for students; limited opportunities to create and develop new academic program initiatives (DNP in Nurse Anesthetist, Ed.D, Executive MBA); less flexibility to respond quickly and appropriately to regional and state business needs. Examples of recent initiatives include Engineering Technology, Information Technology, Business Success Center, and Center for Entrepreneurship and Innovation.
- Student Affairs reductions will result in: a decrease in the level of service delivery to prospective and current students; reductions in student programming; further delay in plans to address deferred maintenance; delay and downsizing of building and renovation projects; and increased difficulty in addressing compliance issues in a timely manner.
- Administrative Services reductions will result in: delayed or incomplete preventive building maintenance; continued prioritization of special projects and delayed work orders; facilities crews will continue to be faced with doing only what is most important – thus leaving some areas in an unsanitary state; and the inability to prepare adequately for changes, such as the ACA and FLSA legislation.
- Elimination of two athletic programs (Men's Soccer and Men's Tennis).
- Significantly hampers our ability to successfully implement our new University Strategic Plan.

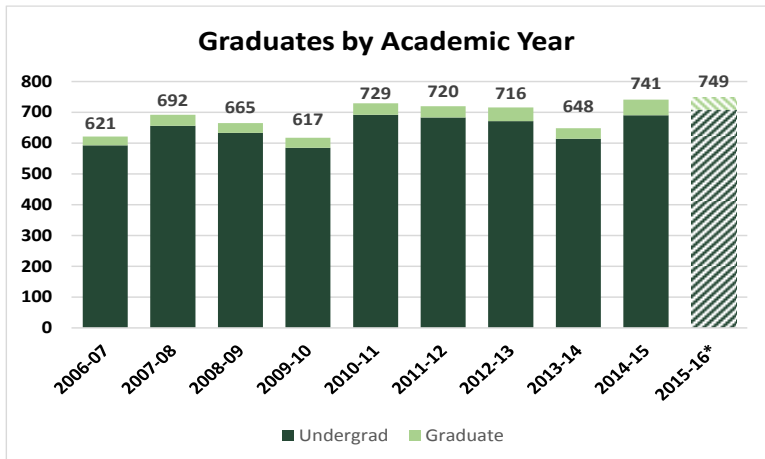
Student Success: Under-Represented Minorities



Increased Retention Across Campus



Historic Graduation



Educating Talent for a Growing Region

Past three years in Kenosha and Racine counties, more than:

- \$1 billion in capital investment
- 10 million square feet of construction or absorption
- 5,000 new jobs

(Data: Kenosha Area Business Alliance and Racine County Economic Development Corporation)

UW-Parkside is the Region

- 65 percent of student population from Kenosha or Racine county
- **30 percent of student population under-represented minorities**
- 58 percent of fall 2015 new enrollees first-generation
- 60 percent of UW-Parkside alumni live in Kenosha or Racine county

In-Demand Programs

- *Computer Science* – 48-percent increase in computer science majors (127 to 188, 2011-2015); 100 percent career placement for computer science graduates
- *Engineering* – more than 80 students enrolled or accepted in new partnership with UW-Milwaukee College of Engineering and Applied Science
- *Business* – certificate programs in entrepreneurship, project management, retail management, and sales added to AACSB accredited business program
- *Health Care* – more opportunities announced for nursing majors in consortial program with UWM College of Nursing; 90 percent acceptance rate for medical school and other professional schools in the health-care sector
- *Education* – 185 professional educator candidates pursuing education majors and licensure in the Institute of Professional Educator Development; 100 students contributing over 4,000 hours in Kenosha and Racine classrooms
- 2+2 – success pathways with technical colleges and UW Colleges for in-demand programs

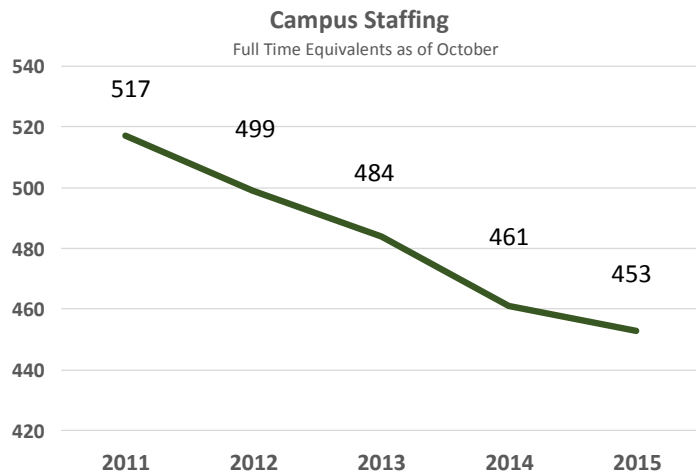
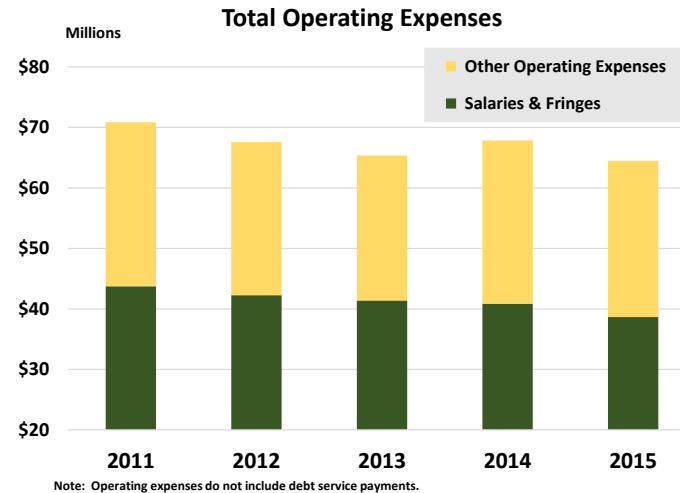
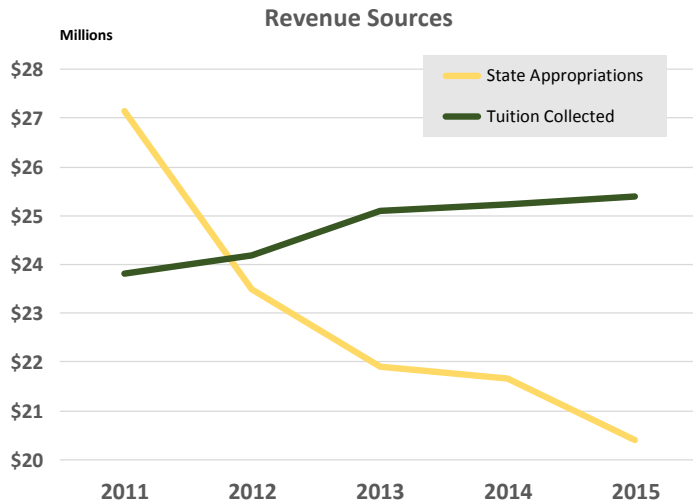
Restructure and Realign for Administrative Efficiency

- Campus marketing and communications merged to single, integrated team
- Develop partnerships with other UW institutions to consolidate business and IT services, human resources, and capital planning
- Transition to four-college model to better serve students

Advocate

- Regents advocate for renewed and sustainable investment by the State of Wisconsin
- Sustainable investment required to expand and enhance in-demand academic programs
- Join campus leadership for legislative visits to promote sustainable investment

University of Wisconsin-Parkside



Impacts and Opportunities Lost

- Tuition freeze and reduced state support equals no growth for in-demand programs
- Without sustainable and predictable investment, UW-Parkside cannot support the talent demands of a growing region
- Current and forecasted operating margins are too constrained for development of increased innovation
- Performing essential functions with a reduced workforce negatively impacts the student experience

Historic Reductions

- Past seven years, approximately \$9M in reduction of state support including \$7.5M in base budget
- Reduced base budget in FY15 by \$2M to address ongoing structural deficit
- UW-Parkside FTE staffing reduced by 64 (517 in 2011 to 453 in 2015); added strain on workforce

FY 16-17 Financial Planning

- Implementation of Academic Budget Allocation model
- Partner with other UW System institutions to achieve administrative efficiencies
- Holding positions open while reassigning essential functions
- Using support from UWSA to improve classrooms and technology infrastructure
- Using PR balance to bridge reductions in state support as enrollment efforts and new academic programs mature

Compiled April 4, 2016



BUDGET IMPACT

\$8.3 million reduction
in 2015–17 budget

- Includes the budget cut and structural deficit

101 positions lost

42 from academic programs and 59 from other areas

- 43 Phase I Reductions
- 26 Voluntary Separation Incentive Program
- 32 Phase III Reductions

10% reduction in employees

63 experienced faculty and staff left because
of Voluntary Separation Incentive Program

- 26 positions not filled

28% of 2015-16 budget reduction is being
taken from instructional activities

- Larger class sizes
- Fewer available seats for required courses
- Reduced advising time
- Potential increase in time to graduation

Physical Condition of Academic Facilities

2015-17 biennial budget provided no meaningful funding for repair and maintenance.

Boebel Hall

Number one UW System capital project, now delayed. Faculty trying to teach industry standard biology in 1977 facility unchanged except for campus-funded project in 2010.



Pictured Boebel Hall General Biology Lab, built in 1977.

Ottensman Hall

Faculty attempting to teach cutting-edge mechanical and civil engineering in 1966 facility.



More than 4,000 College of EMS majors have classes in a 50-year-old building.

QUICK FACTS



821-ACRE CAMPUS | 20 ACADEMIC AND STUDENT SERVICES BUILDINGS | 13 RESIDENCE HALLS | 400-ACRE FARM

ACADEMICS



3 undergraduate colleges

130+ academic programs

AGRICULTURE | BIOLOGY | BUSINESS | CRIMINAL JUSTICE
EDUCATION | ENGINEERING | INDUSTRIAL TECHNOLOGY

100% of classes taught by faculty



25 average class size

21:1 student to faculty ratio

STUDENTS



8,901 total enrollment

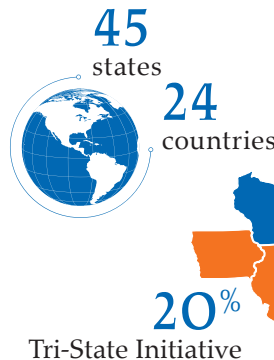
8,047 undergraduate

854 graduate

3:2 male to female ratio

44% first generation college students

78% freshman to sophomore retention rate



3,750 students living on campus

nearly 50% of undergraduates

98% of new freshmen

INVOLVEMENT

92% of students participate in one or more high impact practices

70% complete an internship, co-op, or field experience

22% conduct undergraduate research

64% engage in service learning

200+ clubs and organizations

3 OUT OF 4 are active members of a club or organization

1 OUT OF 2 take part in intramural activities

1 OUT OF 10 are involved in the performing and visual arts

16 varsity athletics

1,546 graduates in 2014

48,000+ current alumni

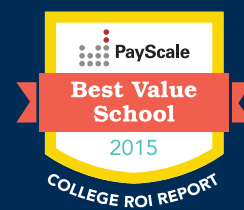
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Wisconsin Colleges By Salary Potential
Payscale 2014-15 College Salary Report



\$52,100 average early career salary

BEST VALUE COLLEGES IN WISCONSIN



- #1 Annual ROI (In-state)
- #2 20-year net ROI (In-state)
- #3 20-year net ROI (Out-of-state)
- #4 Annual ROI (Out-of-state)



Budget Reduction Impacts

Summary of 2015-17 Budget Reductions for UWRF

\$2.87

million base budget cut*
(share of \$125 million UW System cut)

11.2%

reduction in
base State support

*In addition, \$442,200 in unfunded fringe benefits resulted in total of \$3.31 million reduction in base State support (12.9% total).

55

reduction in State/tuition supported
positions equaling 38 FTE full-time
equivalent (as of October 2015)

18

permanent layoffs/non-retentions

Key Financial Facts

State support now makes up only **15.6%** of UWRF total budget.

The balance between funding core educational costs at UW-River Falls has shifted **from the State to the student**:

- **FY 1974-75:** GPR (State) funds accounted for 79%, tuition 21%.
- **FY 2015-16:** GPR (State) funds account for 28%, tuition 72%.

Salaries of faculty and staff at UW comprehensive universities such as UWRF are significantly lagging. For example, faculty earn more than 18% below national peers. Employee pay plan increases have been minimal, while their cost of benefits has increased.

What about use of "reserves"?

Current UWRF tuition reserves could support faculty salaries and other educational costs for less than two months. Other fund balances in areas such as housing, parking, construction projects, and dining services, cannot be used to fund faculty or support basic teaching and learning activities.

Impact on Student Recruitment

Media coverage has negatively influenced public opinion and **damaged the reputation of the UW System**, including our major student markets.

Quality concerns are heard from **prospective students and their families** who frequently ask about budget impacts during campus visit days and campus tours.

"We are concerned about what the proposed budget cuts may mean for her education at UW-River Falls. I have spoken to parents from Wisconsin who have told us not to choose University of Wisconsin schools ... Others have told us that they have advised their children to transfer out of the University of Wisconsin system. ... UW-River Falls remains a top choice, but these budget cuts are definitely leading her to consider other colleges and universities. ... I am certain that the University of Wisconsin does not want to lose top students due to these budget cuts."

-Lu Ann Sifford, mother of prospective student, March 2015

Media Reports Damage Reputation

<http://bit.ly/1Wahlnz>

<http://bit.ly/1SNQ9rR>



UW-RF students return to budget-slashed campus

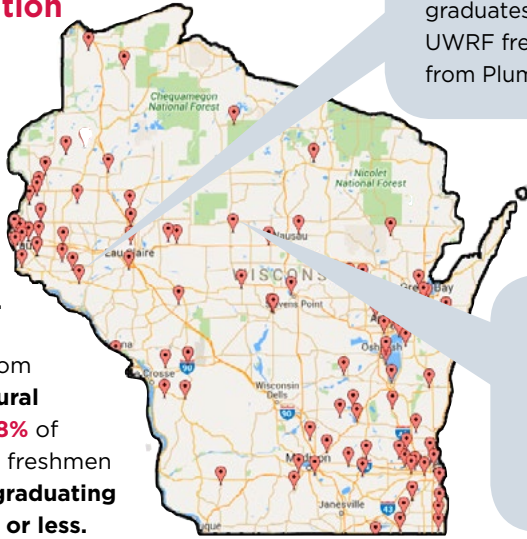
By Mike Longacker on Sep 3, 2015 at 9:37 a.m.

Impact on Student Retention and Academic Success

Small class sizes and personal attention are critical to the success of our students.

Here's why:

- **43%** of UWRF freshmen are **first-generation college students.**
- **Many** UWRF students come from **small town and rural environments--38%** of UWRF Wisconsin freshmen had high school **graduating class sizes of 125 or less.**



Plum City Class of 2015 = 27 graduates, UWRF freshmen (Fall 2015) from Plum City = **13**

Athens Class of 2015 = 49 graduates, UWRF freshmen (Fall 2015) from Athens = **7**

Wisconsin "feeder" high schools for UW-River Falls. Each high school on the map provided anywhere between one and 124 incoming freshmen in Fall 2015.

Budget Cut Impact on Class Size, Availability, and Advising

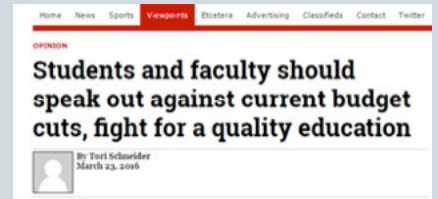
- First time use of auditorium-sized general education courses with seat capacities up to 175.
- Increased class sizes for many introductory courses, for example, introductory chemistry in Fall 2016 will be taught in two sections of 108 and 154 students each, rather than the typical four sections ranging from 44 to 88 students.
- Reduced number of courses and course sections—concerns that this could result in increased time to degree.
- Increased faculty advising loads, less time to mentor students on research, student clubs and other meaningful out-of-class activities.

Impact on Workforce, Student Support and Campus Operations

- Reduced hours at the university's Chalmer Davee Library.
- Reduced capacity to do important work because of layoffs/non-retentions—there are fewer people working in Financial Aid, Registrar's Office, Human Resources, Information Technology, and Institutional Research.
- Curricular decisions (for example, elimination of lab science requirement; dramatic reductions in language and music offerings) and personnel decisions driven more by budget than long-term strategy.
- Loss of key tenured and tenure track faculty in 2014-15: 15 retirements (highest in five years) and four resignations (all left Wisconsin for salary-related job changes).

Budget Reductions Result in Lost Opportunities

- Reduced ability to continue launching new academic programs that impact the regional economy and address Wisconsin's future workforce needs (in the past three years, UWRF has launched agricultural engineering, data science, criminology, neuroscience, Master of Science in computer science).
- Less opportunity to support student retention initiatives that, based on best practices, would boost retention and graduation rates.
- Less ability to invest in important areas such as compliance, diversity, veterans affairs.
- Less opportunity for innovation and risk taking because of scarce resources.
- Fewer faculty and staff means less capacity for engagement with community and businesses.



<http://uwrfvoice.com/viewpoints/16036>

"When news of the budget cuts came around last year, my curiosity and desire to learn died a little bit."
- Tori Schneider, sophomore



<http://uwrfvoice.com/news/16022>

"It really makes me not believe that this State cares about higher ed... I know that this university cares about higher ed. I don't know if the State cares about higher ed."
- Peter Vermeland, senior



<http://uwrfvoice.com/news/14513>

**If you are planning for a year, plant rice;
If you are planning for a decade, plant trees;
If you are planning for a lifetime, educate people.**
- Chinese proverb



\$6.5 Million

Reductions in State Funding at UW-Stevens Point

The reduction of \$6.5 million represented a **17 percent cut** of state funding support (GPR, segregated programs funding and unfunded fringe benefits) at the University of Wisconsin-Stevens Point. (If only GPR reductions to our base are included, the cut is \$5.1 million or a 13.8 percent cut of state support.) We have attempted to manage these reductions in a manner that has the least negative impact on our students. Yet, the magnitude of the reduction of state funds required cuts to programs and services impacting our ability to provide a quality educational experience. Below are examples of actions taken to address the reduction in state funding:

More than 76 FTE positions (63 GPR and 13 PR) will be eliminated by the end of FY17. Of those positions, **35 percent** were faculty and teaching academic staff, **65 percent nonteaching positions**. While there were a handful of involuntary layoffs, the majority of the reductions were a result of the cancellation of open searches, contract nonrenewals, early retirements, through the voluntary separation incentive program and resignations. It is not our practice at UW-Stevens Point to hold positions vacant as a budget management strategy. So, these reductions represent the departure of individuals through one of these six means. These reductions directly affects our ability to deliver the curriculum, provide timely responses to student needs, provide outreach services and support to students who need special services, and perform maintenance of our facilities.



Fewer courses

Reductions in faculty and instructional academic staff positions have resulted in fewer course offerings. For example:

- **Seven fewer** Life Science high demand sections are causing bottlenecks that impede progress for pre-med students who need to take courses within a specific timeframe so they are prepared for the Medical College Admission Test (MCAT).
- **Nine fewer** sections in Computer Science are offered because of numerous faculty vacancies and difficulty attracting faculty because of salaries.
- **Seventeen fewer** sections of Accounting and Business classes were offered to serve the same number of students. Class sizes in several Accounting and Business courses were increased by 25 percent or more beyond capacity during the 2015-16 academic year.

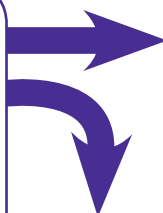
Fewer services

For example, **elimination of three positions** in Academic Advising and Career Services offices will mean decreased capacity for both student academic and career advising services.

Competitive salary hampered

A plan to reduce the gap between UW-Stevens Point and the salaries at peer institutions by providing resources for faculty and staff compensation cannot be implemented because of the budget reductions.

- **94.7 percent** of UW-Stevens Point faculty members are paid less than the national average by discipline and rank.
- **More than 58 percent** of faculty members were paid at least \$10,000 a year below the national average in 2015, compared to 45 percent in 2013.
- While UW-Stevens Point invested \$1.4 million in faculty and staff salaries from 2011 to 2013, the percentage of faculty members earning less than the national average has increased by 5.7 percentage points, not decreased.



Lost hiring opportunities

For example, a recent search for a cabinet-level administrative position went unfilled when **four of the top seven** candidates withdrew after learning the salary or accepted positions elsewhere.

Lost expertise

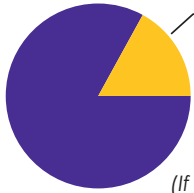
Quality of education is hampered by our inability to compete for the best talent and because we are losing top-notch faculty and researchers to the competition. Losses include faculty members with research expertise in nanotechnology, biofuels and gene research on agricultural crop species. For example, biology professor Dr. Devinder Sandhu was very successful in securing extramural grants. He mentored dozens of students, and received the University Research Award in 2010 and the Excellence in Teaching Award in 2014. He resigned from UW-Stevens Point in August 2015, citing salary as his reason for leaving. The departure of these faculty members is having a direct and negative impact on the classroom!



BUDGET IMPACTS

By the numbers

15-17 biennium



\$6.5 million equals 17% of the state GPR, segregated programs funding and unfunded fringe benefits support at UW-Stevens Point

(If only GPR reductions to our base are included, the cut is \$5.1 million or a 13.8% cut of state support.)

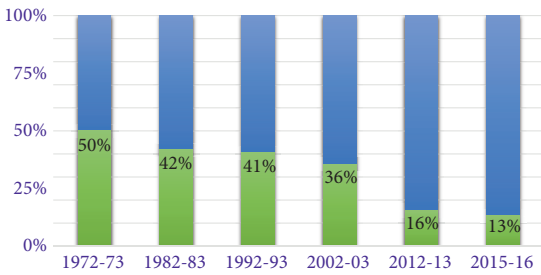
Funding reduction

\$2.5 million cut in the 13-15 biennium (7.1% of total state funding)

\$6.5 million cut in the 15-17 biennium (17% of total state funding)

\$9.0 million total

State support decrease



50 percent state support in **1972-1973**



13 percent state support in **2015-2016**

Faculty/staff reduction

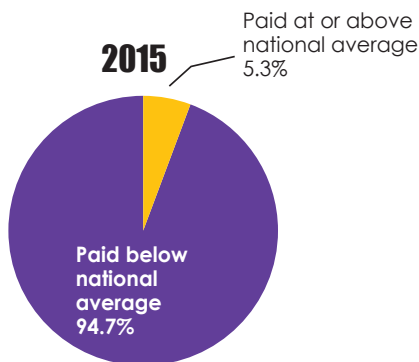


More than **76 FTE positions eliminated**

35 percent were faculty and teaching academic staff

65 percent nonteaching positions

Salary



94.7 percent: The number of UW-Stevens Point faculty members paid less than the national average by discipline and rank

Source: College and University Professional Association 2011-2012, 2014-15 Salary Survey

Impacts of 2015-17 State Budget on UW-Stout

Good News

- **UW-Stout continues to focus on economic development and the needs of employers**
 - Our six-month employment rate increased from 97.1 percent to 97.3 percent for 2014-15 graduates
 - The annual starting salaries just for our 2014-2015 graduates was over \$51 million
 - Our Cooperative Education Program in 2014-15 had 1,032 students participating
 - Nearly 800 employers recruited UW-Stout students at two career conferences in 2015-16
 - The Discovery Center posted client-reported impacts of over \$30 million this past year; since 1994, the Discovery Center has engaged in more than 5,000 technology transfer activities resulting in more than \$500 million in client-reported impacts and 4,000 jobs
- **UW-Stout continues to implement ways of making our offerings more affordable**
 - Curriculum revamped so that 44 of the 48 undergraduate majors at UW-Stout require 120 credits to graduate. The four remaining programs exceed 120 credits because of accreditation requirements
 - Offer a guaranteed three-year degree program for four undergraduate programs
- **Other good news:**
 - Achieved record enrollment of 9,535 despite awarding a record 1,995 degrees in 2014-15
 - Exceeded our enrollment targets for new freshmen, transfer and graduate students
 - Applications are strong for 2016-17, and another enrollment record is possible
 - Newest program, mechanical engineering, has nearly 200 students enrolled for fall 2016
 - Good visit by Higher Learning Commission re-accreditation team and no longer on HLC “watch list” for too-low reserves

Budget Cut/Responses

2015-16 Budget Reduction Plan

Program	Salaries	Fringe Benefits	S&E	Reduction Total	Percentage
Student Services	(274,726)	(109,973)	(313,200)	(697,899)	14.8
Institutional Support	(633,324)	(253,521)	(200,000)	(1,086,845)	23.1
Instruction	(482,869)	(193,292)		(676,161)	14.4
Academic Support	(667,699)	(265,437)	(782,045)	(1,715,181)	36.4
Physical Plant	(380,000)	(152,114)		(532,114)	11.3
Total	(2,438,618)	(974,337)	(1,295,245)	(4,708,200)	100
FTE Reduction	Instructional (8.45) + Non-Instructional (46.55) = (55.50)				

Challenges

- **Number 1 challenge is keeping and retaining faculty and staff**
 - We have exhausted nearly all of the money available to match offers from other institutions
 - Faculty salaries are at 79% of peers
 - Instructional academic staff salaries are at 78% of peers
 - Average annual salaries for all faculty and instructional academic staff are \$25,000 lower than polytechnic peers
- **Ensuring our laboratories remain up to date**
- **Maintaining the cleanliness and appearance of campus**
- **Reorganizing colleges from four to three to save \$360,000 a year**
- **Implementing student services reorganization**
- **Implementing workload/class size changes (in progress)**





UW-Superior Biennial Budget Strategy

It is important to understand the operating environment and what steps have been taken prior to this biennium. Because of the diseconomies of scale given the size of the institution, each dollar cut from the base disproportionately affects the campus. The campus also has structural deficit which cannot be remedied through additional cuts without severely impacting the very integrity of the campus. The university is faced with several small incoming enrollment classes which have yet to work their way through the pipeline even though new freshman enrollment was up 15% last year and is projected to be up again this coming year.

Before the 2015-2017 Biennial Budget Reduction

\$1,754,000 in base budget cuts managed through multi-pronged strategy:

Academics:

- Program Prioritization – a process which reviewed all academic and non-academic programs for efficiency – 14 programs were closed and several faculty lines were eliminated
- Elimination of First Year Seminar – this high impact practice was eliminated because we could not sustain it; this may have a possible negative consequence for retention
- Reduced funding to the Center for Teaching and Learning – this supports faculty development and promotes excellence in teaching and advising
- Reduced Library Acquisition Funds and Hours of Operations
- Eliminated Academic Affairs Special Request Fund – used to fund departmental unexpected needs
- Replaced faculty vacancies with academic staff – fewer full-time tenure track faculty involved and invested in the academic department
- Reduced Assessment Budget – assessment is used to determine if student learning goals are met

Operations:

- Outsourced the Bookstore – eliminated deficit
- Reduced Supplies and Equipment – 15% reduction across the board; have only \$13,000 to support 100 faculty; eliminated software redundancy
- Outsourced Grounds and Custodial – eliminated 20 FTE from 102 budget
- Consolidated Marketing functions – increased efficiency and coordination

Athletics:

- Switched athletic conference from WIAC to UMAC – saved 100+ hours of student travel; reduced travel costs

Administrative:

- Eliminated Vice Chancellor of Campus Life – replaced with Dean
- Eliminated Director of Student Success Center
- Eliminated Technology Analyst/Business Analyst
- Eliminated Associate Dean of Students
- Held vacant CIO position and Director of HR position
- Eliminated Associate Vice Chancellor of Academic Affairs

The 2015-2017 Biennial Budget Reduction

- \$605,000 = 2.5% of budget; if fringe benefits are added = \$851,100
- There are no reserves upon which to draw
- Compensation is considerably behind peers based on CUPA data – would take over \$305,000 for the faculty salaries alone to bring them within 90% of market compared to institutions similar to our size and mission

Strategy-Part I – Reduce Expenses

Academics:

- Departments were assigned reduction targets. The results: 175.5 credits were reduced out of the curriculum; courses eliminated; some scheduled on alternating years increasing scheduling intricacy for students.

Operations:

- Voluntary Separation Incentive Program - 19 faculty and staff; 7 not refilled; others rehired with lower salaries or a reduced percentage of time or with instructional staff: \$350,467.
- Entered into service agreement with UW-Eau Claire for HR Director Services
- Operations positions held or eliminated - Engineering Specialist Manager eliminated; Environmental Health and Safety – reduced percentage; 2 other positions in Facilities eliminated
- Temporarily holding on expenditures – *e.g.* No computer replacement purchases being made and no facilities upgrades such as a new kiln, carpeting, and other required maintenance

Current State:

- \$500,000 remains to be absorbed = 6.5 faculty (equals ~ 1 academic department) or = 9.5 academic staff or = 80 additional or retained students
- Further Cuts Will Further Impact Students - Cutting academic programs means a loss **of** students and a loss **to** students and it takes time to phase out a program; Cutting athletic teams means a loss of students and opportunities for students; Cutting academic support services, which are currently being held together on a shoe string, means a loss of students; Pell eligible, first generation students need support services and these include Veterans & Non Traditional Student Center and First Nations Center

Strategy-Part II - Grow Revenue

Recruitment: Marketing & Communications:

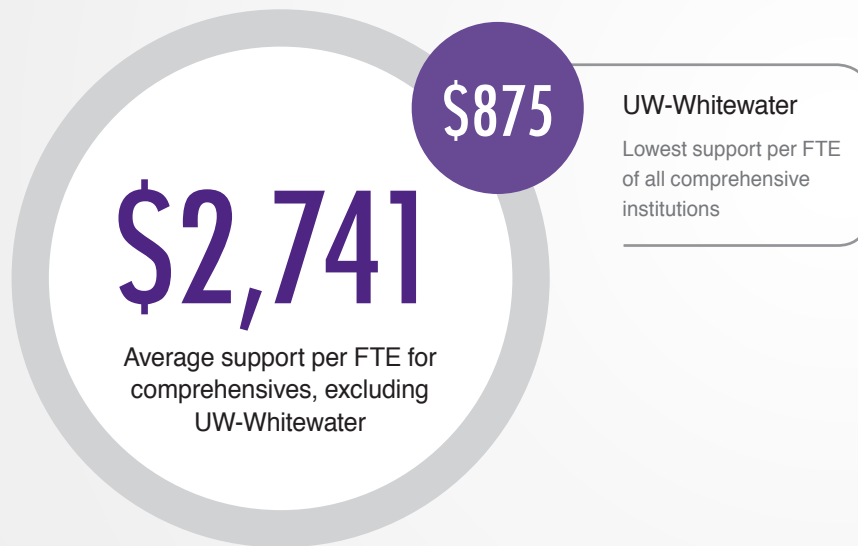
- Increase visibility through strategic public relations, increased marketing presence, increased outreach by Admissions Office to local WI territories; increase in articulation agreements – *e.g.* accounting; business; social work. Undergraduate new freshman enrollment up 15% last year, all time high International student enrollment; enrollment projected to be up again in Fall 2016; 8 Innovation proposals – *e.g.* putting business degree online; adding pre-engineering Associates Degree; Environmental Science degree; streamlining transfer processes; summer camps for K-12 ages

Retention:

- 4 Innovation proposals funded includes living communities, leadership development across the 4 years; adding additional scholarships from the UW-Superior Foundation; a new advising model using professional advisors; focusing on early ID of at risk students; identifying strategies to reduce failures in gateway courses; DFW analysis; remedial math; transcript request alerting; course scheduling for completion; academic calendar review; curriculum completion maps for students

STATE SUPPORT FOR INSTRUCTION PER FULL-TIME EQUIVALENT (FTE) STUDENT

STATE INSTRUCTIONAL SUPPORT PER FTE



Source: UW System Redbook
(excluding debt service, utilities and financial aid)

ENROLLMENT BY FTE AT COMPREHENSIVE UNIVERSITIES

UW-Whitewater	10,927
UW-Oshkosh	10,654
UW-La Crosse	9,937
UW-Eau Claire	9,620
UW-Stevens Point	8,292
UW-Platteville	7,853
UW-Stout	7,739
UW-River Falls	5,263
UW-Green Bay	4,834
UW-Parkside	3,631
UW-Superior	2,058

Source: Office of Policy
Analysis Research (2015-16)



The budget reduction for 2015-16 was **\$5.8 million**, including unfunded fringe benefits.

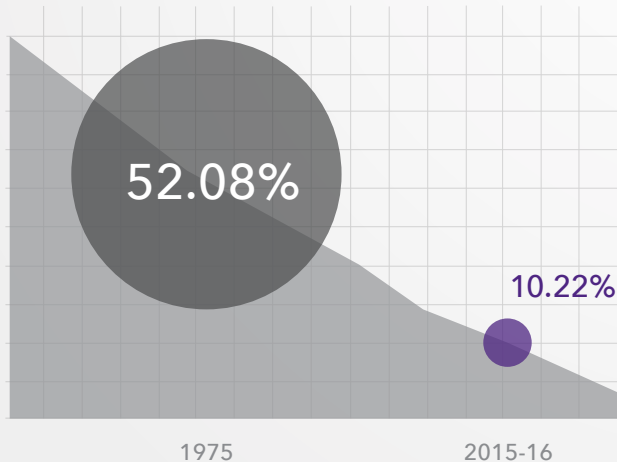
State support for instruction has declined more than 50 percent, from \$21.1 million in 2009-10 to \$9.6 million in 2015-16.

40 POSITIONS CUT FROM STATE FUNDING IN 2015-16

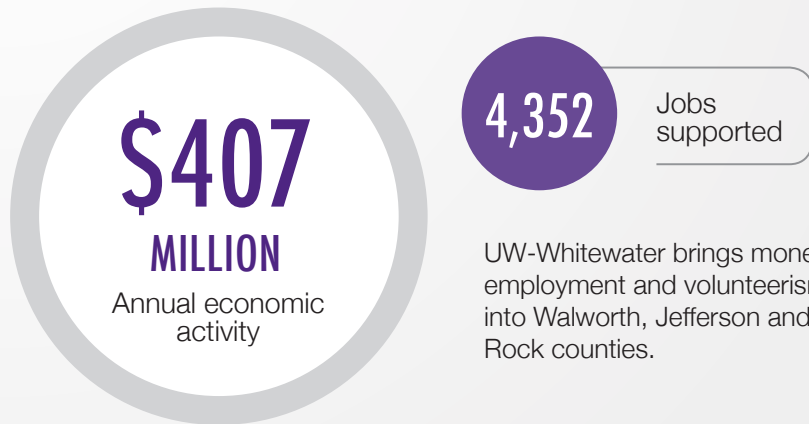
FALL 2015 COURSE OFFERINGS COMPARED TO FALL 2014

↓ **42** FEWER COURSES ↓ **118** FEWER COURSE SECTIONS

STATE SUPPORT OF TOTAL BUDGET



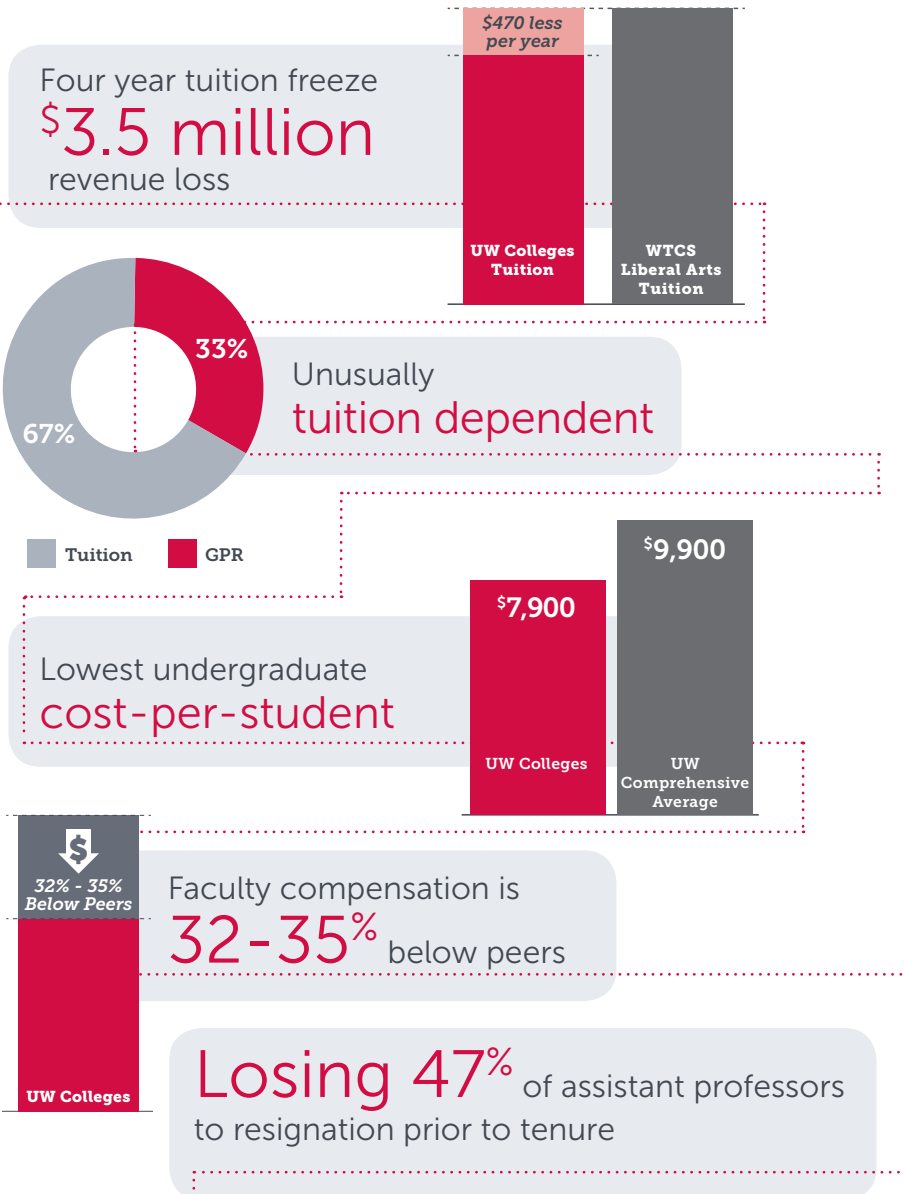
REGIONAL ECONOMIC IMPACT OF UW-WHITEWATER



UW-Whitewater brings money, employment and volunteerism into Walworth, Jefferson and Rock counties.

Mission: Access, transfer, affordable value, local and flexible, educational innovation that supports a highly educated workforce that remains in the state and in their communities.

Before the 15-16 cut

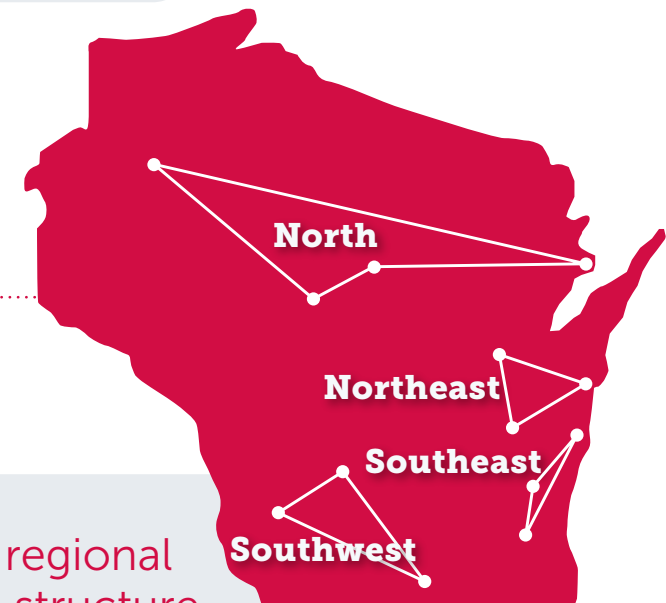


Immediate Response

Fully Completed in FY15-16

No Reduction
 in faculty or course offerings due to the cut

\$5 million cut
14% cut in state support



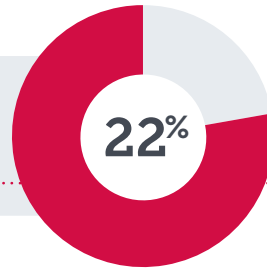
Solution:
consolidated, regional administrative structure

Budget Cut Impacts

110 employees
 received involuntary lay-offs

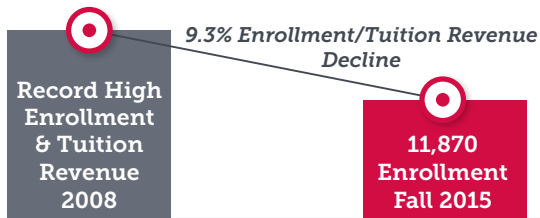
For a Net Loss of
62 full-time equivalent employees

22% reduction
 in non-instructional workforce



county/city partner anxiety
\$8 million current annual investment
\$440m value of facilities

Potential impacts
 on student retention and completion
533:1 student to advisor ratio

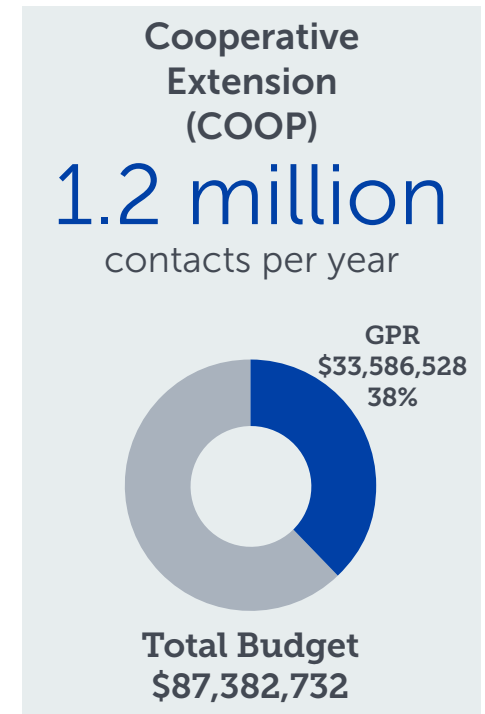
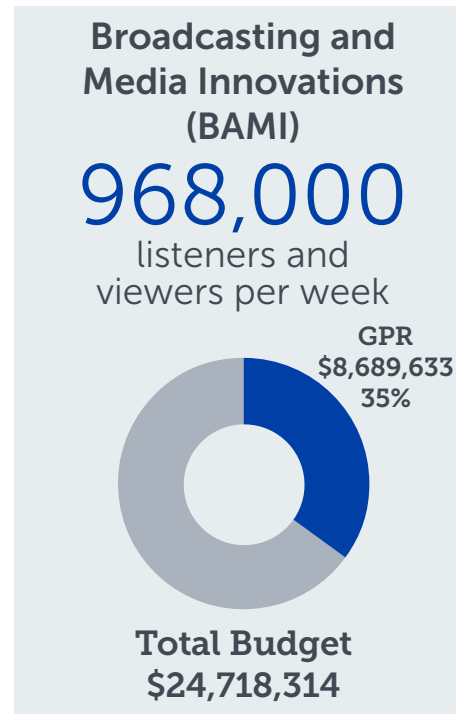
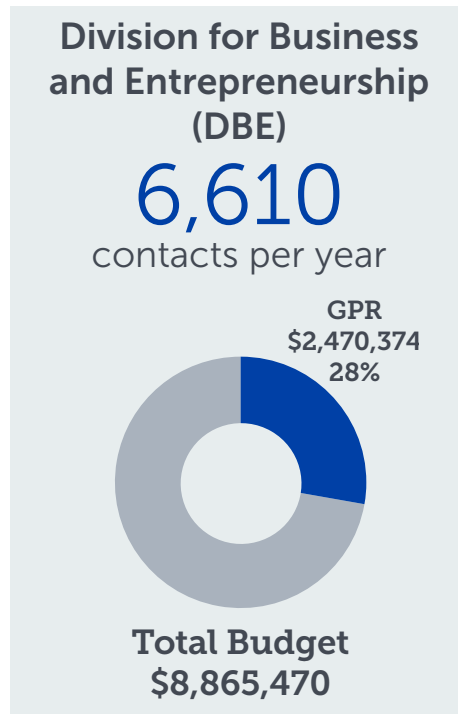
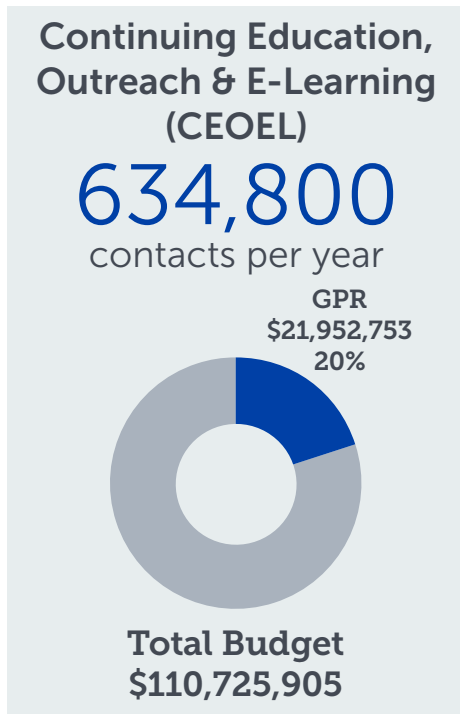


Continued elimination of high
 impact practices affects student
 success, retention, and completion

Severe interruption to core business
 turnover in student recruiters contributed to
 enrollment decline

Safety and security
 fewer eyes, less authority present
 on campus

Mission: To extend research, expertise, and programs of the University of Wisconsin to directly benefit the people of Wisconsin where they live and work. To enhance the quality of life throughout the state.



\$5.6 million cut
7% cut in state support

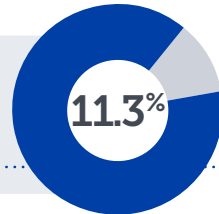
Immediate discussions
with each division to plan

3 of 4 divisions
have implemented their cuts

- Early Impacts in CEOEL, BAMI, and DBE:**
- **Elimination of some collaborative degree programs** earlier than planned
 - **Reduction in the size of Big Idea tournament and Ideadvance** (our business plan competition programs) 25-30% fewer campuses participated than last year
 - Partner (Educational Communications Board) **eliminated 7 FTE positions** in the K-12 Media Lab
 - **Eliminated partnership** with Educational Television Productions of Northeast Wisconsin (Green Bay)

Cooperative Extension (Statewide program in 72 counties and 3 tribal nations)

\$4 million GPR reduction;
approximately **11.3% of total GPR**



Loss of multiplier effect;
each **\$1 GPR lost** threatens the match

\$.66 From Counties

\$1 From Federal

\$20 million county investment
at risk due to anxiety from county partners,
campus partners, and professional groups

80 FTE
projected position
eliminations

Reorganizing a structure that has been
part of the fabric of the state for

100 years

Concerns voiced by over **600 individual
pieces of feedback** on reorganization

Multi-County Areas for UW-Extension

