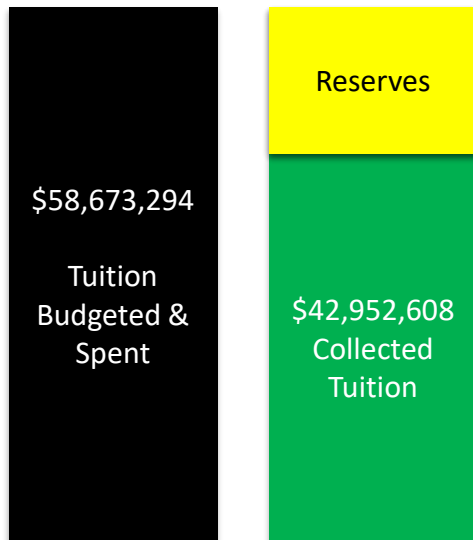


Chancellor's Town Hall

Nov. 1-2, 2023

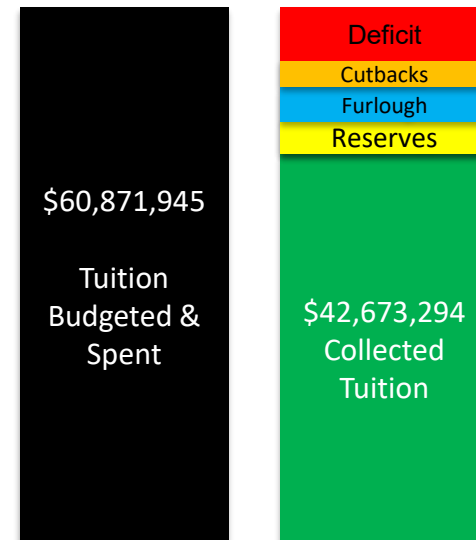
How did we get here?

FY2023
End Year in the Black



\$15.7 Million Deficit

FY2024
End Year in the Red

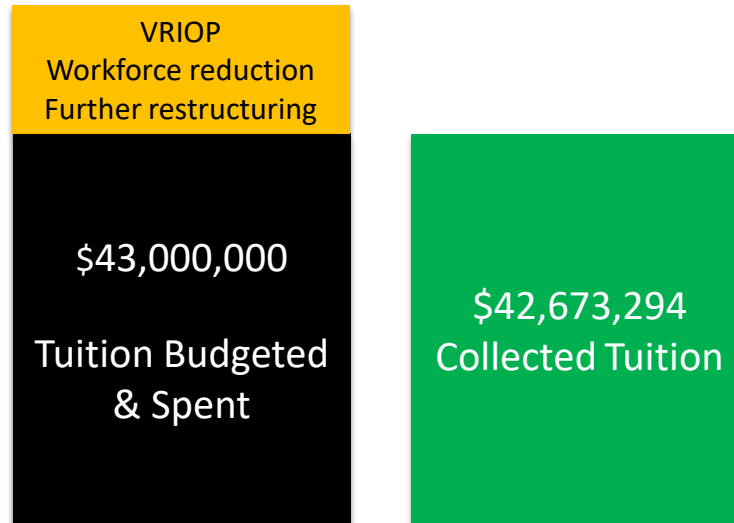


\$18.2 Million Deficit

Needed Action

FY2025

Using FY2024 numbers as example



The Process

-
- Eligible VRIOP faculty and staff finalized participation in summer/fall.
 - **September Workshop**
 - Benchmarking (source: Universities of Wisconsin institutions, Benchmarking Project data).
 - Legal, HR, U's of Wis.-contracted consultant in support.
 - Three primary criteria (UWS Policy 1232):
 - Needs of institution to deliver services.
 - Relative skills, knowledge, or expertise of employees.
 - Length of service to classification, department and/or University.
 - Faculty and IAS not subject to workshop layoff examination.
 - Recommendations to VCs, Chancellor and shared with SG

Workforce reductions

- 76 voluntary retirements.
 - 49 staff members.
 - 21 faculty members.
 - 6 instructional academic staff.
- 140 layoffs (... employee group detail outlined ahead).
- 34.5 vacant positions eliminated.
- \$14.7 million in salary savings to date.

Workforce Reduction as % of Division Budget

Division	Amount	FTE
CHANCELLOR		
FY24 Total Salary Budget (excluding grants) & FTE	3,629,888	55.53
Total IRP Reductions	(\$594,725)	(9.00)
Total as Percentage of FY24 Budget	16%	16%
ACADEMIC AFFAIRS		
FY24 Total Salary Budget (excluding grants) & FTE	55,244,519	821.22
Total IRP Reductions	(\$5,856,377)	(103.51)
Total as Percentage of FY24 Budget	11%	13%
STUDENT AFFAIRS		
FY24 Total Salary Budget (excluding grants) & FTE	14,507,682	259.94
Total IRP Reductions	(\$3,859,844)	(67.55)
Total as Percentage of FY24 Budget	27%	26%

Workforce Reduction as % of Division Budget

FINANCE & ADMINISTRATION		
FY24 Total Salary Budget (excluding grants) & FTE	11,677,374	204.05
Total IRP Reductions	(\$2,556,080)	(39.79)
Total as Percentage of FY24 Budget	22%	20%
UNIVERSITY AFFAIRS		
FY24 Total Salary Budget (excluding grants) & FTE	3,670,268	51.53
Total IRP Reductions	(\$1,797,615)	(22.00)
Total as Percentage of FY24 Budget	49%	43%
TOTAL	88,729,731	1,392.27
Total IRP Reductions	(\$14,664,642)	(241.85)
Total as Percentage of FY24 Budget	17%	17.4%

Workforce reductions by division and classification



University of Wisconsin - Oshkosh

Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	82.23	84	-\$4,705,420.43
	VRIOP	11.85	12	-\$796,151.82
Total Impact		94.08	96	-\$5,501,572.25
University Staff				
	Layoff	36.53	40	-\$1,534,418.70
	VRIOP	31.22	32	-\$1,436,743.28
Total Impact		67.75	72	-\$2,971,161.98
Faculty				
	Layoff	0.00	0	\$0.00
	VRIOP	19.60	21	-\$1,600,374.36
	<i>Return to Faculty</i>	4.00	5	
Total Impact		19.60	21	-\$1,600,374.36
Instructional Academic Staff				
	Layoff	0.00	0	\$0.00
	VRIOP	4.95	6	-\$310,062.25
	<i>Return to IAS</i>	1.00	1	
Total Impact		4.95	6	-\$310,062.25
Limited Appointees				
	Appointment End	16.00	16	-\$1,715,922.74
	VRIOP	5.00	5	-\$618,710.00
	<i>Return to Faculty</i>	2.00	2	
Total Impact		21.00	21	-\$2,334,632.74
Existing Vacancies Not Being Filled				
	Vacancies	34.50		-\$1,946,838.00
Total Impact		34.50		-\$1,946,838.00
Grand Total		241.87	216	-\$14,664,641.59

Workforce Reduction Totals by Division

Chancellor's Office				
Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	3.00	3	-\$152,162.00
	VRIOP	2.00	2	-\$122,360.00
Total Impact		5.00	5	-\$274,522.00
University Staff				
	VRIOP	1.00	1	-\$74,068.80
Total Impact		1.00	1	-\$74,068.80
Limited Appointees				
	End Appointment	1.00	1	-\$117,500.00
	VRIOP	1.00	1	-\$93,065.00
	<i>Return to Faculty</i>	1.00	1	
Total Impact		2.00	2	-\$210,565.00
Existing Vacancies Not Being Filled				
	Vacancies	1.00		-\$35,569.00
Total Impact		1.00		-\$35,569.00
Grand Total		9.00	8	-\$594,724.80



Academic Affairs				
Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	25.73	27	-\$1,381,829.94
	VRIOP	3.00	3	-\$201,115.00
Total Impact		28.73	30	-\$1,582,944.94
University Staff				
	Layoff	25.25	28	-\$1,017,143.50
	VRIOP	11.53	12	-\$482,365.52
Total Impact		36.78	40	-\$1,499,509.02
Faculty				
	Layoff	0.00	0	\$0.00
	VRIOP	19.60	21	-\$1,600,374.36
	<i>Return to Faculty</i>	4.00	5	
Total Impact		19.60	21	-\$1,600,374.36
Instructional Academic Staff				
	Layoff	0.00	0	\$0.00
	VRIOP	4.95	6	-\$310,062.25
	<i>Return to IAS</i>	1.00	1	
Total Impact		4.95	6	-\$310,062.25
Limited Appointees				
	End Appointment	3.00	3	-\$255,818.00
	VRIOP	1.00	1	-\$145,693.00
	<i>Return to Faculty</i>	1.00	1	
Total Impact		4.00	4	-\$401,511.00
Existing Vacancies Not Being Filled				
	Vacancies	9.45		-\$461,975.00
Total Impact		9.45		-\$461,975.00
Grand Total		103.51	101	-\$5,856,376.57

Finance & Administration

Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	7.00	7	-\$541,848.86
	VRIOP	3.85	4	-\$268,135.20
Total Impact		10.85	11	-\$809,984.06
University Staff				
	Layoff	3.25	4	-\$169,832.00
	VRIOP	14.69	15	-\$667,046.56
Total Impact		17.94	19	-\$836,878.56
Limited Appointees				
	End Appointment	2.00	2	-\$272,407.86
	VRIOP	2.00	2	-\$246,100.00
Total Impact		4.00	4	-\$518,507.86
Existing Vacancies Not Being Filled				
	Vacancies	7.00		-\$390,710.00
Total Impact		7.00		-\$390,710.00
Grand Total		39.79	34	-\$2,556,080.48

Student Affairs				
Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	37.50	38	-\$2,038,334.43
	VRIOP	2.00	2	-\$140,791.62
Total Impact		39.50	40	-\$2,179,126.05
University Staff				
	Layoff	6.00	6	-\$250,577.60
	VRIOP	1.00	1	-\$39,020.80
Total Impact		7.00	7	-\$289,598.40
Limited Appointees				
	End Appointment	6.00	6	-\$585,600.00
Total Impact		6.00	6	-\$585,600.00
Existing Vacancies Not Being Filled				
	Vacancies	15.05		-\$805,520.00
Total Impact		15.05		-\$805,520.00
Grand Total		67.55	53	-\$3,859,844.45

University Affairs

Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	9.00	9	-\$591,245.20
	VRIOP	1.00	1	-\$63,750.00
Total Impact		10.00	10	-\$654,995.20
University Staff				
	Layoff	2.00	2	-\$96,865.60
	VRIOP	3.00	3	-\$174,241.60
Total Impact		5.00	5	-\$271,107.20
Limited Appointees				
	Limited	4.00	4	-\$484,596.88
	VRIOP	1.00	1	-\$133,852.00
Total Impact		5.00	5	-\$618,448.88
Existing Vacancies Not Being Filled				
	Vacancies	2.00		-\$253,064.00
Total Impact		2.00		-\$253,064.00
Grand Total		22.00	20	-\$1,797,615.28

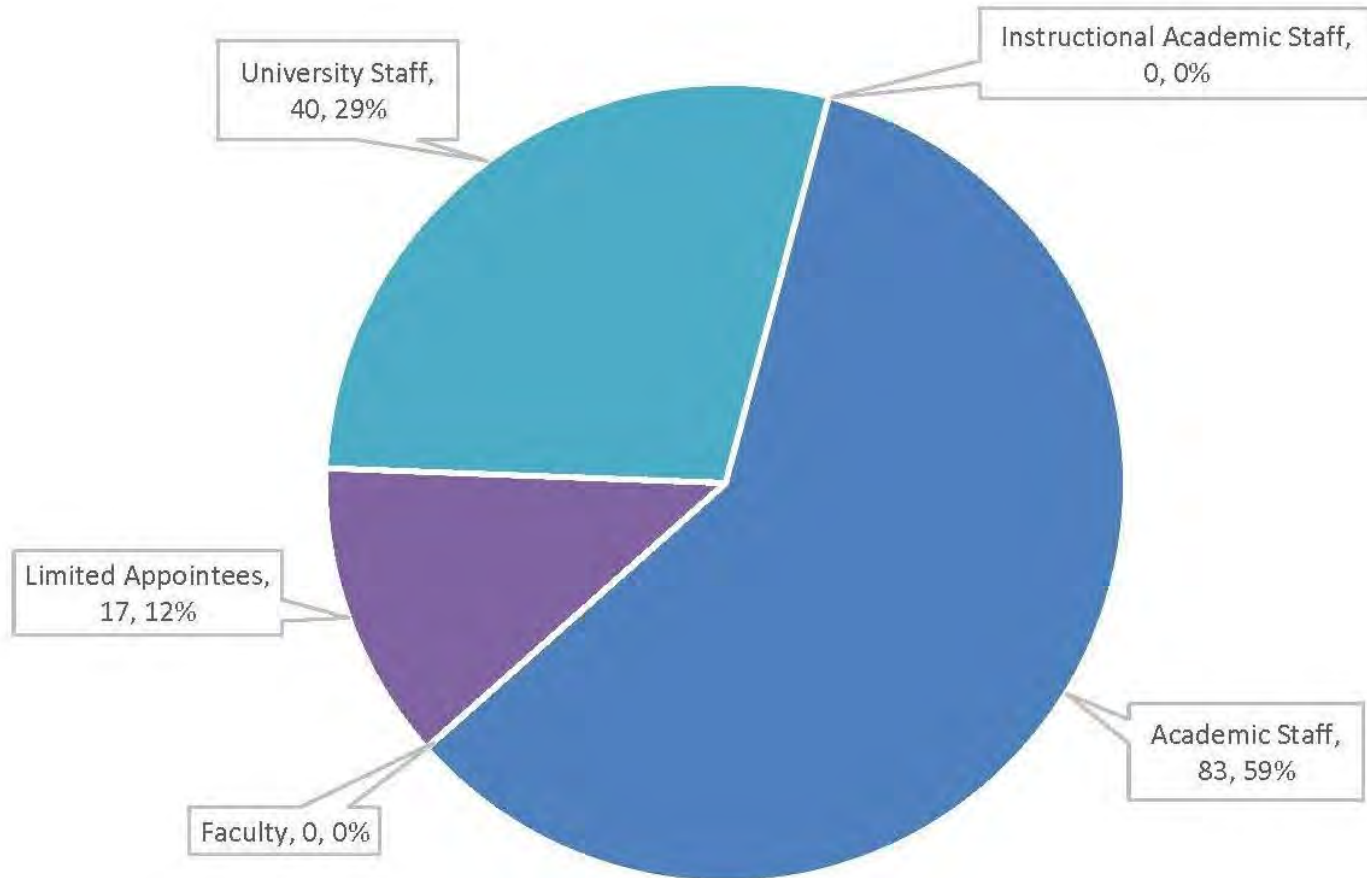
UWO Fond Du Lac

Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	VRIOP	1.00	1	-\$41,995.00
Total Impact		1.00	1	-\$41,995.00
University Staff				
	VRIOP	1.00	1	-\$39,395.20
Total Impact		1.00	1	-\$39,395.20
Faculty				
	Layoff	0.00	0	\$0.00
	VRIOP	1.00	1	-\$63,240.00
Total Impact		1.00	1	-\$63,240.00
Instructional Academic Staff				
	Layoff	0.00	0	\$0.00
Total Impact		0.00	0	\$0.00
Grand Total		3.00	3	-\$144,630.20

UWO Fox Cities

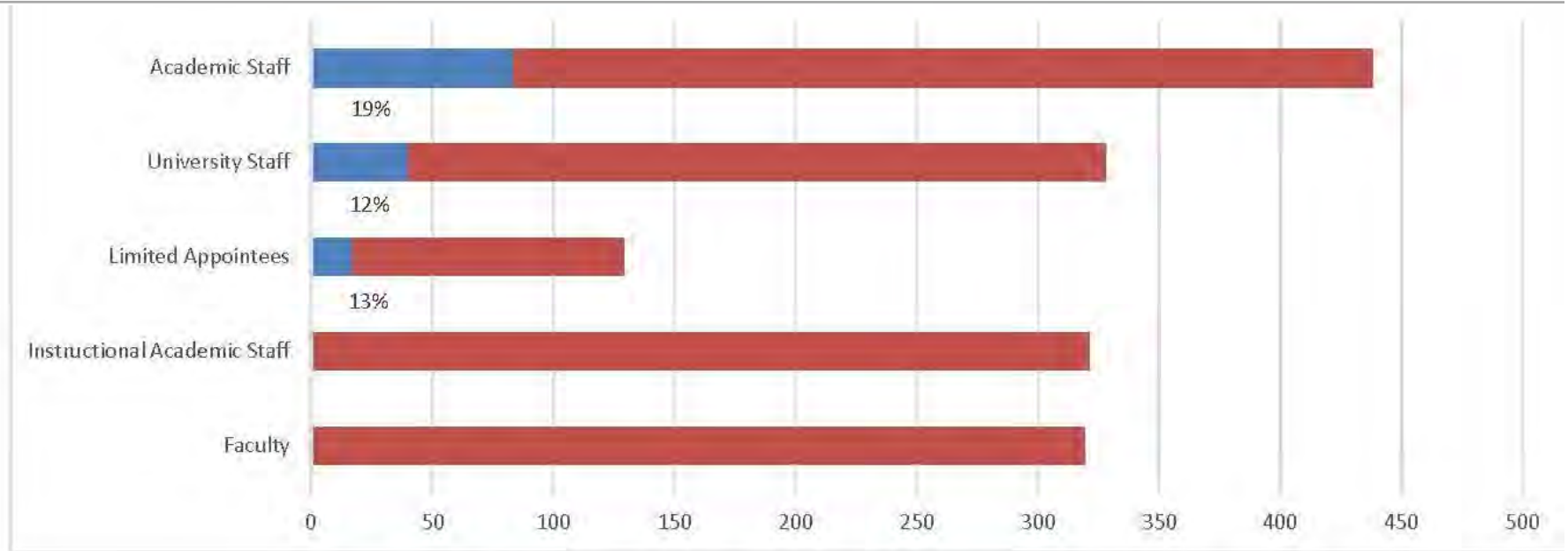
Employee Class	Impact	Sum of FTE	Employee Count	Sum of Salary Impact
Academic Staff				
	Layoff	1.00	1	-\$41,824.00
Total Impact		1.00	1	-\$41,824.00
University Staff				
	Layoff	2.00	2	-\$93,600.00
	VRIOP	0.88	1	-\$33,415.20
Total Impact		2.88	3	-\$127,015.20
Faculty				
	Layoff	0.00	0	\$0.00
	VRIOP	2.00	2	-\$135,530.00
Total Impact		2.00	2	-\$135,530.00
Instructional Academic Staff				
	Layoff	0.00	0	\$0.00
Total Impact		0.00	0	\$0.00
Limited Appointees				
	Appointment End	1.00	1	-\$93,248.00
Total Impact		1.00	1	-\$93,248.00
Grand Total		6.88	7	-\$397,617.20

Layoff impact by classification



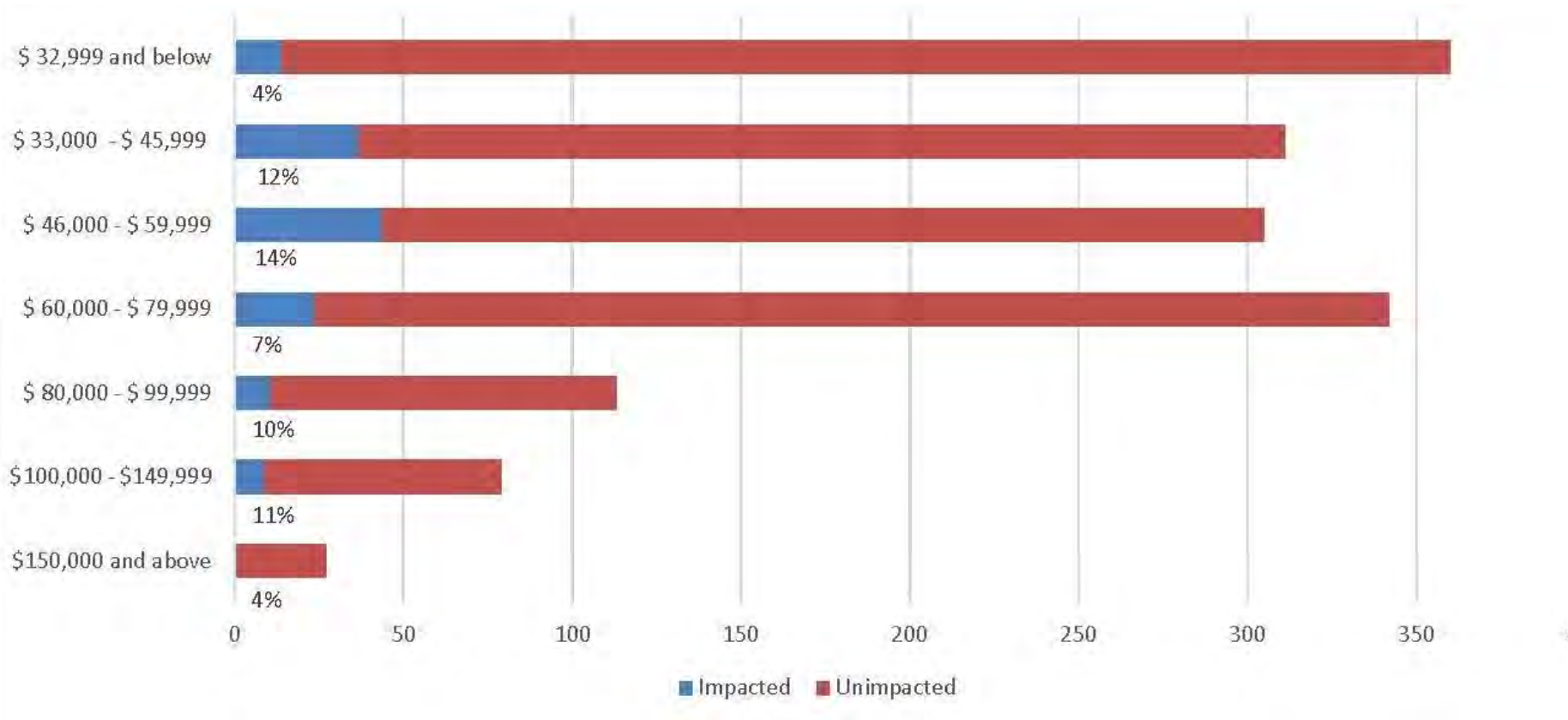
■ Academic Staff ■ Faculty ■ Instructional Academic Staff ■ Limited Appointees ■ University Staff

Layoff by classification as % of employees

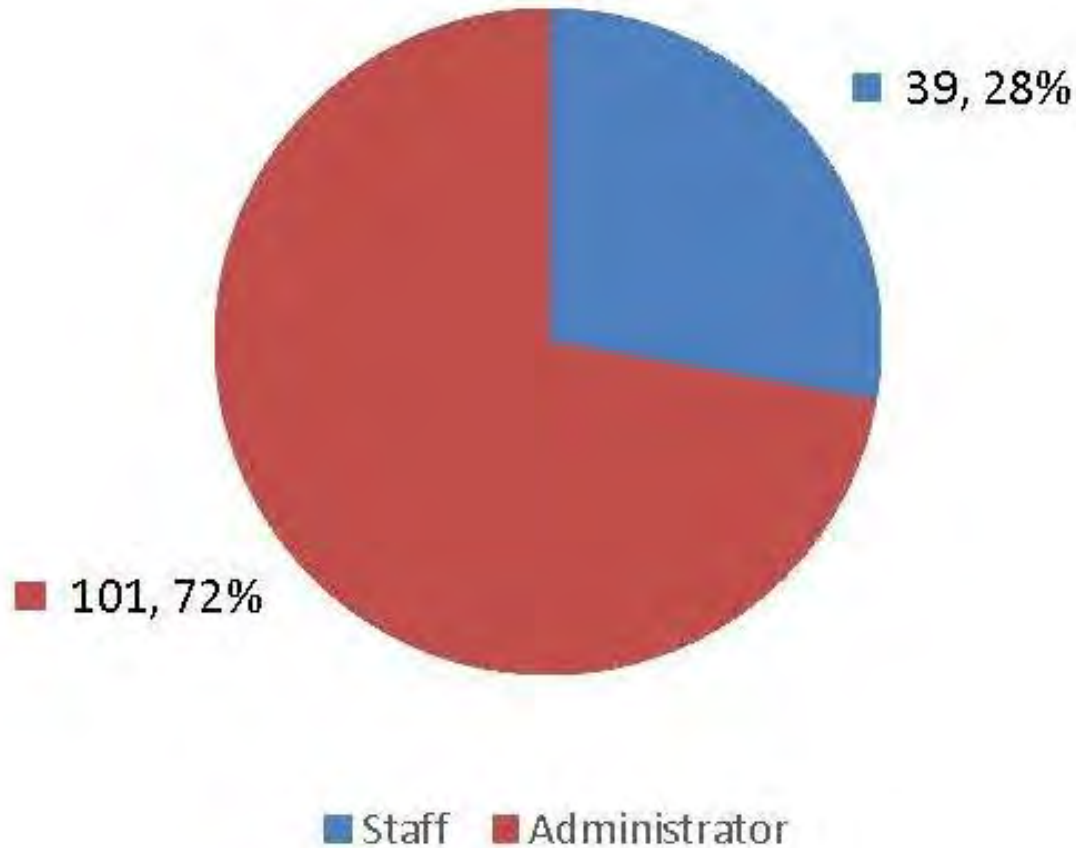


	Impacted Employees	Total Employees	Percentage Impacted
<i>Academic Staff</i>	83	438	19%
<i>University Staff</i>	40	330	12%
<i>Limited Appointees</i>	17	129	13%
<i>Instructional Academic Staff</i>	0	321	0%
<i>Faculty</i>	0	319	0%

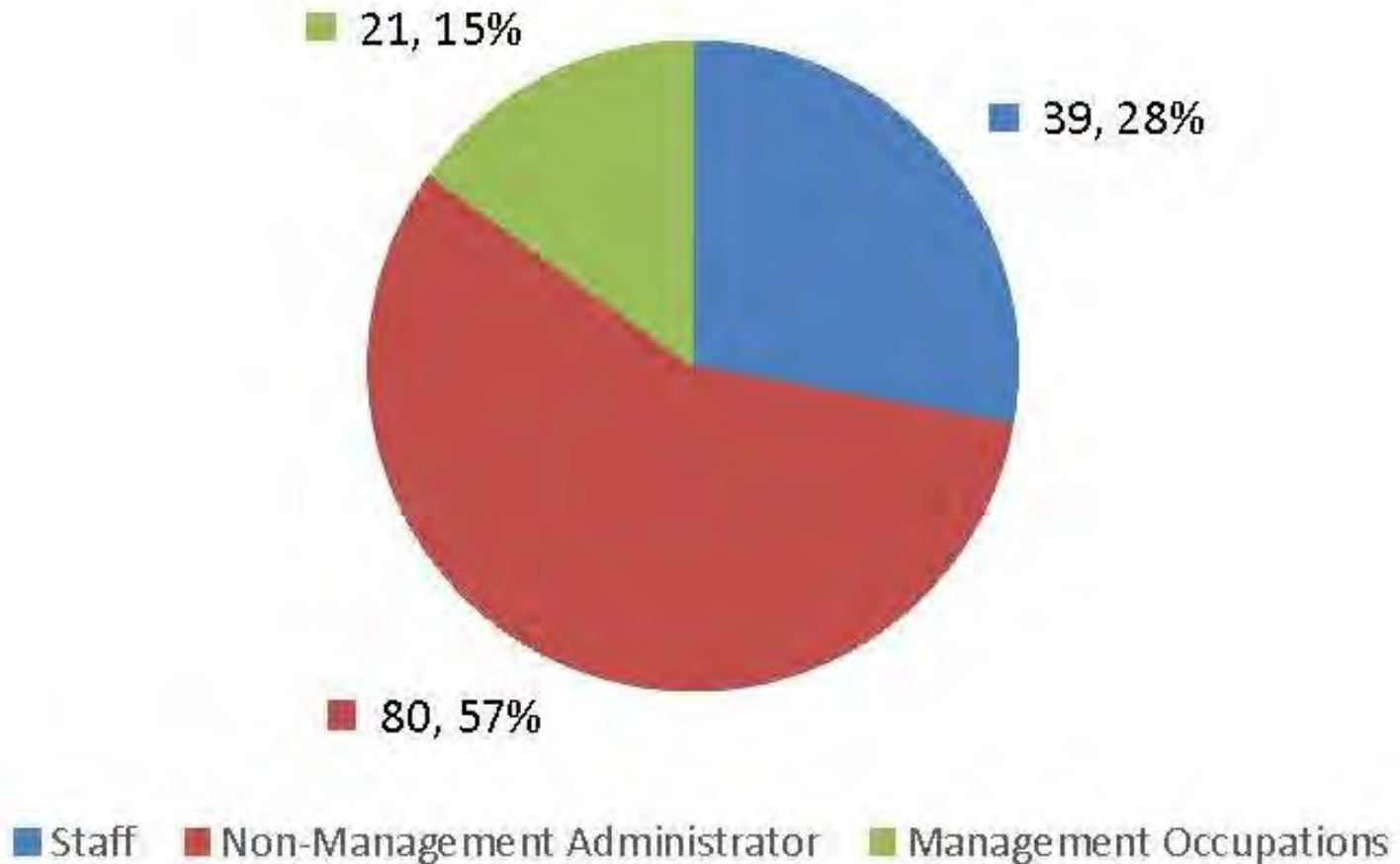
... By salary brackets



Employee Impact by Occupational Category



Employee Layoff by Occupational Category



Transition Planning

Academic Affairs

Academic Affairs

CAPP

- 4 FTE total reduction.
- Admin position funded by PR is being reinstated.
- Transitioning director role to integrated faculty director position.
- Continuity plans have been communicated to partners.

CAR

- 0 FTE Reduction.
- Looking to explore efficiencies through further coordination of tutoring services.

CETL

- Eliminated director position and stipend.
- Admin and budget support from Provost's office.
- Programming will be coordinated by AVC for R&I.
- Absorbing instructional design capacity from OCE.

Colleges

- Total 33.5 FTE reduction, based on benchmarking ratios, funding source, seniority.
- Deans working on college-specific plans for admin support.
 - **COB**: 4 FTE admin position reduction.
 - **COEHS**: 6 FTE admin position reduction.
 - **COLS**: 23.5 FTE admin position reduction.
 - **CON**: 0 FTE laid off (all admins funded by cost recovery).

Academic Affairs

Faculty Development/OSCRA

- Eliminated director stipend, direct admin support
- Will continue to be housed under Research and Innovation
- Spring scholarship celebration will continue as planned
- Admin and budget support from Provost's office
- Faculty Development Board funding reduced to \$100,000 for FY 24, 25
- Updating guidelines for FDB programs to insure transparency, accountability

Libraries

- 2.5 FTE Reduction
- Administrative and budgetary support moved to Provost's office

Academic Affairs

OCE

- 17.9 FTE Reduction.
- Continuing Ed/Community Programming is being eliminated.
- Academic Programs being transitioned to academic units in phases.
- UARC absorbing advising for students previously advised by OCE.
- Recruitment and marketing functions absorbed by enrollment management.
- Instructional design support moving to CETL.
- Curricular oversight, system liaison role transitioning to AVC for Curricular Affairs.

Academic Affairs

OIE

- 3.0 FTE net reduction.
- New 1.0 FTE support position will support office with reimagined scope.
- Will continue to support study abroad through external programs, partnerships.
- Significantly reduced ability to support customized programs led by UWO faculty and inbound international group visits.
- Honors College study abroad will continue; college staff absorbing tasks.
- Enrollment Management supporting international admissions, visa processes.

OSP

- 1.0 FTE Reduction.
- Coordinating additional administrative and budgetary needs for OSP and other areas under AVC for R&I with Provost's office.

Testing Center

- 2.0 FTE Reduction.
- Classroom testing not available beginning spring 2024 semester.
- Priority will be support for students with testing accommodations, coordinated with student affairs.
- Opportunity with reconfiguration of externally funded LTE position.
- SOS function will shift to AVC for Curricular Affairs & Institutional Effectiveness.

UARC

- 5.0 FTE Reduction.
- Absorbing OCE advising responsibilities.
- Rebalancing existing portfolios.

Academic Affairs

USP

- 3.3 FTE Reduction.
- Admin and budget support from Provost's office.
- Scheduling and curricular aspects to be handled by director, colleges, AVC for curricular affairs.
- Reconfigured director position.
- Opportunity for input from USP committees and councils for how to adapt program given new staffing plan.

Writing Center

- .8 FTE Reduction.
- Reconfigured director position.
- Being absorbed into Department of English.

Other Areas with Impact on Faculty

- Biogas Program - will cease operations at end of 2023.
- IT - Classroom Tech prioritized over event support.
- SIRT – partial hibernation of programming, annualized savings of \$250,000.
- Student Affairs
 - Project Success
 - Accessibility Center

Enrollment and Student Success

New approaches, directions

- Increased collaboration in programs, services and events hosted by departments in the division to improve quality and student engagement.
- Professional development for all staff to transition from *specialists* to *generalists*, improve student services and increase engagement and alignment of our processes.
- Stronger alignment of departments with shared missions.
- Opportunity to leverage technology to increase efficiencies and services for students – tools such as Navigate, You@UWO and Mantra.

Enrollment and Student Success

Merged Units

- *Reeve Union and Student Recreation* – operations of Reeve and SRWC are similar in scope and complexity.
- *Residence Life and Dining* – both auxiliary units will report to one supervisor and work closely together.
- We will implement an integrated care model for students by aligning the services of our *Student Health and Counseling Centers*.
 - Both units share one electronic health record and work closely to provide comprehensive care for students.

Enrollment and Student Success

Reorganized Units

- *Pre College-Programs and ECCP* will report to Admissions to increase collaboration and intentionality on our outreach and college pipeline efforts.
- *International Student Services* will report to Admissions.
 - Staff primarily serve in roles related to admissions and processing documents necessary for visas/entry into the US.
- *New Student and Family Programs (NSFP)* will adopt two remaining Navigators and implement a peer-based mentoring model to continue our retention efforts for first-year students.

Consolidations and Partnerships

- Partner with Finance and Administration to develop a centralized campus events unit for conferences, community and campus wide events.
- UBO will continue to work with divisional financial staff to improve support across the division and improve efficiencies.
- Will continue to work with Academic Affairs on student success and outreach initiatives to impact student success and retention.

Enrollment and Student Success

Project Success and Accessibility Center

- Merger has been in process since spring.
- Staff review continues to ensure delivery of services in new, fused operation.

Career and Professional Development

- With CPD now positioned alongside Admissions and Enrollment Management, staff review and planning continues.

University Affairs

University Affairs

Division of University Affairs

- 22 FTE total reduction.
- Elimination of the position of Vice Chancellor for University Affairs by January 1, 2024.
- Elimination of the Division of University Affairs by January 1, 2024.

University Advancement (Development/Alumni Relations/Foundation Support)

- 5 FTE total reduction.
- Transitioning remaining 5 FTE to Chancellor's Office.

Biogas Program

- 3 FTE total reduction.
- Biogas program will cease operations by the end of 2023.

UWO Police Department and Parking Services

- 4 FTE total reduction.
- UWOPD will continue with 24/7/365 coverage.

Compliance, Risk and Integrity

- 1 FTE total reduction.
- Elimination of the unit and distribution of functions to other operations.

CCDET

- 0 FTE total reduction.
- Cost recovery operation to be moved to the Provost's Office.

Whitburn Center for Governance and Policy Research

- 0 FTE total reduction.
- Cost recovery operation to be moved to the Provost's Office.

Finance and Administration

Absorption due to elimination of Division of University Affairs:

- Parking.
- University Police.
- Emergency Management.
- Environmental Health & Safety.
- Compliance, Risk and Integrity.
- Public Records Management.
- Events Management (new, consolidated area).

Finance and Administration

Additional transition planning:

- Facilities is eliminating vacancies and using VRIOP to meet its reduction; work transitioning to existing staff.
- Human Resources transitioning data requests to existing staff.
- Financial Services has eliminated two business analysts, an Asst. Vice Chancellor position and an assistant controller. Student accounts will transition to existing staff and other duties will fall to the single Controller position. Bookstore is eliminating two vacancies; transitioning cash handling to existing staff.
- Information Technology is creating a leadership structure that merges two positions into one Chief Information Officer.
 - Reductions in device support and user services positions include plans for work to transition to student help. Peoplesoft Development and other IT services will be outsourced to UW System Shared Services.

Chancellor

Chancellor

Chancellor's Office

- 9 FTE total reduction
- Addition of unit of University Communications and unit of University Advancement
- Position of Assistant Chancellor for Access Campuses will be eliminated
- Chancellor will supervise University Advancement
- Access Campus events managed centrally

Office of Institutional Effectiveness

- 1 FTE total reduction

University Communications

- 3 FTE total reduction
- Chief of Staff supervises University Communications; moved in late summer

Barlow Planetarium – Fox Cities Campus

- 0 FTE total reduction
- Funded through Foundation support

Weis Earth Science Museum – Fox Cities Campus

- 0 FTE total reduction
- Funded through Foundation support

Athletics

- 1 FTE total reduction

Moving forward

- We have made every effort to protect the identities of those affected by layoff. It becomes more difficult as we draw closer to the end of the layoff and appeal cycle, but we are committed.
- Affected employees have sophisticated outplacement services supporting them through the financial support of the Universities of Wisconsin.
- Significant time and energy have gone into transition planning. We are moving forward; it's not perfect.

Moving forward

- Our efforts are already identifying efficiencies and innovations.
- In months ahead, we will discover new ways to do our work.
- Hard choices and hard work continue to keep us on track to eliminate our structural deficit.

Chancellor's Town Hall

Nov. 1-2, 2023



UNIVERSITY OF WISCONSIN
OSHKOSH