

Executive Summary
Budget Recommendations to the Chancellor from the Chancellor's Staff

December 15, 2016

The Chancellor's Staff met on December 12, 2016 to review the budget recommendations sent from the Strategic Planning Core Team, the Center for Excellence in Teaching and Learning, the Planning and Budgetary Council of the Faculty Senate, Academic Staff Senate and University Staff Senate. In addition to the alignment with the Strategic Plan, several factors were considered in light of the recommendations:

1. Whether it addressed the primary goal of student retention and enrollment
2. Current and projected enrollments, which impacts university revenue. While admissions and enrollments are improving and retention efforts are underway, revenues are not yet at a level to support significant budgetary obligations, especially in the area of personnel additions requiring base funding allocations.
3. Possible sources of funding
4. Whether the expenditure was a one-time expense or was reoccurring
5. Uncertainty surrounding the upcoming 2017-2019 biennial budget
6. Consideration of existing structural budget deficits

Based on these considerations, it was recommended to the Chancellor that the following projects or areas be considered for funding:

1. HIP's Coordinator Salaries – it was recommended to continue to fund and follow the current model whereby faculty release time was granted for faculty members who assumed a HIP coordinator role. It was determined that the experience and commitment of faculty members who take on these roles was instrumental in maintaining momentum and advancement in these areas (including the development of assessments of student learning in the HIPs areas).
2. Counselor Salary – Evidence was provided that demonstrated the mental health needs of students on the UW-Superior campus are rising. Furthermore, compared to other UW campuses most similar in size, UW-Superior employs fewer staff to address those needs. Possible alternatives, such as contracting with an outside vendor for services, was not deemed viable after review of the experiences of other campuses (*e.g.*, UW-River Falls). The proposal would permanently increase the counseling staffing levels to better meet student needs by increasing by .2 this position, in essence making it full time. Lower returning student enrollment has put pressure on the budget sources that are available to Student Affairs to staff the Counseling Center.
3. Academic Advisor – Advising is moving from a reactive to a proactive model, from a transactional to a case management approach. The professional advisors are asked to intervene with at-risk students to address *Assist* early alerts, holds on registrations, transcript requests, and other factors. The load is approaching 300 students per advisor, a load which may prove unmanageable as the proactive expectations and activity level of advising increases. The timeliness and effectiveness of interventions with students has a direct impact on student success. The Chancellor's Staff recommended that an additional advisor position be considered in the future if resources became available.

4. BP Logic Purchase, Annual Fee, and Support Person – Workflow efficiency across the campus would be greatly enhanced with the addition of BP Logics. Expansion of the current system is cost prohibitive. Many processes which are currently paper-driven (searches, contracts, authorizations, admissions inquiries and applications, *etc.*) would benefit from electronic workflow management, thereby improving accessibility, turnaround time, and tracking. UW-Superior is the only campus in the UW System not to fully employ electronic workflow document processing. Academic Partnerships is already strongly encouraging UW-Superior adopt more fully this method of handling admissions applications. Should the volume of applications increase, it would be the only way to manage the workload effectively. The addition of a support person for BP Logics is recommend, which may require a reallocation from existing staff.

In addition, it was recommended that the following items from the Student Success Grants which did not receive funding be funded:

1. Supplemental Instruction – It is recommended that the pilot for supplemental instruction continue until data can be gathered and analyzed as to its effectiveness.
2. Math Remediation Development – Support for faculty members to attend the UW Math Remediation Summit to be held by UW System in January of 2017 is encouraged. The Math Department is currently working on several strategies to address students' math achievement.

Further discussions will be on-going about the need to address systematically through policies and funding processes:

1. Computer upgrades, software purchases, and technology-related items
2. Professional development funds for university employees
3. Facility improvements
4. Student employment/work study allocations
5. Reduced Tuition/Tuition reimbursement for UW-Superior employees