

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Business and Finance Committee

Via Webex Videoconference

Thursday, October 8, 2020

10:30 a.m. – 12:00 p.m.

- A. Calling of the Roll
- B. Declaration of Conflicts
- C. Approval of the Minutes of the August 20, 2020 Meeting of the Business and Finance Committee
- D. Review and Approval of the Program Revenue Balances Report for FY20
- E. Approval of the Administrative Transformation Program
- ~~F. Approval of a UW-Madison Master Clinical Trial Research Agreement with Cerveau Technologies, Inc.~~
- G. Approval of a UW-Madison Master Clinical Trial Agreement with Exact Sciences Corporation
- H. Approval of Regent Policy Document 21-10, "Institutional Relationships with Associated Affiliated Organizations"
- I. Approval of Regent Policy Document 21-11, "Cost-Benefit Reporting for Foundations and Associated Affiliated Organizations"
- J. Trust Funds Quarterly Investment Report
- K. Review of the Semi-Annual Budget-to-Actuals Report
- L. Review of the Cost-Benefit Analysis of Foundations and Other Affiliated Organizations Report for FY20

**REPORT ON THE LEVEL OF COMMITMENT OF
PROGRAM REVENUE BALANCES
FISCAL YEAR 2019-20**

REQUESTED ACTION

Approval of Resolution D, approving the Fiscal Year 2019-20 UW System Report on Program Revenue Balances by Institution and Level of Commitment.

Resolution D That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves the UW System report on the 2019-20 year-end program revenue balances as categorized by each institution and the System as a whole. In so doing, the Board approves: (1) the spending plans for institutional balances above 12 percent of total year-end expenditures in Tuition, Auxiliary Operations, General Operations, or Other Unrestricted Program Revenue; (2) the justification and multi-year spending plan submitted by UW System Administration for the entire UW systemwide balances maintained for the System as a whole; and (3) the savings plan for negative tuition balances.

SUMMARY

The attached report on year-end balances for fiscal year 2019-20 is provided to the Board in compliance with Regent Policy Document 21-6. The report builds on earlier Program Revenue Balance Reports and the levels of commitment developed by Legislative Audit Bureau.

The fiscal year 2019-20 report is attached and includes the following components:

- I. Background and Summary
- II. Individual Institution Summaries and Detailed Reports
- III. Appendices
 - a. Regent Policy Document 21-6, Program Revenue Calculation Methodology and Fund Balances Policy
 - b. Commitment Level Definitions

- c. Application of Defined Commitment Levels (examples)
- d. Report Methodology
- e. Fiscal Year 2019-20 Balance Summary by Institution and Fund Group
- f. Fiscal Year 2018-19 Balance Summary by Institution and Fund Group
- g. Summary of Fiscal Year 2019-20 Balances by Commitment Level

The reliance on program revenue has increased in recent years and now represents approximately 82 percent of total funding for the UW System. As a result, when the COVID pandemic's financial effects were realized in the last quarter of fiscal year 2019-20, UW System institutions took aggressive actions to address the increased costs and lost revenues. These actions, such as employee furloughs and federal funding from the Coronavirus Aid, Relief and Economic Security (CARES) Act, have somewhat mitigated the pandemic's impact on ending balances. Uncertainties remain around the pandemic, future federal funding and additional state budgetary reductions. UW System institutions will continue to strategically evaluate their planned commitments, delay purchases or new hires where possible, and use reserve balances as needed.

Though the COVID pandemic's impact was lessened with UW System actions and federal funding, total unrestricted program revenue balances decreased by \$93.4 million in 2019-20. This represents a reduction of more than 18 percent since fiscal year 2012-13.

In fiscal year 2019-20, tuition program revenue balances decreased by \$17.7 million, a reduction of 58 percent since fiscal year 2012-13. Over 72 percent of the tuition balances are classified as obligated or planned. Auxiliary operations balances decreased by \$42.6 million in fiscal year 2019-20. These balances are frequently attributable to large capital and/or renovation projects. UW System institutions identified \$158.3 million of the auxiliary balances as being committed for maintenance, small/all-agency and currently enumerated building projects, projects requested for future enumeration, and upcoming debt service payments.

Presenter

- Sean Nelson, Vice President for Finance, UW System Administration

BACKGROUND

2013 Wisconsin Act 20 required the Board of Regents to develop a methodology for the calculation of program revenue balances and reserves, expressed in both dollars and as percentages of total annual expenses, for the UW System as a whole and for individual UW System institutions. The Board of Regents was also directed to develop proposed limits and report on program revenue account balances for the UW System and each UW System institution.

Regent Policy Document 21-6, "Program Revenue Calculation Methodology and Fund Balances Policy," was reviewed and adopted, with modifications, by the Joint Legislative Audit Committee and the Joint Committee on Finance in early 2014. At its June 2014 meeting, the Board of Regents approved final modifications to its policy to conform with legislative directives.

The policy requires the following:

"Actual year-end balances categorized by each institution and the System as a whole shall be reported annually after the fiscal year-end reconciliation and for formal approval by the Board of Regents at the October meeting.

For those institutions with negative balances, the Board of Regents will determine by vote whether the institution has an adequate plan in place to eliminate the negative balance within a reasonable period of time. For those institutions with balances above 12% of total year-end expenditures, the Board of Regents will determine by vote whether balances are adequately justified. The Board of Regents will determine by vote whether the justification and multi-year spending plan submitted by UW System Administration for the entire UW system-wide balance is adequate. Justifications for the balances should include:

1. The specific projects or initiatives for which the funds are being held;
2. The amount of funds held for each project or initiative;
3. The total amount of program revenue funds the institution plans to accumulate for each initiative or project;
4. The total amount of funds expected to be expended on each project or initiative; and
5. The timeframe in which those funds will be expended."

Related Policies

- Regent Policy Document 21-6, *Program Revenue Calculation Methodology and Fund Balances Policy*

ATTACHMENT

- A) UW System Report on Program Revenue Balances by Institution and Level of Commitment, Fiscal Year 2019-20



University of Wisconsin System

Report on Program Revenue Balances by
Institution and Level of Commitment

FISCAL YEAR 2020

UW SYSTEM PROGRAM REVENUE FUND BALANCE REPORT

Executive Summary

Fund balances are needed at all UW System institutions as a necessary component of a well-functioning university system. These resources are held strategically to maintain quality and continue operations if a decline in available funding occurs, during a federal government shut-down when funding may be frozen, or to capitalize on new educational programs or initiatives that may arise.

The reliance on program revenue has increased in recent years and now **represents approximately 82% of total funding for the UW System.**

Each year, using definitions developed by the Legislative Audit Bureau (LAB), UW System institutions provide specific details on program revenue fund balances by level of commitment. This report provides a level of transparency unmatched in higher education.

Balances reflect the various intentions and plans of the UW System institutions and are held for literally thousands of purposes including, but not limited to, saving for large future purchases or construction projects, new initiatives or programs, smoothing the effects of unexpected budgetary changes, and providing emergency reserves.

Fund balances are spread among many accounts managed independently within each individual UW System institution. They are not held in one account. Balances vary among institutions and individual funds due to the differences between institutional programs.

Highlights from the 2019-20 Program Revenue Fund Balance Report	
COVID Pandemic Impacts	<ul style="list-style-type: none"> - UW institutions began to realize the pandemic's financial effects during last quarter of FY 2020 - UW institutions took aggressive actions, such as employee furloughs, to address increased costs and lost revenues - Federal Coronavirus Aid, Relief and Economic Security (CARES) Act funding helps mitigate impact on FY 2020 ending balances - UW institutions continue to monitor balances and revise planned commitments & use reserve balances as needed, to address unknowns related to the pandemic, federal funding and state budget reductions
Tuition Program Revenue Balance <i>Funds used to achieve the university's broad academic mission and address general operations</i>	<ul style="list-style-type: none"> - Decreased by \$17.7 million (7.2%) in FY 2020 - Balance represents a reduction of 58.8% since FY 2013 - UW institutions categorized 72.3% of the tuition balance as obligated or planned - Provides approximately 32.1 days of operating expenses in an emergency or unforeseen circumstance
Auxiliary Operations Program Revenue Balance <i>Contains dedicated funds: capital building projects, program revenue-funded debt service</i>	<ul style="list-style-type: none"> - Decreased by \$42.6 million (14.5%) in FY 2020 - Auxiliary Operations balances are often related to large capital and/or renovation projects in areas such as residence halls, dining services, and student centers - UW institutions identified \$158.3 million (63.3%) of the Auxiliary Operations balances as either obligated or planned for maintenance, small/all-agency and currently enumerated building projects, projects requested for future enumeration and upcoming debt service payments - UW institutions reported 42.7% as obligated, 28.7% as planned, and an additional 26.4% as designated by Board policy or state statute for specific purposes
Total Unrestricted Program Revenue Balance <i>Includes only unrestricted funds as determined by the Legislative Audit Bureau</i>	<ul style="list-style-type: none"> - Declined by \$93.4 million in FY 2020 - The \$773.2 million total unrestricted balance represents a reduction of \$175.8 million (18.5%) since FY 2013 - 85.4% of the balance meets the LAB definition of being obligated for a specific purpose, in the final stages of planning, or designated for a specific project or program
Total Program Revenue Balances <i>Includes both restricted and unrestricted funds</i>	<ul style="list-style-type: none"> - Overall decrease of \$108.7 million in FY 2020 - Gifts, Nonfederal Grants & Contracts, and Federal Grants and Contracts remained relatively stable between years - The largest decrease was within Other Restricted funding including student financial aid funds; these funding sources cannot be repurposed for other needs

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 - 2) Commitment Level Definitions
 - 3) Application of Defined Commitment Levels (examples)
 - 4) Report Methodology
 - 5) FY2020 Balances Summary by Institution and Fund Group
 - 6) FY2019 Balances Summary by Institution and Fund Group
 - 7) Summary of FY2020 Balances by Commitment Level

UW SYSTEM PROGRAM REVENUE BALANCE REPORT

Fiscal Year 2019-20

In accordance with 2013 Wisconsin Act 20, the University of Wisconsin (UW) System has prepared this program revenue balances report. For most unrestricted program revenue funds, UW System institutions with balances exceeding 12% of expenditures are required to submit detailed spending plans, categorizing the future uses of those funds by level of commitment. The report uses the fund and commitment definitions developed by the Legislative Audit Bureau. It also complies with the methodology and reporting requirements established by the UW System Board of Regents in Regent Policy Document 21-6 (Appendix 1), as approved by the Legislative Joint Audit Committee and the Legislative Joint Finance Committee.

Introduction

All UW System institutions need fund balances, as these balances are necessary components for the continuity of operations and a well-functioning university system. The reliance on program revenue has increased in recent years, and it currently represents approximately 82% of total funding for the UW System. Nearly all of the UW System's program revenue funds are designated by state rules as "continuing" appropriations, which means that revenues the university receives in one year may need to be carried forward and spent in an ensuing year.

Program revenue balances within the UW System are not analogous to a "rainy day fund." The balances are held in accounts throughout the UW System's 13 four-year institutions, 13 branch campuses, and UW System Administration. These funds reflect the long-range planning by UW program managers and fiscal officers for specific, locally necessary reasons. This includes funds for large future purchases, ensuring positive cash flow of each self-supporting operation, new initiatives or programs, and some emergency reserves.

Levels of Commitment

Five levels of commitment were established in 2013 by the Legislative Audit Bureau: (1) obligated, (2) planned, (3) designated, (4) reserves, and (5) undocumented. These levels of commitment establish the degree of flexibility UW officials may have in directing balances to be used for particular purposes.

The Legislative Audit Bureau distinguished between obligations where, for example, balances had been set aside for a legally binding contract, and planned uses. As an example of a plan, funds may be planned for an event or purchase, but there is sufficient flexibility that the purchase could be cancelled in lieu of a higher priority that develops.

Detailed descriptions and definitions of the five commitment categories are included in Appendix 2 of the report, and functional examples of items that fit into each category are provided as Appendix 3. Appendix 4 provides the consistent methodology used by all UW institutions to calculate program revenue balances.

Program Revenue Balances by Fund Type

Institutions with balances exceeding 12% of expenditures in tuition, auxiliary operations, general operations, or other unrestricted program revenue funds are required to submit detailed spending plans for those funds. Institutions with a negative tuition or auxiliary balance must submit a plan detailing how the negative balance would be eliminated. The expenditures contemplated in the spending plans are consistent with the types of expenditures UW and other institutions routinely incur, such as expenditures for academic programs, student services, maintenance costs, and unbudgeted salaries.

As shown in Table 1, all UW institutions, except UW-Oshkosh and UW-Platteville, were required to submit detailed spending plans for two or more funds.

**Table 1
UW INSTITUTIONS REQUIRED TO REPORT
UNDER REGENT POLICY DOCUMENT 21-6**

	Tuition	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue
Madison		✓		✓
Milwaukee ¹		✓	✓	✓
Eau Claire	✓	✓	✓	
Green Bay ¹	✓	✓	✓	✓
La Crosse		✓	✓	
Oshkosh		✓		
Parkside	✓		✓	
Platteville				✓
River Falls	✓		✓	✓
Stevens Point		✓	✓	
Stout ²	✓	✓	✓	
Superior ¹	✓	✓	✓	
Whitewater		✓	✓	✓
System Administration ¹	✓	✓	✓	
Systemwide ¹	✓	✓	✓	✓

¹ Combined reserves and undocumented funds in at least one fund type exceed 12% of expenditures for the fiscal year.

² Required tuition reporting is a savings plan due to a negative balance at fiscal year-end.

Total program revenue balances by fund type and by institutions for FY 2020 are provided in Appendix 5. For comparison purposes, FY 2019 balances are also provided in Appendix 6.

COVID Pandemic

The COVID pandemic's financial impacts on UW institutions began in March 2020. For most UW institutions, students were sent home after their spring breaks, and instruction was provided remotely after that. UW institutions incurred increased costs for items such as additional personal protective equipment, disinfectants, and income continuation payments to student workers who could no longer work on campus. UW institutions also lost significant revenue from campus operations, including student unions, performing arts centers, and athletic events. The State of Wisconsin also required a budgetary lapse of \$45.8 million in the last quarter of FY 2020.

The impact of these costs, lost revenues and state lapses were mitigated by aggressive actions taken by all UW institutions and with federal funding. Each

institution has announced employee furloughs and/or temporary compensation reductions. Some planned purchases and employee recruitment processes have been delayed. In addition, the UW System received federal funding of \$48.6 million through the Coronavirus Aid, Relief and Economic Security (CARES) Act. These funds could be used to address institutional costs, including housing and dining refunds provided to UW students when residence halls were closed in Spring 2020.

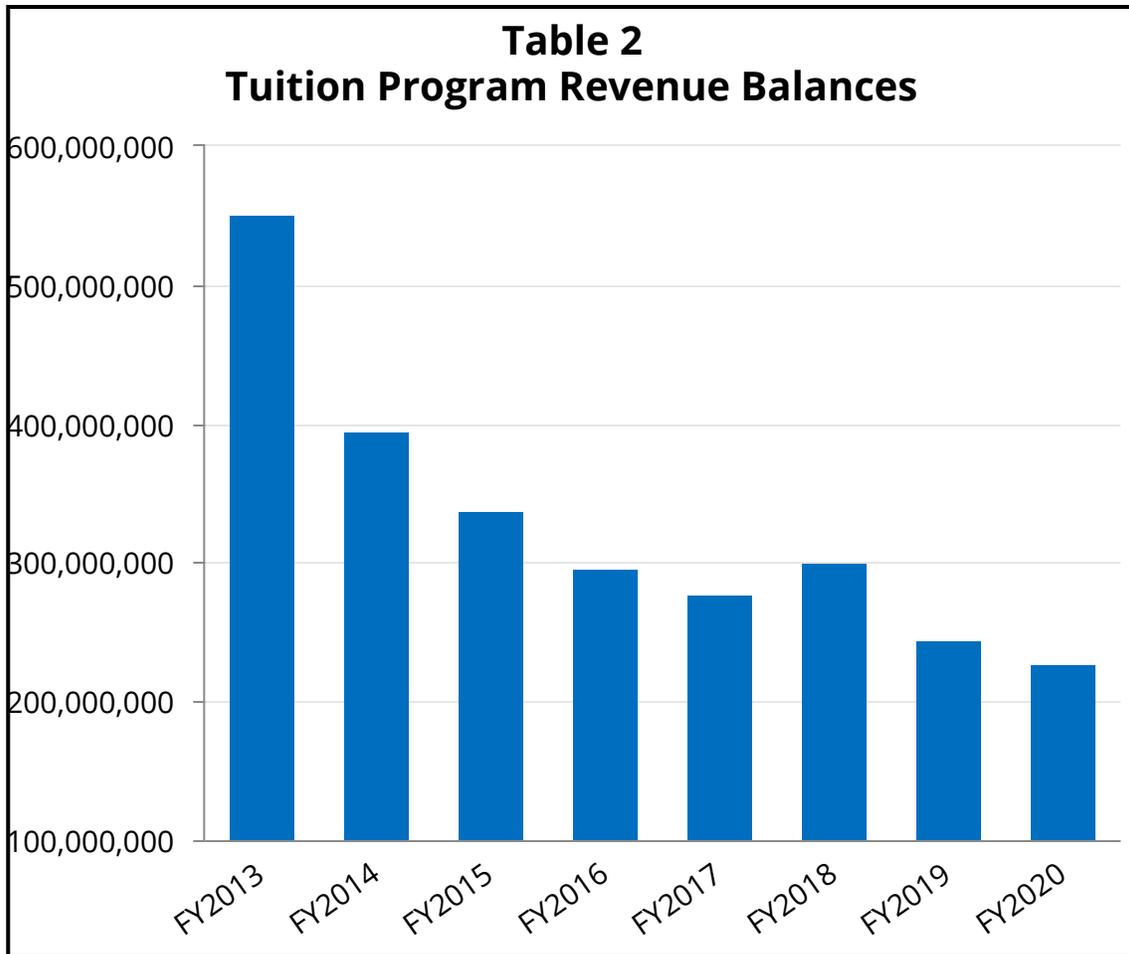
The COVID pandemic will continue to impact UW institutions in FY 2021, as it is unclear how long some campus operations will be closed, whether further state reductions will be enacted, and whether additional federal funding will be provided. UW institutions continue to monitor balances, strategically evaluate their planned commitments and use reserve balances when needed.

Tuition Funds

The UW System uses tuition funds to achieve the university's broad academic mission and address general university operations. These funds are often flexible in how they can be used. For example, tuition funds can be used to hire a faculty member or instructor, purchase academic software or supplies, or hire an advisor. However, through agreements with their students, UW System institutions designate differential tuition funds for specific purposes.

At the end of FY 2020, the UW System's total tuition fund balance represented approximately 32.1 days of operating expenses. This is the amount of working capital the UW System would have on hand to ensure the operation of tuition-funded university programs and services in the event of unforeseen circumstance or an emergency.

As shown in Table 2, tuition balances have declined 58.8% from \$551.5 million in FY 2013 to \$227.3 million in FY 2020. UW institutions categorized \$179.4 million of this balance, or 72.3%, as obligated or planned.



Seven UW System institutions reported balances that exceeded 12% of their annual expenses and, by Board policy, submitted a spending plan for FY 2020. UW institutions commonly categorized tuition balances as obligated and planned to cover the salary and fringe benefits for contracted employees not included in the base budget, software or technology purchases, financial aid scholarships, and professional development for faculty and staff. UW-Stout reported a negative tuition balance at year-end and, as a result, submitted a savings plan for FY 2020.

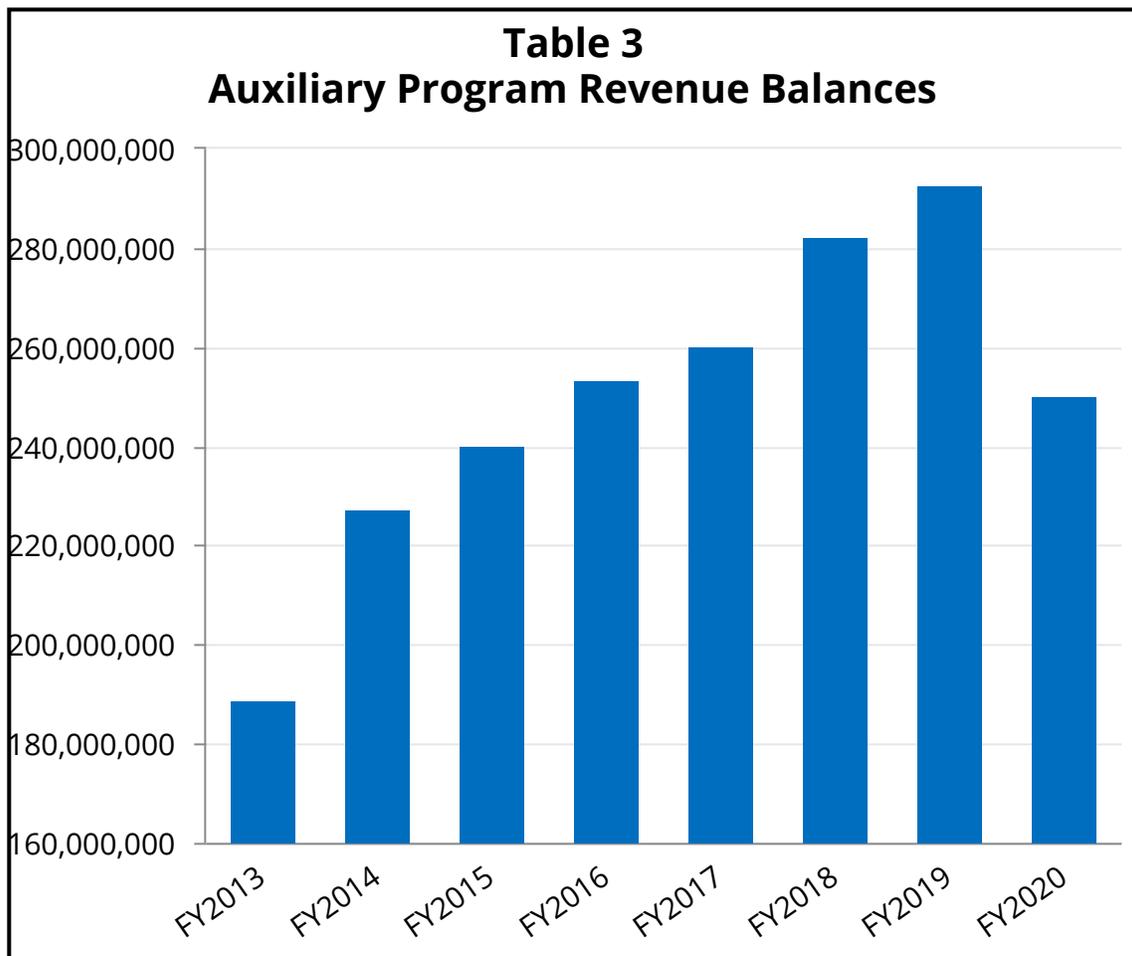
Auxiliary Operations

Auxiliary Operations support institutional entities that furnish goods or services to students, faculty, or staff for a fee, which is directly related to the cost of those goods or services. Examples include university housing, bookstores, food service, and parking. UW System institutions essentially manage these activities as self-supporting programs.

Board of Regents and UW System policies generally allow the transfer of auxiliary funds from one auxiliary to another, but limit a transfer to a one-time basis, subject to the approval of the Board. In addition, some auxiliary operations are funded

with student segregated fees, which in accordance with state law, can only be spent for the purposes for which they were collected.

As shown in Table 3, program revenue balances related to auxiliary operations have decreased by \$42.6 million, to \$250.2 million, in FY 2020. Many of these balances relate to large capital projects and/or renovation projects in areas such as residence halls, dining halls, and student centers. Of this year-end balance, UW System institutions reported \$106.9 million (42.7%) as obligated and \$71.8 million (28.7%) as planned. An additional \$66.0 million (26.4%) is designated by Board policy or state statute for specific purposes.



All UW System institutions, except UW-Parkside, UW-Platteville and UW-River Falls, were required to submit spending plans for FY 2020 auxiliary operations. Uses for auxiliary balances include cash payments for capital projects, future debt service payments, and large purchases related to auxiliary operations. For example:

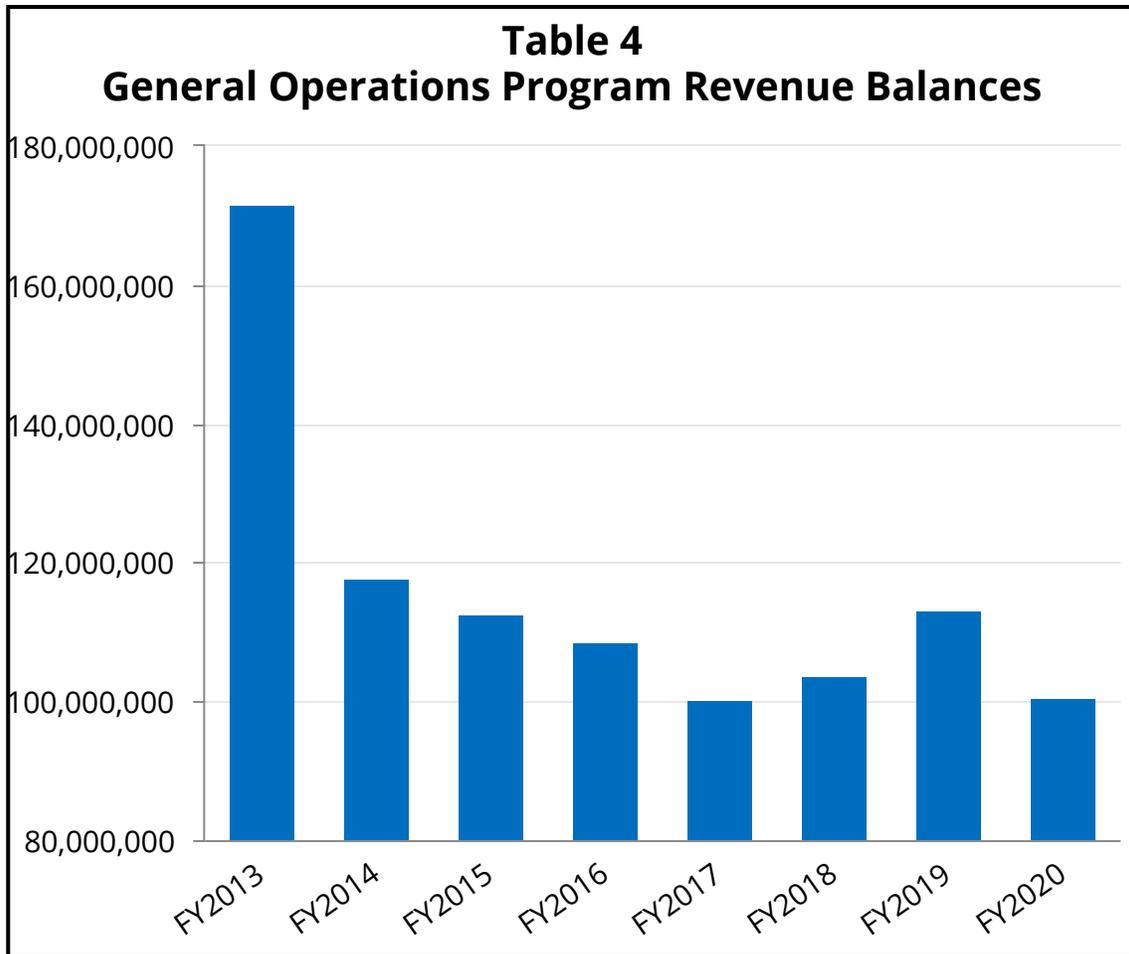
- UW-Whitewater identified \$5.0 million for FY 2021 auxiliary-related debt service.
- UW-Madison identified \$16.0 million for the renovation of Sellery Hall, which was enumerated in the 2019-21 biennium.
- UW-Milwaukee identified \$1.2 million for the renovation of Sandburg Hall. This project was enumerated in the 2017-19 biennium.

Of the total auxiliary balance, UW System institutions categorized \$52.4 million as obligated or planned for maintenance, all-agency/small or currently enumerated building projects. UW System institutions identified an additional \$33.4 million for projects requested for future enumeration and \$72.5 million for upcoming debt service payments.

General Operations

UW System institutions generate general operations revenue from a broad range of activities that have a close tie to and/or support the academic mission of the University. These funds commonly support programs in the area in which the funds were generated. General operations examples include the World Class Instructional Design and Assessment Consortium, Babcock Dairy, and the Pre-School Lab operations at UW-Madison.

As shown in Table 4, general operations balances have decreased from \$171.8 million in FY 2013 to \$100.6 million in FY 2020, a decline of 41.4%. UW institutions categorized \$56.9 million, or 56.5%, of this balance as either obligated or planned.



All UW System institutions, except UW-Madison, UW-Oshkosh and UW-Platteville, were required to submit spending plans for FY 2020 general operations. Uses for general operations balances include initiatives related to cost-recovery programs, information technology initiatives and some construction. For example:

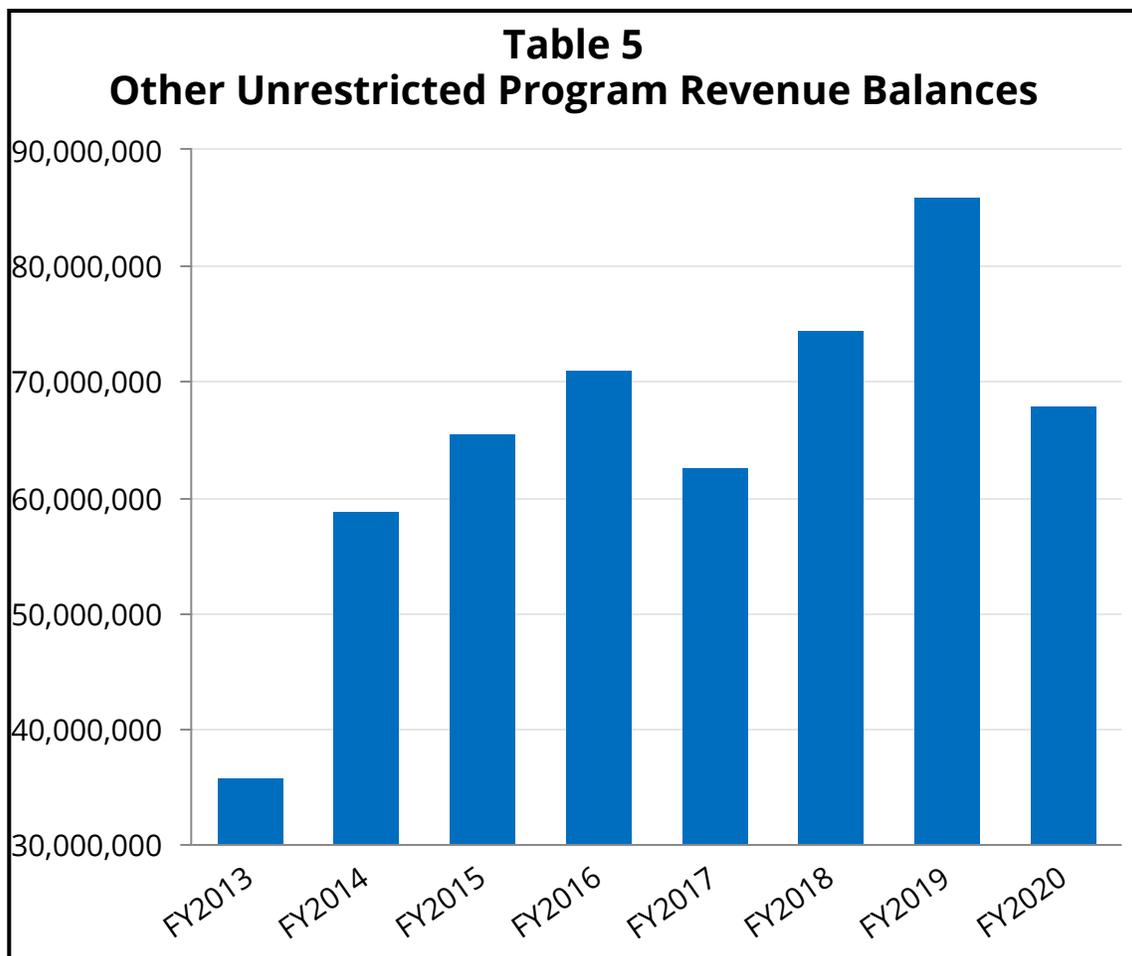
- UW-La Crosse identified \$1.3 million as obligated for various small projects, including restroom remodels, equipment and track resurfacing.
- UW-Eau Claire identified \$2.3 million as obligated for the design of its Flesch Family Welcome Center.
- UW-Green Bay reported nearly \$792,000 that is designated for its remedial education program.

Other Unrestricted Funds

The other unrestricted funds category consists of a variety of different funds and sources. For example, this category includes non-credit Extension programs and a fund that accounts for UW debt service payments that will be transferred to the

State in the next fiscal year. It also includes the State Laboratory of Hygiene and the Veterinary Diagnostics Laboratory, which are separate entities with their own governing board, but attached to the UW System for administrative purposes.

While Table 5 shows overall growth in the balance of this unique mix of funds between FY 2014 and FY 2019, the other unrestricted balances declined by \$18.0 million (21.0%) in FY 2020. The vast majority of the balances were reported by UW System institutions as either obligated (76.9%) or planned (4.6%) in FY 2020.

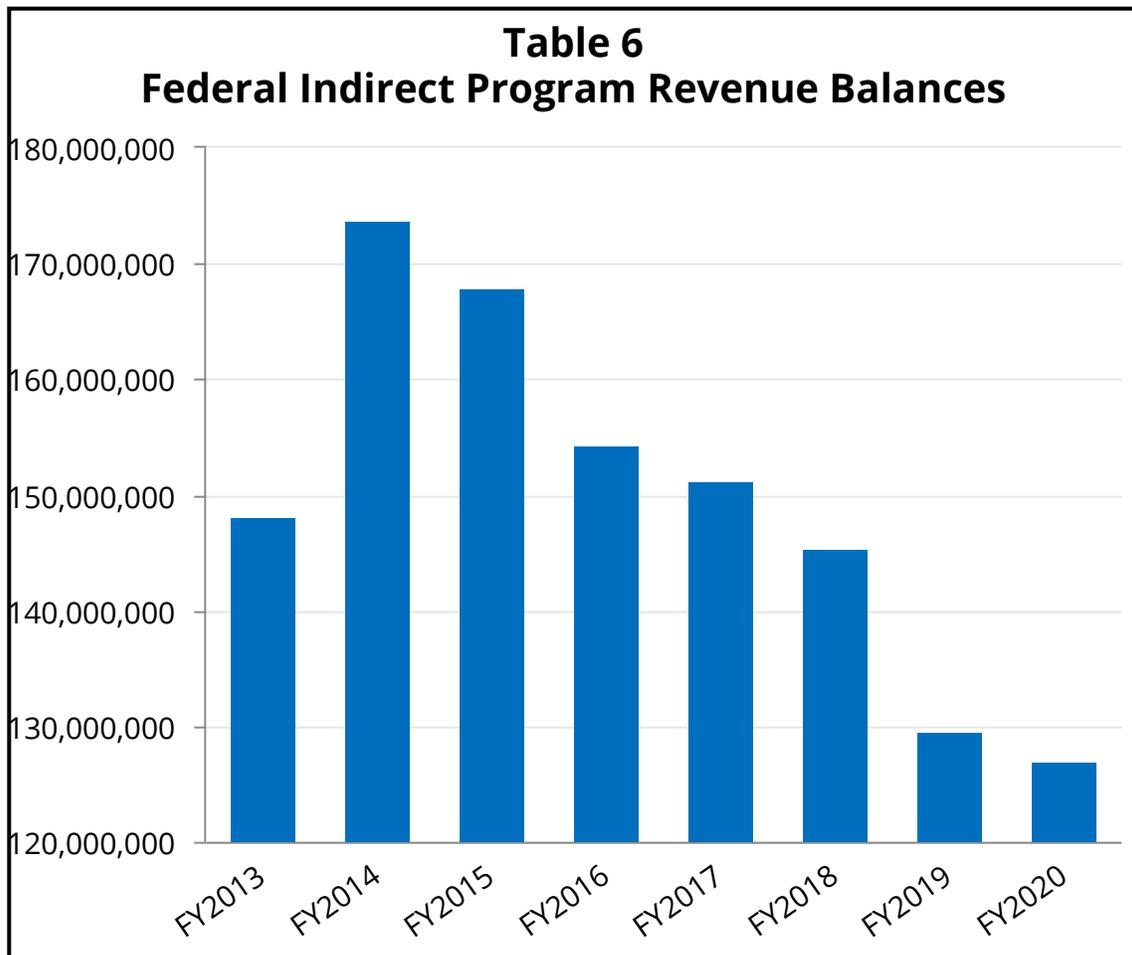


Federal Indirect Cost Reimbursement

UW System institutions receive federal indirect funds as a form of overhead on federal grants, based on a negotiated rate that is applied to each direct grant expenditure. While the use of these funds is not restricted, UW System institutions often use them to support their research infrastructure and as a backstop if the renewal of federal grant funding is delayed. In accordance with policy, the institutional balances from federal indirect cost reimbursement are included in this

report, but UW institutions are not required to provide detailed spending plans for these balances.

Federal indirect funds have steadily declined since FY 2014, as reflected in Table 6. Between FY 2019 and FY 2020, the UW System’s federal indirect balance decreased \$2.5 million, or 1.9%. UW System institutions have identified 76.2% of this balance as either obligated or planned and an additional 19.0% as a reserve.



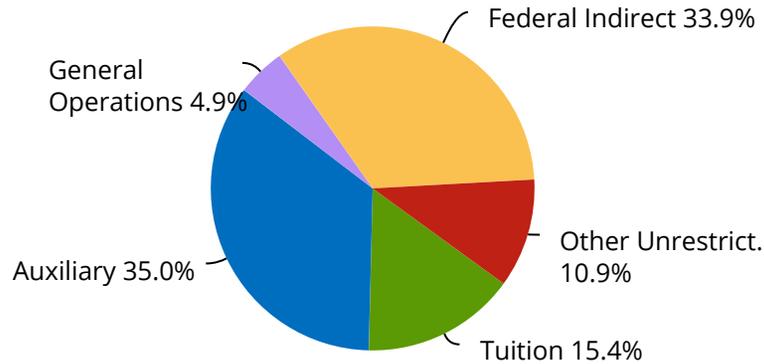
Total Funds

The UW System’s total unrestricted fund balance declined by \$93.4 million between FY 2019 and FY 2020. All fund types — Tuition, Auxiliary Operations, General Operations, Federal Indirect Cost Reimbursement and Other Unrestricted Funds — declined. The total unrestricted fund balance has decreased by \$175.8 million since FY 2013, when it reached its peak.

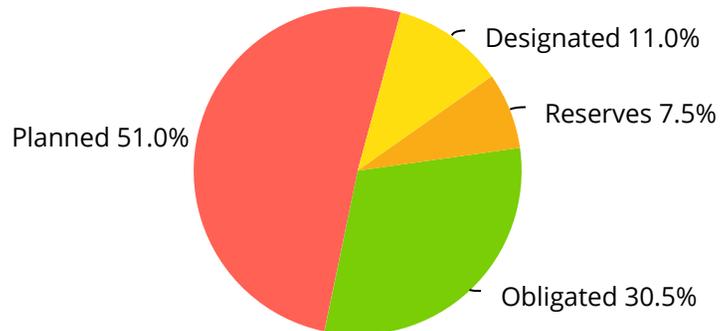
Total fund balances, including unrestricted and restricted, decreased by \$108.7 million in FY 2020.

UW-Madison FY 2020 Program Revenue Balances

PR Balances by Category



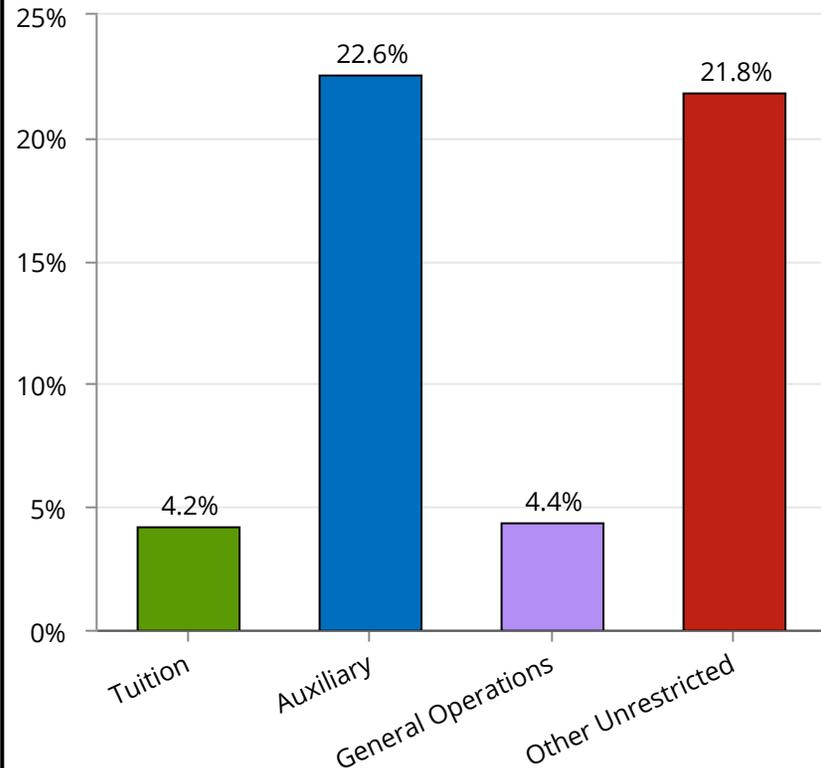
PR Balances by Commitment Level



PR Balances Highlights

- Tuition balances are below the 12% reporting threshold; no tuition spending plan is required.
- Auxiliary balances declined by \$18.2 million, or 13.8%, in FY 2020.
- Approximately 81.5% of all unrestricted balances are obligated or planned.

Balance as a Percentage of Expenditures



UW-Madison FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	9,757,354	37,802,931	—	2,503,173	—	50,063,458
Auxiliary	42,092,617	40,731,700	31,042,334	—	—	113,866,651
General Operations	14,097,682	1,679,227	—	—	—	15,776,909
Federal Indirect	2,564,689	85,555,733	—	22,030,105	—	110,150,527
Other Unrestricted	30,661,503	—	4,721,912	—	—	35,383,415
Total	99,173,845	165,769,591	35,764,246	24,533,278	—	325,240,960
	30.5 %	51.0 %	11.0 %	7.5 %	— %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	60,394,843	132,049,801	12,904,965	42,119,025	247,468,634	116,987,931	364,456,565
FY2019-20	50,063,458	113,866,651	15,776,909	35,383,415	215,090,433	110,150,527	325,240,960
Change	(10,331,385)	(18,183,150)	2,871,944	(6,735,610)	(32,378,201)	(6,837,404)	(39,215,605)
	(17.1)%	(13.8)%	22.3 %	(16.0)%	(13.1)%	(5.8)%	(10.8)%
Total Expenditures							
FY2018-19	1,131,544,330	475,908,793	363,879,662	170,744,641	2,142,077,426	151,576,072	2,293,653,498
FY2019-20	1,200,221,105	503,793,997	361,533,620	162,082,531	2,227,631,253	166,807,378	2,394,438,631
Change	68,676,775	27,885,204	(2,346,042)	(8,662,110)	85,553,827	15,231,306	100,785,133
Balances as a Percentage of Expenditures							
FY2018-19	5.3 %	27.7 %	3.5 %	24.7 %			
FY2019-20	4.2 %	22.6 %	4.4 %	21.8 %			

UW-Madison FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	113,866,651	22.6 %
Obligated		42,092,617
Planned		40,731,700
<i>subtotal: Obligated and Planned</i>		82,824,317
Designated	31,042,334	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Residence Halls and University Apartment repairs & maintenance, building and land improvement projects	Planned	5,331,700	5,331,700	5,331,700	5,331,700	FY21
2	Multiple Transportation Services capital projects including those at Fluno Center, Limnology, Dayton St (land), Frances St, and Lot 91	Planned	26,400,000	26,400,000	12,400,000	26,400,000	FY21-FY22
3	Big10 Media Revenue Support for Financial Aid Programs	Planned	9,000,000	9,000,000	9,000,000	9,000,000	FY21
4	Campus encumbrance balances at the end of FY20	Obligated	14,344,580	14,344,580	14,344,580	14,344,580	FY21
5	Intercollegiate Athletics debt service	Obligated	10,320,037	10,320,037	10,320,037	10,320,037	FY21
6	Outstanding invoices and contracts for student bus pass program	Obligated	1,400,000	1,400,000	1,400,000	1,400,000	FY21
7	Sellery Hall Renovation and Remodel (19G3A)	Obligated	16,028,000	16,028,000	16,028,000	16,028,000	FY21
		Total	82,824,317				
		Obligated	42,092,617				
		Planned	40,731,700				

UW-Madison FY 2020 Program Revenue Balances

Auxiliary Operations

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Intercollegiate Athletics debt service	10,695,691
2	Segregated fee balances from student funded auxiliaries. Current Board of Regent policy prohibits using these funds for other purposes unless approved by the Board for a one-time purpose.	2,938,891
3	University Housing debt service	12,273,154
4	Student Health Insurance Program required balances to cover active claims cycles	5,134,598
	Total	31,042,334

UW-Madison FY 2020 Program Revenue Balances

Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

Total Balance	35,383,415	21.8 %
Obligated		30,661,503
Planned		—
<i>subtotal: Obligated and Planned</i>		30,661,503
Designated	4,721,912	
Reserves		—
Undocumented Funds		—
<u>Remaining Balance</u>	<u>\$</u>	<u>—</u>

Obligated and Planned Funds

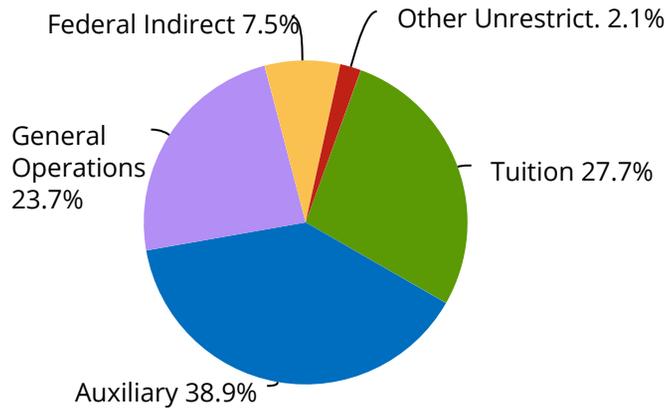
1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 Various divisional FY21 debt service obligations held in fund 123	Obligated	30,661,503	30,661,503	30,661,503	30,661,503	FY21

Designated Funds

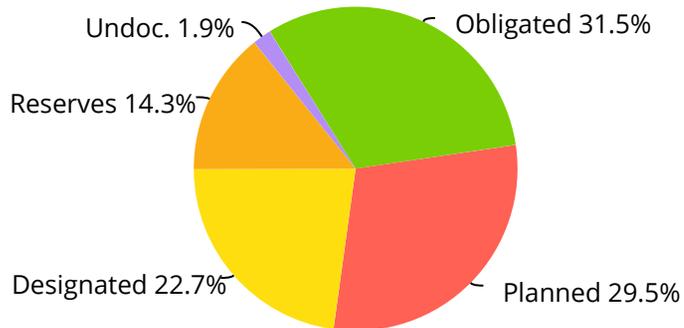
Major Balance Grouping	FY20 Designated Balance
1 Fund 130. The State Laboratory of Hygiene is an attached entity governed by the State Laboratory of Hygiene Board. The State Laboratory of Hygiene Board has authority to set the priorities and make final approval of Laboratory resources. Neither the Board of Regents nor the UW-Madison Chancellor has authority over the funds. The associated appropriations are defined by Statute--20.285(1)(I) and 20.285(1)(IA)	4,721,912

UW-Milwaukee FY 2020 Program Revenue Balances

PR Balances by Category



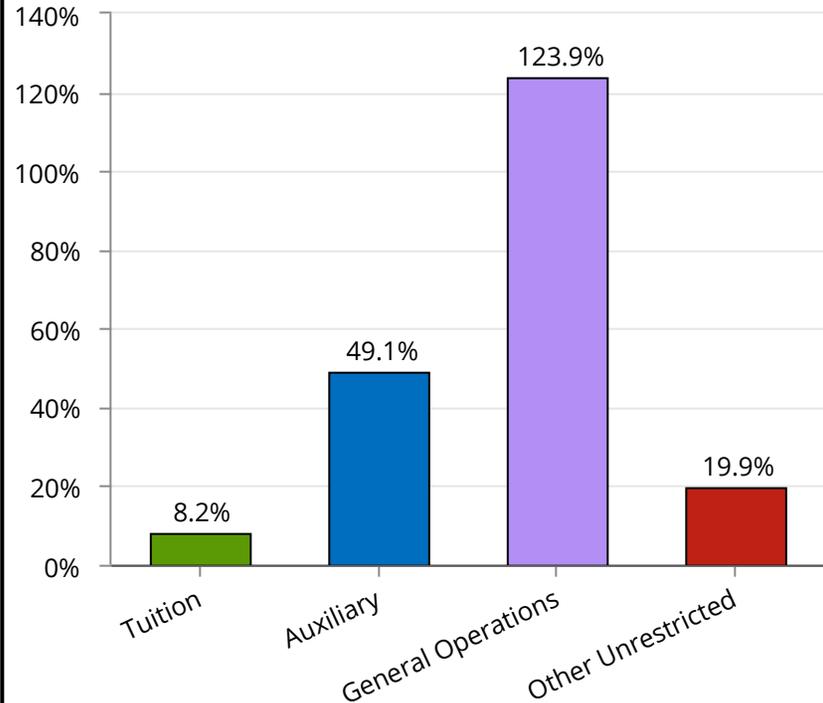
PR Balances by Commitment Level



PR Balances Highlights

- Tuition balances are below the 12% reporting threshold; no tuition spending plan is required.
- Tuition balances declined by \$9.4 million, or 24.4%, in FY 2020.
- Auxiliary balances increased by \$6.4 million, or 18.7%, in FY 2020.
- Approximately 60.4% of Auxiliary balances are held for enumerated projects and future debt service.

Balance as a Percentage of Expenditures



UW-Milwaukee FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	4,046,113	18,773,301	6,297,801	—	—	29,117,215
Auxiliary	27,444,665	1,869,308	11,550,692	—	—	40,864,665
General Operations	1,387,810	5,408,386	5,620,500	12,085,000	363,606	24,865,302
Federal Indirect	100,074	4,882,215	—	1,315,000	1,600,962	7,898,251
Other Unrestricted	131,929	75,000	407,266	1,600,000	—	2,214,195
Total	33,110,591	31,008,210	23,876,259	15,000,000	1,964,568	104,959,628
	31.5 %	29.5 %	22.7 %	14.3 %	1.9 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	38,491,603	34,426,446	20,605,073	2,797,563	96,320,685	6,830,949	103,151,634
FY2019-20	29,117,215	40,864,665	24,865,302	2,214,195	97,061,377	7,898,252	104,959,629
Change	(9,374,388)	6,438,219	4,260,229	(583,368)	740,692	1,067,303	1,807,995
	(24.4)%	18.7 %	20.7 %	(20.9)%	0.8 %	15.6 %	1.8 %
Total Expenditures							
FY2018-19	342,943,198	94,927,462	21,582,397	11,631,322	471,084,379	7,687,127	478,771,506
FY2019-20	353,626,378	83,260,295	20,064,412	11,134,080	468,085,165	6,403,689	474,488,854
Change	10,683,180	(11,667,167)	(1,517,985)	(497,242)	(2,999,214)	(1,283,438)	(4,282,652)
Balances as a Percentage of Expenditures							
FY2018-19	11.2 %	36.3 %	95.5 %	24.1 %			
FY2019-20	8.2 %	49.1 %	123.9 %	19.9 %			

UW-Milwaukee FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	40,864,665	49.1 %
Obligated		27,444,665
Planned		1,869,308
<i>subtotal: Obligated and Planned</i>		<i>29,313,973</i>
Designated	11,550,692	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Children's Day Care Center - payments held due to COVID shutdown for FY21 expenses	Planned	969,308	969,308	969,308	969,308	FY21
2	College of General Studies - Card Access Security entrance readers at Waukesha and Washington County Campuses	Planned	25,000	25,000	25,000	25,000	FY21
3	College of General Studies Network Upgrade	Planned	75,000	75,000	75,000	75,000	FY21
4	Northwest Quad demolition of building A	Planned	800,000	800,000	800,000	800,000	FY21
5	Purchase Order Encumbrances	Obligated	2,467,510	2,467,510	2,467,510	2,467,510	FY21
6	Debt Service - Transportation Services/Housing/UREC/Union	Obligated	5,686,790	5,686,790	5,686,790	5,686,790	FY21
7	Retail Services Point of sales system	Obligated	280,000	280,000	280,000	280,000	FY21
8	Sandburg Residential Hall Capital Project	Obligated	1,200,000	1,200,000	1,200,000	1,200,000	FY21

UW-Milwaukee FY 2020 Program Revenue Balances

Auxiliary Operations

9	Klotsche Center Annex Project	Obligated	5,994,262	5,994,262	2,997,131	5,994,262	FY21-FY22
10	Union Renovation Project	Obligated	11,816,103	11,816,103	3,938,701	11,816,103	FY21-FY23

Total 29,313,973
 Obligated 27,444,665
 Planned 1,869,308

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	Debt Service - Transportation Services/Housing/UREC/Union	3,699,140
2	Auxiliary and Segregate Fee Balances	6,834,637
3	Retail Services Gold Account Student Balances	437,624
4	Registrar Office to Issue Fee Remissions	17,621
5	Center for International Education initiative and investments	86,738
6	Divisional Special Course Fees	474,932
Total		11,550,692

UW-Milwaukee FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	24,865,302	123.9 %
Obligated		1,387,810
Planned		5,408,386
<i>subtotal: Obligated and Planned</i>		6,796,196
Designated	5,620,500	
Reserves	12,085,000	
Undocumented Funds	363,606	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Microsoft TEAMS Implementation/Transition	Planned	583,386	583,386	583,386	583,386	FY21
2	College of General Studies - Card Access Security entrance readers at Waukesha and Washington County Campuses	Planned	50,000	50,000	50,000	50,000	FY21
3	College of General Studies Network Upgrade	Planned	75,000	75,000	75,000	75,000	FY21
4	Chancellor Strategic Initiatives	Planned	1,500,000	1,500,000	1,500,000	1,500,000	FY21
5	Zilber Public Health UWM support of building costs (debt service and PILOT tax)	Planned	2,000,000	2,000,000	2,000,000	2,000,000	FY21
6	UWM's partnership membership in EAB's Moon Shot for Equity Program	Planned	1,200,000	1,200,000	1,200,000	1,200,000	FY21
7	Purchase Order Encumbrances	Obligated	1,218,899	1,218,899	1,218,899	1,218,899	FY21

UW-Milwaukee FY 2020 Program Revenue Balances

General Operations

8 Commencement Fees for UWM Graduation	Obligated	168,911	168,911	56,304	168,911	FY21-FY24
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Total 6,796,196
 Obligated 1,387,810
 Planned 5,408,386

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	University Relations designation for future equipment replacement	1,351,982
2	Financial Aid Scholarships - Restricted Use	493,128
3	Enrollment Management Department Programs (First Year Programs, Orientation, Career Development, Trio Pre-College, Registrar's Office)	1,192,645
4	Academic Affairs Initiatives not included in budget (Center for Excellence in Training and Learning (CETL), Accessibility Resource Center, Honor's College Field Trips, and Pathway Advising Activities)	132,631
5	Provost Initiatives - additional faculty hires, start ups and investments in strategic purposes.	370,232
6	Technology needs for SAP center infrastructure	463,477
7	Engineering lab operating receipts used for lab equipment replacement.	360,960
8	Research Facilities and Centers Operations	426,341
9	Designated for Graduate Student Travel Support Awards	133,590
10	Libraries Strategic Initiatives and Buildings Maintenance	452,639
11	Zilber School of Public Health Bachelors of Science Program Launch	108,145
12	Operating receipts from trainings and conferences offered by Milwaukee Child Welfare Partnership	134,730
Total		5,620,500

UW-Milwaukee FY 2020 Program Revenue Balances

General Operations

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	Unit-wide Reserve for enrollment decline	12,085,000

Undocumented Funds

	Major Balance Grouping	FY20 Undocumented Balance
1	Fees collected from general public and outside entities for services/consulting by CHS departments and faculty. There isn't formal support for the use of the funds.	32,440
2	Departmental initiatives designated for fund grouping without formal signed support	81,166
3	Safety risk mitigation for UWM facilities without formal signed support	250,000
	Total	363,606

UW-Milwaukee FY 2020 Program Revenue Balances

Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

Total Balance	2,214,195	19.9 %
Obligated		131,929
Planned		75,000
<i>subtotal: Obligated and Planned</i>		206,929
Designated	407,266	
Reserves	1,600,000	
Undocumented Funds	—	
Remaining Balance	\$ —	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	College of General Studies Network Upgrade	Planned	75,000	75,000	75,000	75,000	FY21
2	Purchase Order Encumbrances	Obligated	131,929	131,929	131,919	131,919	FY21
		Total	206,929				
		Obligated	131,929				
		Planned	75,000				

UW-Milwaukee FY 2020 Program Revenue Balances

Other Unrestricted Operations

Designated Funds

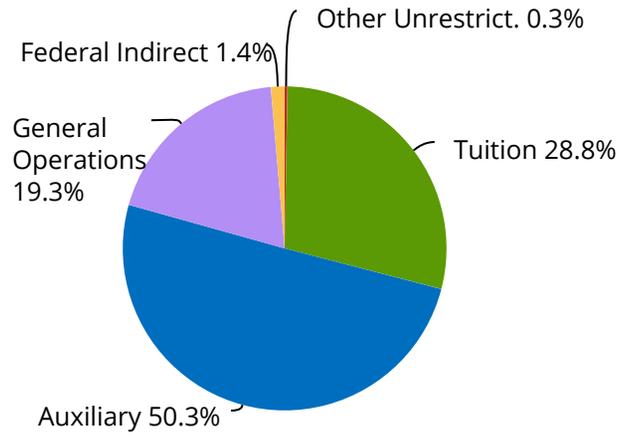
	Major Balance Grouping	FY20 Designated Balance
1	Extension/Continuing Education program receipts to be used for future programming	240,641
2	School of Architecture summer camp deposits	18,471
3	Peck School of the Arts Outreach (Admin, Music, Art & Design, Film, Dance & Theatre)	148,154
	Total	407,266

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	School of Continuing Ed Reserve for Enrollment Decline	1,600,000

UW-Eau Claire FY 2020 Program Revenue Balances

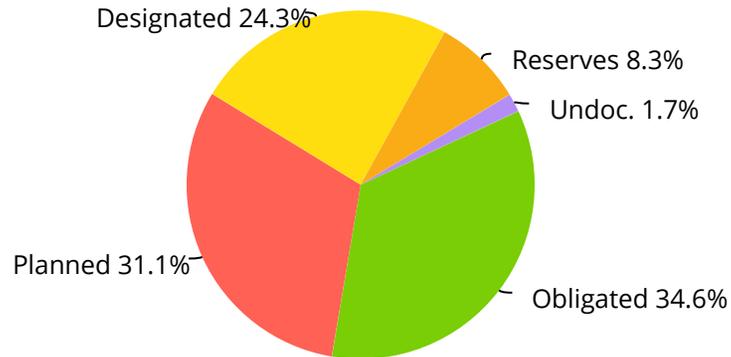
PR Balances by Category



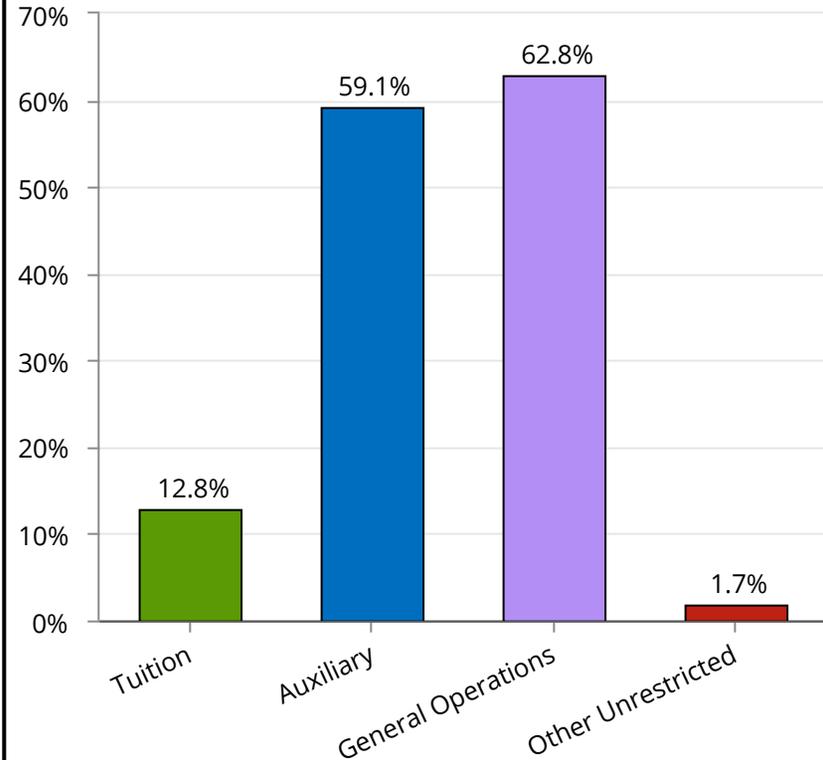
PR Balances Highlights

- Other Unrestricted balances are below the 12% reporting threshold; no spending plan is required for this fund type.
- Auxiliary balances declined by \$5.3 million, or 16.6%, in FY 2020.
- Nearly 65.7% of all unrestricted balances are obligated or planned.

PR Balances by Commitment Level



Balance as a Percentage of Expenditures



UW-Eau Claire FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	178,797	9,369,364	1,288,875	4,236,472	—	15,073,508
Auxiliary	15,280,798	2,932,619	8,139,555	—	—	26,352,972
General Operations	2,655,112	3,788,984	3,149,103	135,000	379,052	10,107,251
Federal Indirect	16,603	194,585	—	—	510,406	721,594
Other Unrestricted	—	—	139,565	—	—	139,565
Total	18,131,310	16,285,552	12,717,098	4,371,472	889,458	52,394,890
	34.6 %	31.1 %	24.3 %	8.3 %	1.7 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	13,649,136	31,617,013	5,997,000	132,011	51,395,160	690,653	52,085,813
FY2019-20	15,073,508	26,352,972	10,107,251	139,565	51,673,296	721,594	52,394,890
Change	1,424,372	(5,264,041)	4,110,251	7,554	278,136	30,941	309,077
	10.4 %	(16.6)%	68.5 %	5.7 %	0.5 %	4.5 %	0.6 %
Total Expenditures							
FY2018-19	114,343,045	49,125,668	13,323,768	7,956,143	184,748,624	225,119	184,973,743
FY2019-20	117,517,964	44,567,638	16,084,588	8,091,897	186,262,087	242,535	186,504,622
Change	3,174,919	(4,558,030)	2,760,820	135,754	1,513,463	17,416	1,530,879
Balances as a Percentage of Expenditures							
FY2018-19	11.9 %	64.4 %	45.0 %	1.7 %			
FY2019-20	12.8 %	59.1 %	62.8 %	1.7 %			

UW-Eau Claire FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	15,073,508	12.8 %
Obligated		178,797
Planned		9,369,364
<i>subtotal: Obligated and Planned</i>		<i>9,548,161</i>
Designated	1,288,875	
Reserves	4,236,472	
Undocumented Funds	—	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Domestic and International Immersion Programs postponed from summer 2020	Planned	200,000	200,000	200,000	200,000	FY21
2	One-time instructional course coverage salary and fringe-benefits	Planned	773,000	773,000	773,000	773,000	FY21
3	Continuing Education future planned spending of balances, including additional CSD staffing/salaries, investment in curriculum, new program development, CAS software support fee	Planned	927,630	927,630	316,004	927,630	FY21-FY23
4	Initial supplies budget for Patti Colom for new position in Students with Disabilities (Barron portion)	Planned	5,000	5,000	5,000	5,000	FY21
5	One-time fiber project	Planned	50,000	50,000	50,000	50,000	FY21
6	Common Services Review Group (CSRG) insitutional assessment from UWSA	Planned	181,134	181,134	60,378	181,134	FY21-FY23

UW-Eau Claire FY 2020 Program Revenue Balances

Tuition

7	Learning Technology Services (LTS) Recurring Investments	Planned	543,000	543,000	181,000	543,000	FY21-FY23
8	High Performing Student Scholarship Fund	Planned	500,000	500,000	500,000	500,000	FY21
9	Winter/Summer tuition (WIN/SUM) future planned spending of balances by departments including Special Lab Mod/ Equipment/Furniture strategic funding for the College of Education and Human Sciences (COEHS), computer rotation expenses and software support fee for the College of Arts and Sciences and various technology, faculty travel and immersive experiences for COEHS Special Education.	Planned	550,339	550,339	344,055	550,339	FY21-FY23
10	Online Communication Sciences and Disorders (CSD) future planned spending of balances to cover additional salaries for departmental personnel.	Planned	773,568	773,568	773,568	773,568	FY21
11	Nursing Incentive Grant	Planned	55,829	55,829	45,000	55,829	FY21-FY23
12	Miscellaneous planned spending of balances by Biology to take three interns to a conference in San Antonio and Barron County for tuition decreases.	Planned	5,881	5,881	2,280	5,881	FY21-FY23
13	Estimated funds needed for re-opening, above and beyond, CARES Covid-19 funding.	Planned	1,000,000	1,000,000	1,000,000	1,000,000	FY21
14	Communication Sciences and Disorders (CSD) repurpose of 6 clinic/lab spaces in Human Sciences and Services (HSS) (project moved from FY20 to FY21)	Planned	115,000	115,000	115,000	115,000	FY21
15	Dean of Students (DOS) Graduate Assistant salary	Planned	14,000	14,000	14,000	14,000	FY21
16	Sound engineer salary	Planned	12,000	12,000	12,000	12,000	FY21
17	New Sports (renovations for locker rooms)	Planned	292,000	292,000	292,000	292,000	FY21
18	Higher Learning Commission (HLC) accreditation / annual activity expenses	Planned	69,288	69,288	23,096	69,288	FY21-FY23
19	Chancellor's office projects funded using central funds	Planned	100,000	100,000	100,000	100,000	FY21
20	Mandated services: e.g., interpreter services, transcription services	Planned	81,507	81,507	27,169	81,507	FY21-FY23
21	Distribute student technology fee	Planned	147,202	147,202	147,202	147,202	FY21
22	University insurance premiums/sales credit shortages	Planned	294,232	294,232	294,232	294,232	FY21
23	WiSYS TECH Grant Assessment	Planned	59,274	59,274	19,758	59,274	FY21-FY23

UW-Eau Claire FY 2020 Program Revenue Balances

Tuition

24	STAR Assessment GPR DOA	Planned	5,070	5,070	1,690	5,070	FY21-FY23
25	Financial Services Bill GPR DOA	Planned	4,557	4,557	1,519	4,557	FY21-FY23
26	Budget supplement & Fin Serv Bill GPR DOA.	Planned	9,627	9,627	3,209	9,627	FY21-FY23
27	Administrative Support + Knowledge (ASK) Center, Learning Technology Services (LTS), Call Center Ticketing System	Planned	100,000	100,000	100,000	100,000	FY21
28	Institutional Research Data Decision making dashboard	Planned	100,000	100,000	100,000	100,000	FY21
29	Centralized Inventory in response to UW System Audit	Planned	100,000	100,000	100,000	100,000	FY21
30	National Conference on Undergraduate Research (NCUR) national conference	Planned	50,000	50,000	50,000	50,000	FY21
31	Welcome Center Furniture and Furnishings (all was unspent from FY20) project code AAC7629	Planned	1,101,807	1,101,807	1,101,807	1,101,807	FY21
32	15 to Finish remaining funding to promote credit momentum and timely degree completion	Planned	81	81	81	81	FY21
33	Various departments Facilities work orders	Planned	22,181	22,181	22,181	22,181	FY21
34	Art & Design and Computer Science Technology projects	Planned	6,302	6,302	6,302	6,302	FY21
35	Grant FY20 to be disbursed in July	Planned	2,798	2,798	2,798	2,798	FY21
36	UW System National Association of System Heads (NASH) grants for high impact educational practices (HIPS)	Planned	4,000	4,000	4,000	4,000	FY21
37	WiSys funding for statewide curriculum programs	Planned	17,914	17,914	17,914	17,914	FY21
38	Faculty startup biology	Planned	2,478	2,478	2,478	2,478	FY21
39	Funding for various grants - Innovation fund Comp Sci, Geology, UW Sys Water Fellow, UWM Freshwater, UW/DNR WI Groundwater, AR-WITAG Solar Water, WiSYS Launch Arch, ARG Witag Award Water, WiSYS Innov Airborne, VC Acad Aff Mayo, Materials Science	Planned	172,764	172,764	28,296	172,764	FY21-FY23
40	FY21 33.3% facilities savings provided from carryover to fund their required FY21 savings as a covid exception.	Planned	284,000	284,000	284,000	284,000	FY21
41	Extra divisional savings from Covid-19 expense reductions that will be returned to 980500 for use FY21	Planned	239,001	239,001	239,001	239,001	FY21
42	Director of Athletic Training fund for 2 years FY21 and FY22	Planned	164,000	164,000	82,000	164,000	FY21-FY22

UW-Eau Claire FY 2020 Program Revenue Balances

Tuition

43	Increased Recruitment (on/off campus), events \$102.9k expenses	Planned	102,900	102,900	102,900	102,900	FY21
44	Facilities Utility Project Coordinator FY21 and FY22	Planned	130,000	130,000	65,000	130,000	FY21-FY22
45	Language Testing Materials	Obligated	4,826	4,826	4,826	4,826	FY21
46	Calibration Services for MAICO Diagnostics ERO-SCAN PRO DP Screener	Obligated	1,118	1,118	1,118	1,118	FY21
47	International student recruitment - agency commission fees	Obligated	31,431	31,431	10,477	31,431	FY21-FY23
48	Carryover encumbrances entered Directly into SFS by UW-Eau Claire	Obligated	141,422	141,422	141,422	141,422	FY21

Total 9,548,161
 Obligated 178,797
 Planned 9,369,364

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	High Impact Student Activities and Financial Aid	275,408
2	Extension Student Fees used to support extension-related activities.	942,631
3	Regent Scholar Grant Architectural Coating Applications	43,521
4	Materials Science Technology Fees	27,315
Total		1,288,875

Reserves

Major Balance Grouping		FY20 Reserves Balance
1	GPR Reserve	4,227,720
2	Communication Sciences and Disorders (CSD) Reserve	8,752
Total		4,236,472

UW-Eau Claire FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	26,352,972	59.1 %
Obligated		15,280,798
Planned		2,932,619
<i>subtotal: Obligated and Planned</i>		18,213,417
Designated	8,139,555	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Blugold Central planned operational decrease in balance.	Planned	392,050	392,050	125,576	392,050	FY21-FY23
2	International Education Study Abroad planned operation decrease in balance.	Planned	134,179	134,179	46,859	134,179	FY21-FY23
3	College of Business - Health Care Administration (HCAD) Exam Fees	Planned	3,600	3,600	1,200	3,600	FY21-FY23
4	Cabaret	Planned	9,000	9,000	3,000	9,000	FY21-FY23
5	Barron County auxiliary planned operational decrease in balance.	Planned	114,799	114,799	64,015	114,799	FY21-FY23
6	Hibbard FY21 and Towers FY22 Parking Lot renovations	Planned	1,100,000	1,100,000	500,000	1,100,000	FY21-FY22
7	University Printing Services planned operational decrease in balance.	Planned	99,773	99,773	56,760	99,773	FY21-FY23

UW-Eau Claire FY 2020 Program Revenue Balances

Auxiliary Operations

8	Recreation - Funding for lights at Simpson Field	Planned	275,000	275,000	275,000	275,000	FY21
9	Organized Activities planned operational decrease in balance	Planned	181,180	181,180	68,997	181,180	FY21-FY23
10	Student Health Services planned operational decrease in balance	Planned	532,244	532,244	183,134	532,244	FY21-FY23
11	Counseling Services planned operational decrease in balance	Planned	90,794	90,794	50,031	90,794	FY21-FY23
12	Promotional T-shirt order for Athletics	Obligated	1,479	1,479	1,479	1,479	FY21
13	Cash drawer and installation for Barron Bookstore	Obligated	825	825	825	825	FY21
14	Various outstanding Facilities maintenance PO's, including Hubbell exterior lighting	Obligated	41,243	41,243	41,243	41,243	FY21
15	For the purchase of an ADA compliant van for housing	Obligated	55,166	55,166	55,166	55,166	FY21
16	For the purchase of a box truck for the housing department	Obligated	49,363	49,363	49,363	49,363	FY21
17	Distech Controls SDITR-SMA-BOS8100 software maintenance agreement	Obligated	4,232	4,232	4,232	4,232	FY21
18	Barron County Datacard printer rapid replacement	Obligated	1,430	1,430	1,430	1,430	FY21
19	RDR-E-NCRXR5 NCR XR5 POS Terminal	Obligated	12,932	12,932	12,932	12,932	FY21
20	Model# YSS-875EX Professional Soprano Saxophone	Obligated	4,355	4,355	4,355	4,355	FY21
21	Reconstruction of 1970 Steinway Model D Grand Piano	Obligated	2,294	2,294	2,294	2,294	FY21
22	Parking - Debt Service FY21	Obligated	77,230	77,230	77,230	77,230	FY21
23	University Centers - Debt Service FY21	Obligated	3,065,496	3,065,496	3,065,496	3,065,496	FY21
24	Food Service - Debt Service FY21	Obligated	110,963	110,963	110,963	110,963	FY21
25	Recreation - Debt Service FY21	Obligated	1,767	1,767	1,767	1,767	FY21
26	Central Utility Fund - Debt Service FY21	Obligated	591,756	591,756	591,756	591,756	FY21
27	Residence Halls - Debt Service FY21	Obligated	5,421,714	5,421,714	5,421,714	5,421,714	FY21
28	Interest earnings on auxiliary operations used to fund demolition of Katherine Thomas Hall and Putnam Hall to prepare site for new science hall.	Obligated	2,041,000	2,041,000	—	2,041,000	FY22
29	Children's Nature Academy Priory Lease with Blugold Real Estate 285-064 FY21	Obligated	197,254	197,254	197,254	197,254	FY21
30	Residence Halls Priory Lease with Blugold Real Estate 285-064 FY21	Obligated	273,658	273,658	273,658	273,658	FY21

UW-Eau Claire FY 2020 Program Revenue Balances

Auxiliary Operations

31	Residence Halls Haymarket Landing Lease with Haymarket Concepts, LLC 285-001 FY21	Obligated	1,933,391	1,933,391	1,933,391	1,933,391	FY21
32	Residence Halls Aspenson Mogensen Lease with Blugold Real Estate FY21	Obligated	1,393,250	1,393,250	1,393,250	1,393,250	FY21

Total 18,213,417
 Obligated 15,280,798
 Planned 2,932,619

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	Parking - Debt Service FY22	53,524
2	University Centers - Debt Service FY22	2,842,527
3	Food Service - Debt Service FY22	94,763
4	Central Utility Fund - Debt Service FY22	541,531
5	Residence Halls - Debt Service FY22	3,972,087
6	Children's Nature Academy Priory Lease with Blugold Real Estate 285-064 FY22	197,254
7	Residence Halls Priory Lease with Blugold Real Estate 285-064 FY22	273,658
8	Residence Halls Haymarket Landing Lease with Haymarket Concepts, LLC 285-001 FY22	164,211
Total		8,139,555

UW-Eau Claire FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	10,107,251	62.8 %
Obligated		2,655,112
Planned		3,788,984
<i>subtotal: Obligated and Planned</i>		<i>6,444,096</i>
Designated	3,149,103	
Reserves	135,000	
Undocumented Funds	379,052	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Financial Aid Funding	Planned	1,977,335	1,977,335	1,977,335	1,977,335	FY21
2	Diploma/Data request planned operational decrease in balances.	Planned	13,400	13,400	—	13,400	FY22-FY23
3	Academic Affairs planned operational decrease in balances.	Planned	29,438	29,438	14,198	29,438	FY21-FY23
4	College of Arts & Science - various departments planned operational decrease in balances.	Planned	394,892	394,892	157,889	394,892	FY21-FY23
5	College of Business - MBA Consortium Instruction increased instruction costs.	Planned	173,608	173,608	91,230	173,608	FY21-FY23
6	College of Business - Business Alliance Admin/Marketing & Instruction adding expected salary expenses, one-time expenses to provide professional development to faculty, iDocs, and Alliance admin to support alignment and assessment efforts for our upcoming AACSB reaffirmation.	Planned	110,629	110,629	33,673	110,629	FY21-FY23
7	College of Business - various departments planned operational decrease in balances.	Planned	248,976	248,976	117,420	248,976	FY21-FY23

UW-Eau Claire FY 2020 Program Revenue Balances

General Operations

8	Enrollment Management planned operational decrease in balances.	Planned	60,864	60,864	25,378	60,864	FY21-FY23
9	College of Education and Human Sciences - various departments planned operational decrease in balances.	Planned	33,524	33,524	18,050	33,524	FY21-FY23
10	Barron County planned operational decrease in balances.	Planned	10,581	10,581	3,727	10,581	FY21-FY23
11	Minority programs including Civil Right Pilgrimage, Multicultural Leadership Retreat, Powwow, Diversity Heritage Month education activities, Hmong Immersion, College Student Inventory assessment tool and activities to retain and engage students.	Planned	78,366	78,366	40,237	78,366	FY21-FY23
12	Learning Technology Services (LTS) software maintenance contracts and active learning updates in classrooms	Planned	263,226	263,226	130,488	263,226	FY21-FY23
13	Facilities replacing a Case tractor and a holder.	Planned	90,000	130,000	—	130,000	FY23
14	Facilities Campus Energy conservation projected projects.	Planned	140,000	140,000	130,000	140,000	FY21-FY23
15	UWEC Camps & Conferences planned operational decrease in balances.	Planned	123,145	123,145	67,510	123,145	FY21-FY22
16	Various departments planned operational decrease in balances - Continuing Education, Library, Viennese Ball	Planned	41,000	41,000	29,000	41,000	FY21-FY23
17	Annual Leave Reserve Account (ALRA) Terminal Leave Funding	Obligated	130,544	130,544	130,544	130,544	FY21
18	Knewton alta, Custom Foundations of Math ISBN: 978-1-63545-308-9 Codes for Summer Enrollment and Springboard Program	Obligated	6,000	6,000	6,000	6,000	FY21
19	Reconstruction of 1970 Steinway Model D Grand Piano	Obligated	5,506	5,506	5,506	5,506	FY21
20	Standbury Band Uniform Coats, Pants and Uniform Shoulder Drapes	Obligated	48,908	48,908	48,908	48,908	FY21
21	Custom Shakos for UWEC Blugold Marching Band	Obligated	4,997	4,997	4,997	4,997	FY21
22	EvaluationKIT by Watermark software 8-31-2019 to 8-30-2022 3-year subscription term MBA Consortium Program	Obligated	15,000	15,000	15,000	15,000	FY21
23	RN Practice Test - 2 year (60 qty) 09/04/19 - RN Case Studies - 2 year (60 qty) No date - Exit and Specialty Exams: Up to 6 exams (60 qty)	Obligated	28,392	28,392	28,392	28,392	FY21
24	Learning Technology Services (LTS) Contactless Door Reader and consulting services	Obligated	12,339	12,339	12,339	12,339	FY21
25	J632304-02 OMNI 23/4PR CAT6A networking cable	Obligated	1,436	1,436	1,436	1,436	FY21

UW-Eau Claire FY 2020 Program Revenue Balances

General Operations

26	AUD-TTS IP Text-To-Speech PA/Fire Evac/Giant Voice Interface	Obligated	3,950	3,950	3,950	3,950	FY21
27	Main distribution frame (MDF) To Fire Alarm Panel, MDF To intermediate distribution frame (IDF), Outside Plant	Obligated	82,007	82,007	82,007	82,007	FY21
28	RD982SU-1 Hytera UHF DMR Super Repeater - 400-470 MHz, 50 Watt	Obligated	1,800	1,800	1,800	1,800	FY21
29	Welcome Week T-Shirts Colors*305 Gildan Heavy 100% Cotton	Obligated	5,743	5,743	5,743	5,743	FY21
30	Gifts funded for Flesch Family Welcome Center for A&E fees	Obligated	2,308,490	2,378,915	2,308,490	2,308,490	FY21

Total 6,444,096
 Obligated 2,655,112
 Planned 3,788,984

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Master of Social Work	47,978
2	Faculty-Led International Immersion Experiences (FLIIE)	10,494
3	Intensive English as a Second Language (ESL)	316,640
4	Remedial Education	381,097
5	MBA Consortium	1,277,221
6	Business Alliance	694,168
7	Enrollment Management	239,019
8	College of Education and Human Sciences Specials Course Fees, etc.	57,873
9	Barron County Special Course Fees, etc.	99,123
10	Employee Wellness, Veteran Affairs, Human Development Center, Honors Program, Continuing Education (Dept 56), AP Check Clearing	25,490
	Total	3,149,103

UW-Eau Claire FY 2020 Program Revenue Balances

General Operations

Reserves

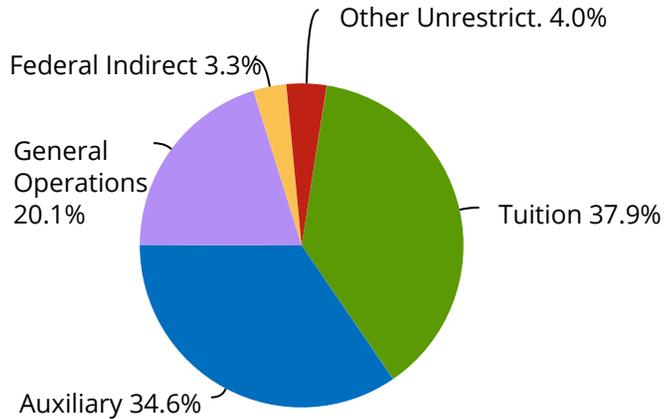
	Major Balance Grouping	FY20 Reserves Balance
1	MBA Consortium Reserve	135,000

Undocumented Funds

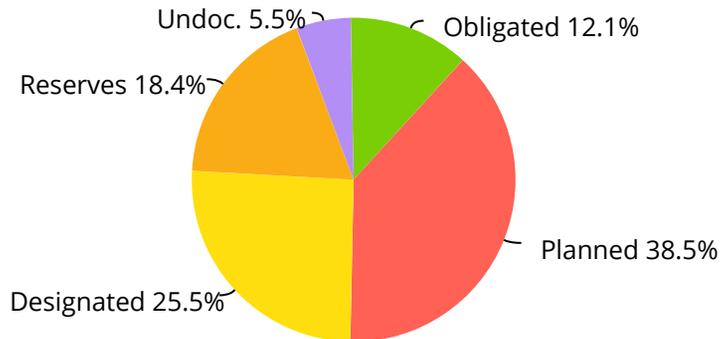
	Major Balance Grouping	FY20 Undocumented Balance
1	Instructional Program Revenue	379,052

UW-Green Bay FY 2020 Program Revenue Balances

PR Balances by Category



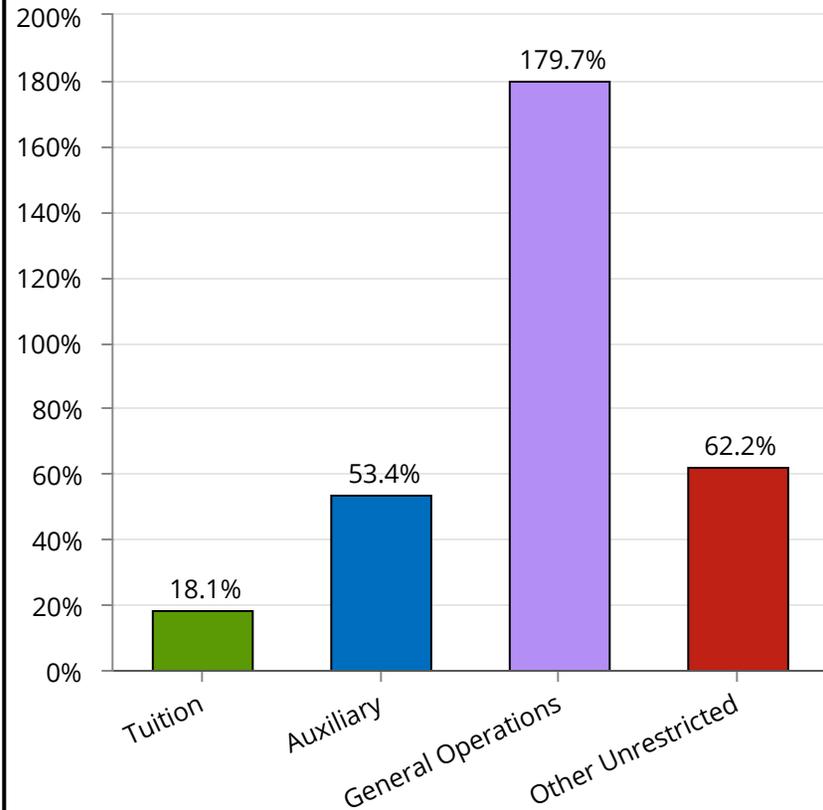
PR Balances by Commitment Level



PR Balances Highlights

- Tuition balances increased from \$9.5 million in FY 2019 to \$12.3 million (29.1%) in FY 2020.
- Approximately 74.5% of tuition balances are obligated or planned.
- Auxiliary balances declined by \$1.2 million, or 9.7%, in FY 2020.

Balance as a Percentage of Expenditures



UW-Green Bay FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	2,975,592	6,206,313	—	3,149,000	—	12,330,905
Auxiliary	889,283	3,121,841	5,133,540	2,107,245	—	11,251,909
General Operations	56,767	1,767,690	3,165,752	364,118	1,190,652	6,544,979
Federal Indirect	—	383,702	—	244,972	436,007	1,064,681
Other Unrestricted	—	1,047,500	—	113,092	144,804	1,305,396
Total	3,921,642	12,527,046	8,299,292	5,978,427	1,771,463	32,497,870
	12.1 %	38.5 %	25.5 %	18.4 %	5.5 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	9,548,085	12,461,267	3,786,418	1,838,138	27,633,908	978,883	28,612,791
FY2019-20	12,330,905	11,251,909	6,544,979	1,305,396	31,433,189	1,064,681	32,497,870
Change	2,782,820	(1,209,358)	2,758,561	(532,742)	3,799,281	85,798	3,885,079
	29.1 %	(9.7)%	72.9 %	(29.0)%	13.7 %	8.8 %	13.6 %
Total Expenditures							
FY2018-19	57,809,259	19,448,462	3,884,229	1,585,134	82,727,084	289,707	83,016,791
FY2019-20	68,099,109	21,072,449	3,641,177	2,098,632	94,911,367	237,421	95,148,788
Change	10,289,850	1,623,987	(243,052)	513,498	12,184,283	(52,286)	12,131,997
Balances as a Percentage of Expenditures							
FY2018-19	16.5 %	64.1 %	97.5 %	116.0 %			
FY2019-20	18.1 %	53.4 %	179.7 %	62.2 %			

UW-Green Bay FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	12,330,905	18.1 %
Obligated		2,975,592
Planned		6,206,313
<i>subtotal: Obligated and Planned</i>		<i>9,181,905</i>
Designated	—	
Reserves	3,149,000	
Undocumented Funds	—	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Support for Disability Services	Planned	100,000	100,000	100,000	100,000	FY21
2	Vice Chanc for Bus Fin - Student Success Initiatives	Planned	68,509	68,509	68,509	68,509	FY21
3	Provost Initiatives - Student Success Initiatives	Planned	82,949	82,949	82,949	82,949	FY21
4	Support for Marketing Department-FY20 Marketing Plan	Planned	600,000	600,000	60,000	60,000	FY21
5	Support for Weidner Center Educational Mission	Planned	150,000	150,000	150,000	150,000	FY21
6	Support for Sustainability Committee	Planned	17,500	17,500	17,500	17,500	FY21
7	New Chancellor funds - Diversity Initiatives	Planned	150,000	150,000	150,000	150,000	FY21
8	Sheboygan Campus LED sign	Planned	120,000	120,000	120,000	120,000	FY21
9	Student emergency fund	Planned	500,000	500,000	500,000	500,000	FY21
10	Campus Grounds outsourcing contract proposal	Planned	250,000	250,000	250,000	250,000	FY21
11	Additional Instruction shortfall	Planned	734,348	734,348	734,348	734,348	FY21

UW-Green Bay FY 2020 Program Revenue Balances

Tuition

12	Branch campus GPR salary & fringe deficit spending	Planned	2,293,632	2,293,632	2,293,632	2,293,632	FY21
13	Branch campus tuition shortfall	Planned	653,768	653,768	653,768	653,768	FY21
14	Unfunded mandates including common systems charges	Planned	485,607	485,607	485,607	485,607	FY21
15	FY19-20 year-end encumbrances	Obligated	91,450	91,450	91,450	91,450	FY21
16	EAB membership	Obligated	131,288	131,288	131,288	131,288	FY21
17	FY21 7.5% lapse	Obligated	2,166,900	2,166,900	2,166,900	2,166,900	FY21
18	VSIP signed agreements	Obligated	248,954	248,954	248,954	248,954	FY21
19	Faculty stipends for online curriculum design	Obligated	337,000	337,000	337,000	337,000	FY21

Total 9,181,905
 Obligated 2,975,592
 Planned 6,206,313

Reserves

Major Balance Grouping	FY20 Reserves Balance
1 Reserves for unexpected revenue or business interruptions	3,149,000

UW-Green Bay FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	11,251,909	53.4 %
Obligated		889,283
Planned		3,121,841
<i>subtotal: Obligated and Planned</i>		<i>4,011,124</i>
Designated	5,133,540	
Reserves	2,107,245	
Undocumented Funds	—	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	University Recreation (Intramurals) equipment/renovation	Planned	69,000	69,000	69,000	69,000	FY21
2	Electrical System Upgrades pre-design (20A3J)	Planned	148,500	148,500	148,500	148,500	FY21
3	Kress Events Center parking lot and road repaving	Planned	1,121,000	1,121,000	1,121,000	1,121,000	FY21
4	Pedestrian sign updates	Planned	50,000	50,000	50,000	50,000	FY21
5	Sidewalk repairs	Planned	15,141	15,141	15,141	15,141	FY21
6	Union-Coffee House remodel & upgrades	Planned	127,000	127,000	127,000	127,000	FY21
7	Union-LED light upgrades	Planned	15,000	15,000	15,000	15,000	FY21
8	Union-First floor flooring and walls	Planned	25,000	25,000	25,000	25,000	FY21
9	Union-Cloud Commons divider wall	Planned	30,000	30,000	30,000	30,000	FY21
10	Union-Equipment and furnishings	Planned	73,500	73,500	73,500	73,500	FY21
11	Res Life-replace main housing pathway	Planned	250,800	250,800	250,800	250,800	FY21
12	Res Life-entryway concrete	Planned	12,000	12,000	12,000	12,000	FY21
13	Res Life-replace drapes in 9 apt. buildings	Planned	155,000	155,000	155,000	155,000	FY21

UW-Green Bay FY 2020 Program Revenue Balances

Auxiliary Operations

14	Res Life- replace soft seaing in 9 apt buildings	Planned	540,000	540,000	540,000	540,000	FY21
15	Res Life-replace occasional tables in 9 apt buildings	Planned	75,000	75,000	75,000	75,000	FY21
16	Res Life-Single Mode fiber optics for 9 apt buildings	Planned	186,000	186,000	186,000	186,000	FY21
17	Res Life-Tradional apt breezeway structural assessment and repair	Planned	104,900	104,900	104,900	104,900	FY21
18	Res Life-replace windows and doors in community center	Planned	124,000	124,000	124,000	124,000	FY21
19	Debt Service - Kress Events Center	Obligated	777,323	777,323	777,323	777,323	FY21
20	Debt Service - Athletics Field Complex	Obligated	54,960	54,960	54,960	54,960	FY21
21	Tree removal along softball complex	Obligated	8,000	8,000	8,000	8,000	FY21
22	Tennis Court Demolition	Obligated	49,000	49,000	49,000	49,000	FY21
Total			4,011,124				
Obligated			889,283				
Planned			3,121,841				

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	International Education	65,095
2	Residence Life	625,930
3	Special Course Fees	39,377
4	Seg Fees	4,403,138
Total		5,133,540

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	Reserves for unexpected revenue or business interruptions	2,107,245

UW-Green Bay FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	6,544,979	179.7 %
Obligated		56,767
Planned		1,767,690
<i>subtotal: Obligated and Planned</i>		<i>1,824,457</i>
Designated	3,165,752	
Reserves	364,118	
Undocumented Funds	1,190,652	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Weidner Center renovations for hosting public events	Planned	363,954	363,954	150,000	363,954	FY21-FY22
2	Branch campus signage	Planned	61,012	61,012	61,012	61,012	FY21
3	Boiler fuel tank replacement	Planned	100,000	300,000	100,000	300,000	FY21-FY22
4	Fire alarm replacement	Planned	30,000	30,000	30,000	30,000	FY21
5	Engineering Technology Space	Planned	65,201	65,201	65,201	65,201	FY21
6	Storm water repairs/improvements	Planned	21,720	21,720	21,720	21,720	FY21
7	Strategic Initiatives	Planned	628,803	628,803	628,803	628,803	FY21
8	Nursing skills lab equipment	Planned	50,000	50,000	50,000	50,000	FY21
9	Lab Sciences equipment for Aquaculture Emphasis program	Planned	50,000	50,000	50,000	50,000	FY21
10	Lab Sciences kitchen updates for Water Science	Planned	50,000	50,000	50,000	50,000	FY21
11	Engineering Equipment	Planned	50,000	50,000	50,000	50,000	FY21
12	STEM Outreach and Campus Coordinate position	Planned	77,000	77,000	77,000	77,000	FY21

UW-Green Bay FY 2020 Program Revenue Balances

General Operations

13	Animal lab completion	Planned	20,000	20,000	20,000	20,000	FY21
14	Student scholarships - retention initiative	Planned	200,000	200,000	200,000	200,000	FY21
15	Branch campus staff banked leave account	Obligated	56,767	56,767	56,767	56,767	FY21

Total	1,824,457
Obligated	56,767
Planned	1,767,690

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	Distance Ed Fees	1,244,650
2	User Fees	498,826
3	Remedial Education	792,030
4	Scholarships	189,151
5	Conferences/workshops	249,080
6	Dietetic Internship	64,236
7	National Marketing Program	127,779
Total		3,165,752

Reserves

Major Balance Grouping		FY20 Reserves Balance
1	Reserves for unexpected revenue or business interruptions	364,118

UW-Green Bay FY 2020 Program Revenue Balances

Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

Total Balance	1,305,396	62.2 %
Obligated		—
Planned		1,047,500
<i>subtotal: Obligated and Planned</i>		<i>1,047,500</i>
Designated		—
Reserves	113,092	
Undocumented Funds	144,804	
<u>Remaining Balance</u>		—

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Strategic Initiatives/Subvention Fund	Planned	800,000	800,000	800,000	800,000	FY21
2	First Nations Masters program start up	Planned	247,500	247,500	247,500	247,500	FY21
		Total	1,047,500				
		Obligated	—				
		Planned	1,047,500				

UW-Green Bay FY 2020 Program Revenue Balances

Other Unrestricted Operations

Reserves

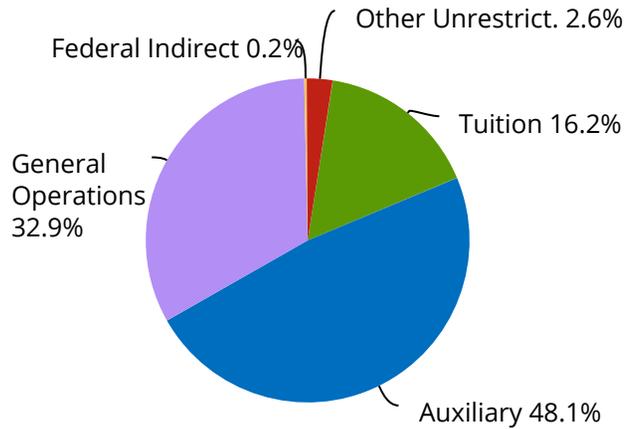
	Major Balance Grouping	FY20 Reserve Balance
1	Reserves for unexpected revenue or business interruptions	113,092

Undocumented Funds

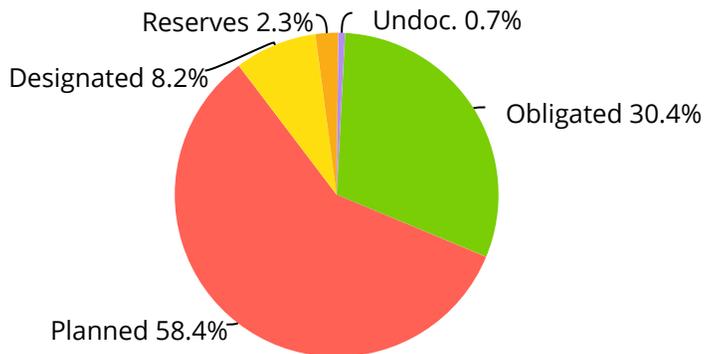
	Major Balance Grouping	FY20 Undocumented Balance
1	Additional reserves for COVID related expenses	144,804

UW-La Crosse FY 2020 Program Revenue Balances

PR Balances by Category



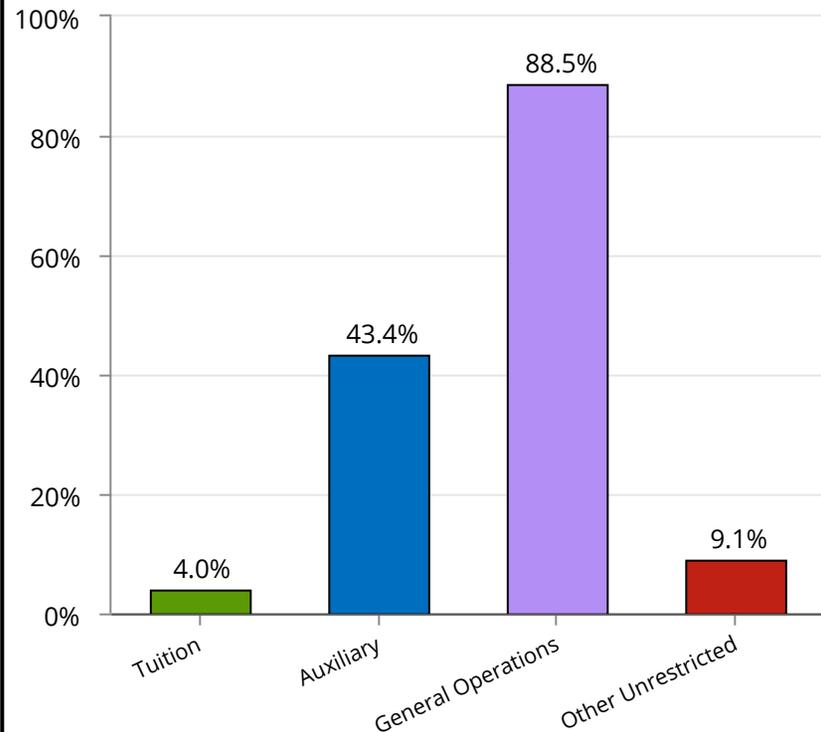
PR Balances by Commitment Level



PR Balances Highlights

- Tuition balances are below the 12% reporting threshold; no tuition spending plan is required.
- General Operations balances declined by \$2.8 million, or 22.4%, in FY 2020.
- Nearly 59.0% of General Operations balances are obligated for facilities projects.
- Approximately 88.8% of all unrestricted balances are obligated or planned.

Balance as a Percentage of Expenditures



UW-La Crosse FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	1,266,539	2,153,610	811,883	590,313	2,250	4,824,595
Auxiliary	1,282,904	11,660,544	1,343,043	—	46,162	14,332,653
General Operations	5,839,672	3,526,427	238,196	86,965	111,552	9,802,812
Federal Indirect	—	33,727	—	—	37,189	70,916
Other Unrestricted	681,124	30,010	58,243	—	—	769,377
Total	9,070,239	17,404,318	2,451,365	677,278	197,153	29,800,353
	30.4 %	58.4 %	8.2 %	2.3 %	0.7 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	4,290,934	14,599,972	12,636,919	892,452	32,420,277	104,912	32,525,189
FY2019-20	4,824,596	14,332,653	9,802,812	769,377	29,729,438	70,915	29,800,353
Change	533,662	(267,319)	(2,834,107)	(123,075)	(2,690,839)	(33,997)	(2,724,836)
	12.4 %	(1.8)%	(22.4)%	(13.8)%	(8.3)%	(32.4)%	(8.4)%
Total Expenditures							
FY2018-19	120,788,802	38,506,438	15,777,570	8,181,987	183,254,797	385,503	183,640,300
FY2019-20	120,761,182	33,052,417	11,073,511	8,479,853	173,366,963	408,942	173,775,905
Change	(27,620)	(5,454,021)	(4,704,059)	297,866	(9,887,834)	23,439	(9,864,395)
Balances as a Percentage of Expenditures							
FY2018-19	3.6 %	37.9 %	80.1 %	10.9 %			
FY2019-20	4.0 %	43.4 %	88.5 %	9.1 %			

UW-La Crosse FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	14,332,653	43.4 %
Obligated		1,282,904
Planned		11,660,544
<i>subtotal: Obligated and Planned</i>		<i>12,943,448</i>
Designated	1,343,043	
Reserves	—	
Undocumented Funds	46,162	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	International Education & Engagement (IEE) New Program Development	Planned	6,449	6,449	6,449	6,449	FY21
2	Student Organized Activities - equipment purchases, programming	Planned	198,131	198,131	99,000	198,131	FY21-FY23
3	Environmental Sustainability - future project support	Planned	164,545	164,545	90,208	164,545	FY21-FY23
4	Recreation Center - facility projects: eSports remodel, window and roof replacement (design), wire concealment, climbing wall.	Planned	666,818	769,600	569,600	769,600	FY21-FY22
5	Health Center - equipment purchases and upgrades, temporary staffing	Planned	323,695	323,695	153,695	323,695	FY21-FY22
6	Counseling Center - software renewal	Planned	20,000	20,000	—	20,000	FY22
7	Stadium - Audio System upgrade	Planned	117,640	117,640	117,640	117,640	FY21
8	Residence Life - Laux Renovation Phase II project, steam infrastructure project, security camera project	Planned	834,805	919,860	759,930	919,860	FY21-FY22

UW-La Crosse FY 2020 Program Revenue Balances

Auxiliary Operations

9	University Centers - equipment, technology, artwork, security cameras, furniture, flooring, room modifications.	Planned	284,766	289,535	69,535	289,535	FY21-FY23
10	Dining Services - Whitney Center Renovation PR Cash, security cameras, dining equipment.	Planned	730,119	774,629	146,389	774,629	FY21-FY23
11	Athletics - team uniforms and equipment.	Planned	26,714	26,714	26,714	26,714	FY21
12	Bookstore and Textbook Rental - store improvements/shelving, General Education book purchases, student fee credits	Planned	1,107,297	1,107,297	557,297	1,107,297	FY21-FY23
13	La Crosse Medical Health Science Center (LMHSC) deferred maintenance projects	Planned	1,201,715	1,511,400	446,550	1,511,400	FY21-FY23
14	Center for the Arts (CFA) Parking Ramp Project	Planned	5,173,189	14,000,000	5,000,000	14,000,000	FY21-FY24
15	Business Services - Peoplesoft Upgrade, CBORD (campus ID and card access system) Renewal, CBORD equipment replacement	Planned	230,000	230,000	160,000	230,000	FY21-FY23
16	Enrollment Fee - operating deficits for FY21/FY22 for first year experience and orientation programming	Planned	105,610	105,610	52,805	105,610	FY21-FY22
17	Steam Infrastructure Project	Planned	129,000	129,000	—	129,000	FY22
18	Chargeback Clearing - UWS Chargebacks	Planned	32,000	32,000	16,000	32,000	FY21-FY22
19	Financial Literacy programming and scholarship support	Planned	41,726	41,726	41,726	41,726	FY21
20	Parking Lot maintenance and seal coating	Planned	16,325	16,325	16,325	16,325	FY21
21	Indoor Tennis Court Project (Green Island Facility)	Planned	250,000	250,000	250,000	250,000	FY21
22	International Education (IEE) exchange, study abroad contracts and encumbrances	Obligated	1,296	19,925	10,000	19,925	FY21-FY23
23	Student Affairs (Green Fund, REC, Union, Dining, Parking) and Academic Affairs (Art, Health Professions, Exercise Science) Encumbrances	Obligated	169,494	169,494	169,494	169,494	FY21
24	Financial Services Revenue Clearing Entries	Obligated	112,114	112,114	112,114	112,114	FY21
25	Residence Life Sanford Hall Renovation Project #19K1M (PR Cash Contribution)	Obligated	1,000,000	1,000,000	1,000,000	1,000,000	FY21

Total	12,943,448
Obligated	1,282,904
Planned	11,660,544

UW-La Crosse FY 2020 Program Revenue Balances

Auxiliary Operations

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Special Course Fees	209,347
2	Segregated Fees	702,460
3	Textbook Rental Fees	74,246
4	Central University Fees - Enrollment, Registration, Canvas/DLE	293,736
5	Student Support Services Support	1,000
6	La Crosse Medical Health Science Center (LMHSC) Operations	8,776
7	Parking Services	53,478
	Total	1,343,043

Undocumented Funds

	Major Balance Grouping	FY20 Undocumented Balance
1	Credit Union Campus Support	5,181
2	Bookstore Operations	18,505
3	Administrative Overhead	19,021
4	E-Waste (Information Technology)	1,321
5	Surplus Property Management (Physical Plant)	2,134
	Total	46,162

UW-La Crosse FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	9,802,812	88.5 %
Obligated		5,839,672
Planned		3,526,427
<i>subtotal: Obligated and Planned</i>		9,366,099
Designated	238,196	
Reserves	86,965	
Undocumented Funds	111,552	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Academic Affairs initiatives - graduate research, graduate assistants, marketing	Planned	50,347	50,347	46,300	50,347	FY21-FY22
2	Academic Affairs software renewal, alumni survey	Planned	20,000	20,000	20,000	20,000	FY21
3	Student Life -second year experience programing	Planned	44,452	44,452	14,817	44,452	FY21-FY23
4	Athletics - Assistant Coach support, team equipment/travel	Planned	10,988	10,988	10,988	10,988	FY21
5	Diversity & Inclusion - training initiatives and speakers	Planned	14,000	14,000	14,000	14,000	FY21
6	Administration and Finance initiatives - software renewal, police vehicle equipment, land acquisition, technology, facility maintenance needs	Planned	315,348	315,348	278,847	315,348	FY21-FY22
7	Campus and facility small projects	Planned	657,819	657,819	557,819	657,819	FY21-FY22
8	Prairie Springs Science Center Phase II	Planned	2,000,000	2,000,000	2,000,000	2,000,000	FY21
9	College of Business Administration (CBA) programming, J Term support, Wittich Hall interior needs, graduate assistant support	Planned	257,569	257,569	159,260	257,569	FY21-22

UW-La Crosse FY 2020 Program Revenue Balances

General Operations

10	College of Arts, Social Sciences and Humanities (CASSH) - music concert hall rental	Planned	8,040	8,500	8,500	8,500	FY21
11	College of Science and Health (CSH) - Mathematics - instruction, course development and instructional equipment	Planned	101,307	101,307	51,306	101,307	FY21-FY23
12	College of Science & Health (CSH) Deans Distinguished Fellowships	Planned	46,557	46,557	46,557	46,557	FY21
13	Academic Affairs, Terminal Leave, University Police Encumbrances	Obligated	56,179	56,179	56,179	56,179	FY21
14	Facility and Campus Small Projects - in process or enumerated: signage, office renovations, restroom remodels, equipment, track resurfacing	Obligated	1,335,738	1,335,738	1,080,456	1,335,738	FY21-FY22
15	White Hall Renovation (#17H1P)	Obligated	62,422	62,422	62,422	62,422	FY21
16	Fieldhouse Project (#15I2I)	Obligated	452,354	1,500,000	500,000	1,500,000	FY21-FY22
17	Wittich Hall Renovation (#14I2O)	Obligated	3,932,979	3,932,979	1,000,000	3,932,979	FY21-FY22

Total 9,366,099
 Obligated 5,839,672
 Planned 3,526,427

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Academic Affairs programming	2,760
2	School of Education programing	13,484
3	Student Affairs Initiatives	18,207
4	Athletics programing, team travel, camps	13,892
5	Diversity & Inclusion programing and initiatives	6,090
6	College of Arts, Social Sciences & Humanities (CASSH) programming and events	22,577
7	Health Professions application, insurance and liability fee accounts	36,782
8	Indirect overhead accounts - individual and departmental	62,074
9	Mathematics department programming	1,894
10	Physics department programing	7,164

UW-La Crosse FY 2020 Program Revenue Balances

General Operations

11	Recreation Management and Therapeutic Rec (RMTR) programming	21,753
12	Exercise and Sport Science (ESS) department programming	31,519
	Total	238,196

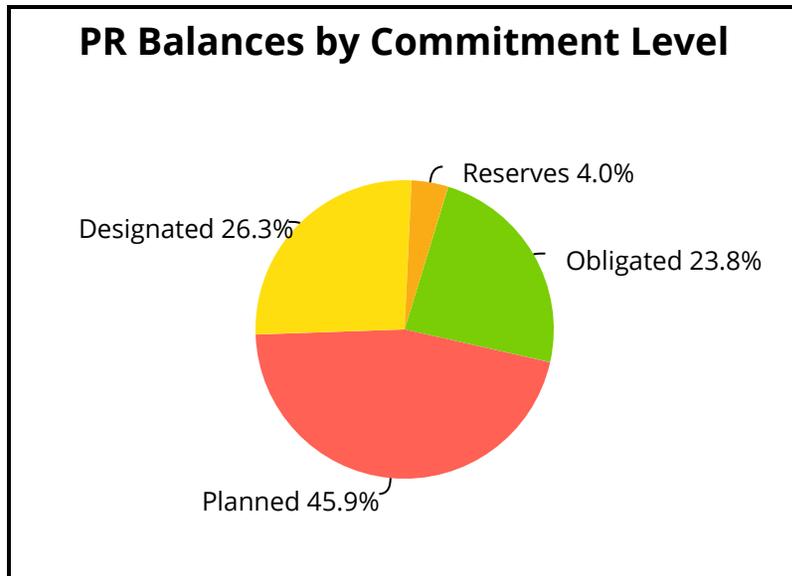
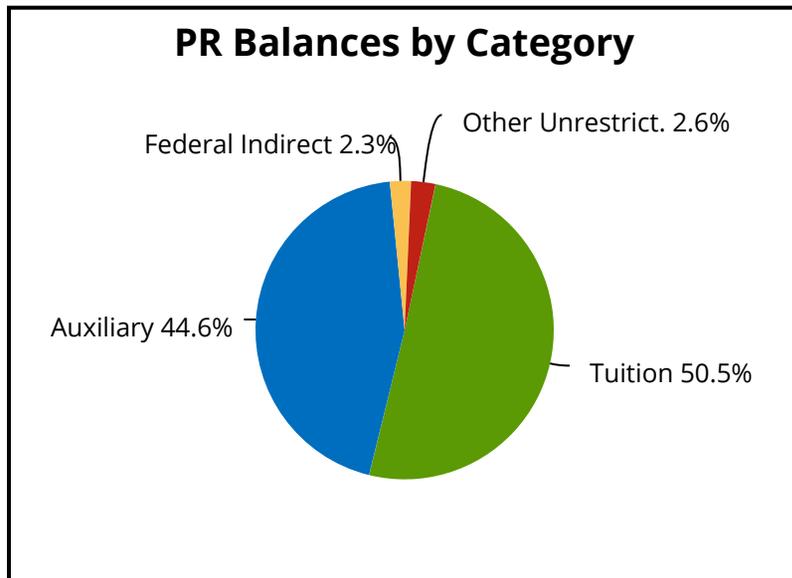
Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	Extended Learning to protect against program enrollment fluctuations	86,965

Undocumented Funds

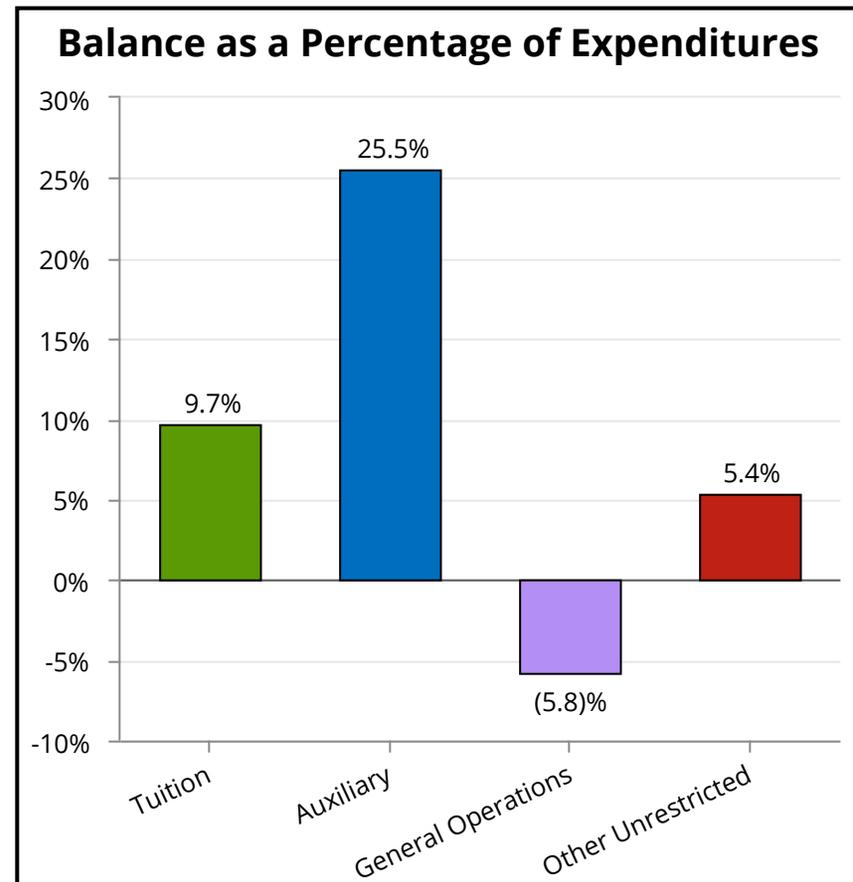
	Major Balance Grouping	FY20 Undocumented Balance
1	Academic Affairs - directory information request, career services, Extended Learning revenue share, College Overhead	23,086
2	University Library	8,715
3	Student Affairs and Student Life programming accounts	3,544
4	Cleary Center	6,072
5	Diversity & Inclusion	5,424
6	Administration & Finance	26,537
7	College of Business Administration (CBA) overhead and Dean's Office accounts	11,151
8	College of Arts, Social Sciences & Humanities (CASSH) overhead account	225
9	College of Science & Health (CSH) equipment and programming accounts	26,798
	Total	111,552

UW-Oshkosh FY 2020 Program Revenue Balances



PR Balances Highlights

- Tuition balances are below the 12% reporting threshold; no tuition spending plan is required.
- Auxiliary balances declined by \$1.6 million, or 14.7%, in FY 2020.
- Approximately 72.7% of all unrestricted balances are obligated or planned.



*The two above pie charts exclude the negative balance for General Operations.

UW-Oshkosh FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	3,713,918	6,789,138	315,591	—	—	10,818,647
Auxiliary	1,130,571	3,050,300	5,294,918	75,425	—	9,551,214
General Operations	—	—	—	—	(876,388)	(876,388)
Federal Indirect	87,091	—	—	400,554	—	487,645
Other Unrestricted	170,077	—	18,222	378,224	—	566,523
Total	5,101,657	9,839,438	5,628,731	854,203	(876,388)	20,547,641
	24.8 %	47.9 %	27.4 %	4.2 %	(4.3)%	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	9,156,732	11,193,413	2,415,979	189,940	22,956,064	718,054	23,674,118
FY2019-20	10,818,647	9,551,214	(876,388)	566,523	20,059,996	487,645	20,547,641
Change	1,661,915	(1,642,199)	(3,292,367)	376,583	(2,896,068)	(230,409)	(3,126,477)
	18.1 %	(14.7)%	(136.3)%	198.3 %	(12.6)%	(32.1)%	(13.2)%
Total Expenditures							
FY2018-19	103,042,385	42,618,145	10,822,128	11,218,366	167,701,024	648,015	168,349,039
FY2019-20	111,020,382	37,484,926	15,153,504	10,516,215	174,175,027	665,816	174,840,843
Change	7,977,997	(5,133,219)	4,331,376	(702,151)	6,474,003	17,801	6,491,804
Balances as a Percentage of Expenditures							
FY2018-19	8.9 %	26.3 %	22.3 %	1.7 %			
FY2019-20	9.7 %	25.5 %	(5.8)%	5.4 %			

UW-Oshkosh FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	9,551,214	25.5 %
Obligated		1,130,571
Planned		3,050,300
<i>subtotal: Obligated and Planned</i>		<i>4,180,871</i>
Designated	5,294,918	
Reserves	75,425	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Outstanding Encumbrances	Obligated	803,174	803,174	803,174	803,174	FY21
2	Voluntary Retirement Incentive Program Payouts	Obligated	327,397	327,397	327,397	327,397	FY21
3	Reeve Union Titan Underground Renovation	Planned	250,000	250,000	—	250,000	FY23
4	Reeve Union Water Heater Replacement	Planned	50,000	50,000	—	50,000	FY23
5	Blackhawk Commons Elevators	Planned	503,000	503,000	—	503,000	FY22
6	Student Recreation & Wellness Center Roof Replacement	Planned	327,000	327,000	327,000	327,000	FY21
7	Residence Life Technology Infrastructure Upgrade	Planned	200,000	200,000	100,000	200,000	FY21-FY22
8	Residence Life Water Tank Replacement	Planned	100,000	100,000	50,000	100,000	FY21-FY22
9	Access Campus Bookstores conversion from Follett	Planned	173,800	173,800	23,800	173,800	FY21-FY22
10	Bookstore Security System & Security Camera Replacement	Planned	110,000	110,000	110,000	110,000	FY21
11	Bookstore Front End renovation	Planned	150,000	150,000	—	150,000	FY23
12	Bookstore equipment replacement	Planned	29,000	29,000	29,000	29,000	FY21

UW-Oshkosh FY 2020 Program Revenue Balances

Auxiliary Operations

13	Increased Labor cost for Residence Hall Cleaning	Planned	800,000	800,000	800,000	800,000	FY21
14	COVID 19 Marketing /Signage	Planned	7,500	7,500	7,500	7,500	FY21
15	Contract Adjustment between UW Oshkosh & Aladdin Food Service	Planned	150,000	150,000	150,000	150,000	FY21
16	COVID-19 Follow-up Testing & Contact Tracing	Planned	200,000	200,000	200,000	200,000	FY21

Total 4,180,871
 Obligated 1,130,571
 Planned 3,050,300

Designated Funds

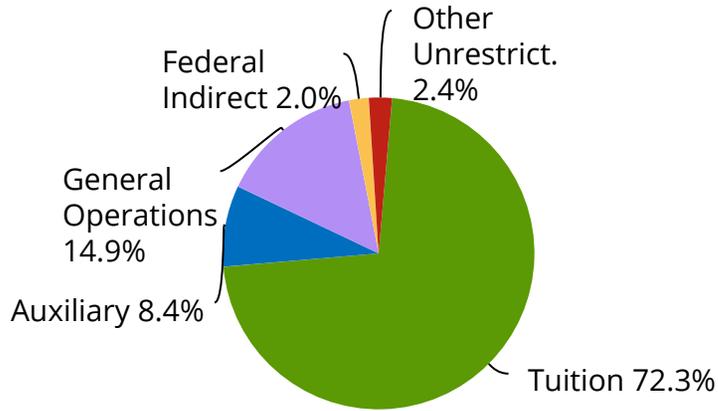
Major Balance Grouping		FY20 Designated Balance
1	Municipal Services (Segregated Fee)	33,351
2	Green Fund (Segregated Fee)	68,970
3	Central Utility Pool	2,603,959
4	New Student Orientation	481,702
5	Student Funds Deposited on Titan Card	280,412
6	Advance Titan Student Newspaper	11,520
7	Dining Operations	1,455,612
8	Fond du Lac Segregated Fee Funded Operations	14,189
9	Fox Cities Segregated Fee Funded Operations	64,772
10	Study Abroad	181,187
11	Special Course Fees	99,244
Total		5,294,918

Reserves

Major Balance Grouping		FY20 Reserves Balance
1	Reserves	75,425

UW-Parkside FY 2020 Program Revenue Balances

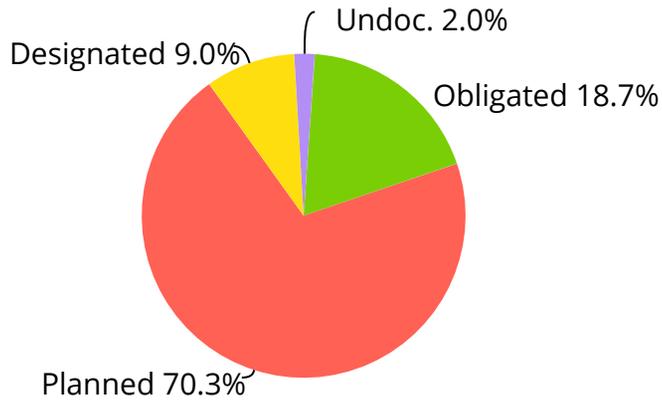
PR Balances by Category



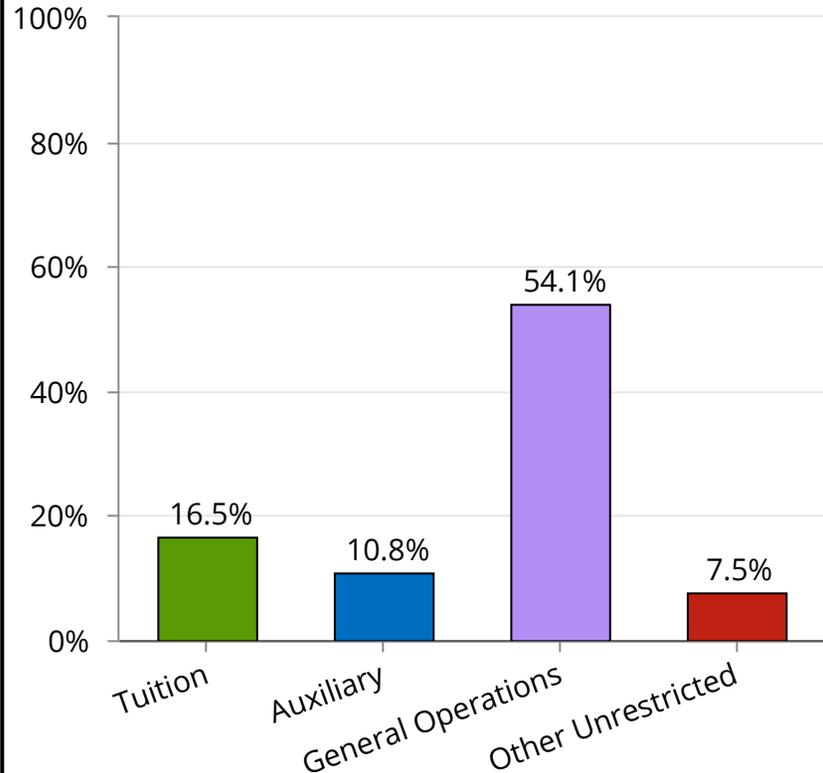
PR Balances Highlights

- Tuition balances decreased by \$1.9 million, or 17.8% in FY 2020.
- Auxiliary and Other Unrestricted balances are below the 12% reporting threshold; no spending plans are required for these funds.
- Nearly 89% of total unrestricted balances are obligated or planned.

PR Balances by Commitment Level



Balance as a Percentage of Expenditures



UW-Parkside FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	1,122,584	7,519,896	—	—	—	8,642,480
Auxiliary	1,009,226	—	—	—	—	1,009,226
General Operations	54,232	742,515	982,829	—	—	1,779,576
Federal Indirect	—	—	—	—	243,314	243,314
Other Unrestricted	48,490	146,030	92,419	—	—	286,939
Total	2,234,532	8,408,441	1,075,248	—	243,314	11,961,535
	18.7 %	70.3 %	9.0 %	— %	2.0 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	10,512,609	1,476,869	2,371,274	367,932	14,728,684	227,020	14,955,704
FY2019-20	8,642,480	1,009,226	1,779,576	286,939	11,718,221	243,314	11,961,535
Change	(1,870,129)	(467,643)	(591,698)	(80,993)	(3,010,463)	16,294	(2,994,169)
	(17.8)%	(31.7)%	(25.0)%	(22.0)%	(20.4)%	7.2 %	(20.0)%
Total Expenditures							
FY2018-19	48,272,366	9,804,374	2,628,785	3,600,490	64,306,015	55,566	64,361,581
FY2019-20	52,351,635	9,336,392	3,291,255	3,820,628	68,799,910	66,578	68,866,488
Change	4,079,269	(467,982)	662,470	220,138	4,493,895	11,012	4,504,907
Balances as a Percentage of Expenditures							
FY2018-19	21.8 %	15.1 %	90.2 %	10.2 %			
FY2019-20	16.5 %	10.8 %	54.1 %	7.5 %			

UW-Parkside FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	8,642,480	16.5 %
Obligated		1,122,584
Planned		7,519,896
<i>subtotal: Obligated and Planned</i>		<i>8,642,480</i>
Designated	—	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Salary for Three Teaching Specialists	Planned	231,000	231,000	231,000	231,000	FY21
2	Portion of MBA Advisor Salary	Planned	53,550	321,300	53,550	53,550	FY21
3	Finance Faculty Member	Planned	196,000	1,176,000	196,000	196,000	FY21
4	Salary moved due to planned budget cuts from 102	Planned	22,054	132,325	22,054	22,054	FY21
5	Supply Chain Faculty Member	Planned	175,000	1,050,000	—	1,050,000	FY22
6	Planned Overload	Planned	330,000	1,980,000	330,000	330,000	FY21
7	Computer Replacement	Planned	22,671	22,671	12,181	12,181	FY21
8	SEG Center Computer Replacement	Planned	5,060	5,060	5,060	5,060	FY21
9	Bullet Proof Vest Purchase (4)	Planned	3,300	3,300	3,300	3,300	FY21
10	Replace Department Patrol Camera	Planned	480	480	480	480	FY21
11	Taser Equipment	Planned	1,054	1,054	1,054	1,054	FY21
12	Heritage programming and outreach	Planned	4,000	4,000	4,000	4,000	FY21

UW-Parkside FY 2020 Program Revenue Balances

Tuition

13	Program expansion (Racine Unified School District Teacher education)	Planned	36,000	36,000	36,000	36,000	FY21
14	Veterans Services; Student Info System Business Analyst, Dean of Students Office projects	Planned	15,000	15,000	15,000	15,000	FY21
15	Background Checks	Planned	28,932	28,932	6,000	28,932	FY21-FY 23
16	Natural Products Lab Instrumentation	Planned	188,902	188,902	—	188,902	FY23
17	Equipment in the Renovated Biotech Lab and Interactive Classroom	Planned	250,000	250,000	—	250,000	FY22
18	College for Kids	Planned	3,500	7,000	7,000	7,000	FY21
19	Science Night	Planned	6,000	6,000	6,000	6,000	FY21
20	Master's degree programs - BIOS, HESM, PSYC	Planned	45,000	45,000	45,000	45,000	FY21
21	Department of Geosciences 102-856300-2	Planned	5,258	5,258	5,258	5,258	FY21
22	Microscope Cleaning and Pipet Calibration	Planned	6,135	6,135	6,135	6,135	FY21
23	Faculty Development -AAB3563	Planned	18,000	45,000	27,000	27,000	FY21
24	Salary swap authorizations to be used for Greenquist lab/classroom upgrades and equipment	Planned	67,000	245,000	—	245,000	FY22
25	College of Arts & Humanities Computer Replacement FY21	Planned	16,000	16,000	16,000	16,000	FY21
26	Graphic Design Epilog Laser Cutter	Planned	14,000	14,000	14,000	14,000	FY21
27	3 Years - Funding for Structural Deficit	Planned	2,618,000	2,618,000	797,000	2,618,000	FY21-FY23
28	3 Yrs - Operating Expenses not Base Budgeted	Planned	1,608,000	1,608,000	291,000	1,608,000	FY21-FY23
29	Funding for Academic Plan projects-Meta Major, Growth Mindset, Math Pathways & Student Success Technology.	Planned	76,000	76,000	76,000	76,000	FY21
30	Campus Initiatives funded Centrally- Athletic Fieldhouse Branding, Student Success Corridor and Concourse & Public Area Furniture	Planned	558,000	558,000	558,000	558,000	FY21
31	Campus Initiatives funded Centrally- CTS Information Security, GIS, App Factory, Conference Room Technology, Parkside App	Planned	198,000	198,000	198,000	198,000	FY21
32	Campus Initiatives funded Centrally- Summer Billboards, Alumni Relations, EAB Implementation, Digital Media Diversity, Embedding & Supporting HIPS	Planned	354,000	354,000	354,000	354,000	FY21
33	Campus Initiatives funded Centrally- Equipment and Support for the Campus across multiple projects	Planned	350,000	350,000	350,000	350,000	FY21
34	Student Research Support	Planned	14,000	14,000	7,000	14,000	FY21-FY22
35	Association to Advance Collegiate Schools of Business Invoice	Obligated	9,250	9,250	9,250	9,250	FY21

UW-Parkside FY 2020 Program Revenue Balances

Tuition

36	Wyllie Project Campus Moves	Obligated	500,000	500,000	131,327	500,000	FY21-FY22
37	Taser Yearly Contract	Obligated	1,478	1,478	1,478	1,478	FY21
38	Kenosha Unified School District tuition waiver	Obligated	36,000	36,000	36,000	36,000	FY21
39	Revenue Share from Error	Obligated	8,342	8,342	8,342	8,342	FY21
40	HS teacher Scholarships in Uncovering Alternative History	Obligated	25,000	25,000	25,000	25,000	FY21
41	Faculty Start up Funds	Obligated	32,892	32,892	32,892	32,892	FY21
42	Faculty Start up Funds	Obligated	21,360	21,360	21,360	21,360	FY22
43	Faculty Start up Funds	Obligated	22,000	22,000	22,000	22,000	FY23
44	Repayment- Autoclave Room Floor prep	Obligated	3,692	3,692	3,692	3,692	FY21
45	Lab Furniture and Installation	Obligated	13,355	13,355	13,355	13,355	FY21
46	American Assoc for Laboratory Accreditation	Obligated	18,160	18,160	18,160	18,160	FY21
47	Scientific Equipment - Sterilization and Installation	Obligated	38,760	38,760	38,760	38,760	FY21
48	Animal Care Facility	Obligated	1,325	5,000	5,000	5,000	FY21
49	New Faculty start up	Obligated	85,987	85,987	85,987	85,987	FY21
50	Renovate Molinaro 260/275	Obligated	12,000	12,000	8,000	12,000	FY21-FY22
51	Outreach Manager position	Obligated	40,000	40,000	—	40,000	FY22
52	Program Director	Obligated	120,000	120,000	120,000	120,000	FY21
53	Visiting Assistant Professor position	Obligated	98,000	98,000	98,000	98,000	FY21
54	Marketing - payment to RRG, LLC	Obligated	29,283	29,283	29,283	29,283	FY21
55	Tevera - Internship software purchase	Obligated	5,700	5,700	5,700	5,700	FY21

Total	8,642,480
Obligated	1,122,584
Planned	7,519,896

UW-Parkside FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	1,779,576	54.1 %
Obligated		54,232
Planned		742,515
<i>subtotal: Obligated and Planned</i>		796,747
Designated	982,829	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	One World presentation for Ranger Welcome	Planned	12,000	12,000	12,000	12,000	FY21
2	Professional Staff Salaries - Registrar's Office	Planned	84,000	84,000	84,000	84,000	FY21
3	Admissions Office Student Ambassadors	Planned	20,000	20,000	20,000	20,000	FY21
4	Faculty/Staff Conference Travel & Development	Planned	2,000	2,000	2,000	2,000	FY21
5	Exercise Science Lab Repairs and Upgrades	Planned	6,000	6,000	6,000	6,000	FY21
6	Marketing of Sport Management Program	Planned	6,574	6,574	6,574	6,574	FY21
7	Marketing of Exercise Science/Kinesiology Program	Planned	4,580	4,580	4,580	4,580	FY21
8	Computer/Laptop Upgrades	Planned	1,500	1,500	1,500	1,500	FY21
9	Professional Development	Planned	101	101	101	101	FY21
10	Management Statistics Lecturer	Planned	305,760	305,760	305,760	305,760	FY21

UW-Parkside FY 2020 Program Revenue Balances

General Operations

11	3 Yrs - Operating Expenses not Base Budgeted	Planned	300,000	300,000	100,000	300,000	FY21-FY23
12	Orientation Leader (Student) Salaries	Obligated	18,500	18,500	18,500	18,500	FY21
13	Advantage Design Group - Online Orientation Platform	Obligated	20,000	20,000	20,000	20,000	FY21
14	Ranger Welcome Speaker - Curtis Zimmerman	Obligated	7,000	7,000	7,000	7,000	FY21
15	Global Activities China	Obligated	8,732	8,732	—	8,732	FY22

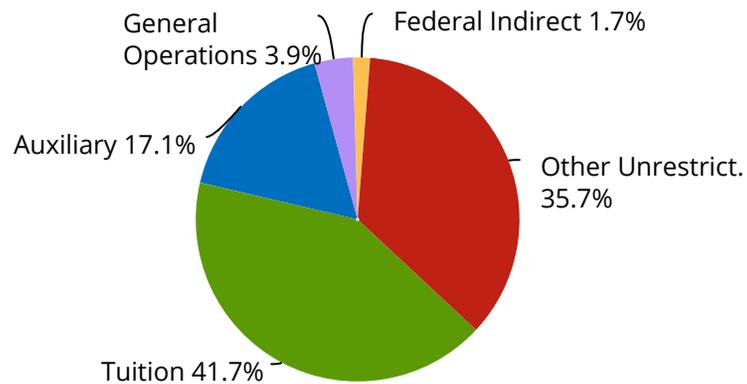
Total 796,747
 Obligated 54,232
 Planned 742,515

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Root River Environmental Community Education Center (REC) operations	8,862
2	Pike River Monitoring (136-850200-AAD1737)	5,282
3	Waukesha Water Project/CNHS Analytical Services	4,453
4	Greenhouse	1,100
5	Outdoor Lab Account	1,455
6	MBA Consortrium	275,630
7	Orientation Fees	121,068
8	Distance Education	458,036
9	Enrollment Fees	106,943
	Total	982,829

UW-Platteville FY 2020 Program Revenue Balances

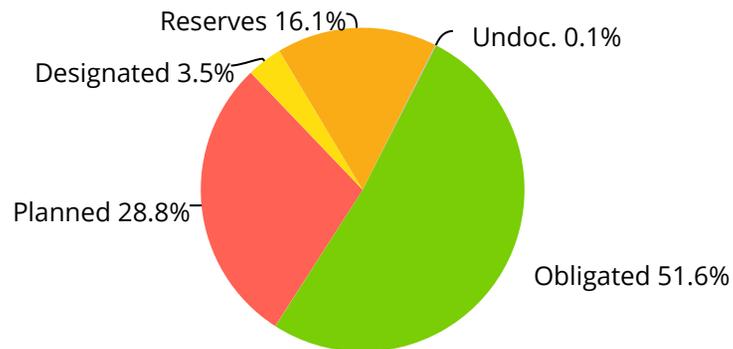
PR Balances by Category



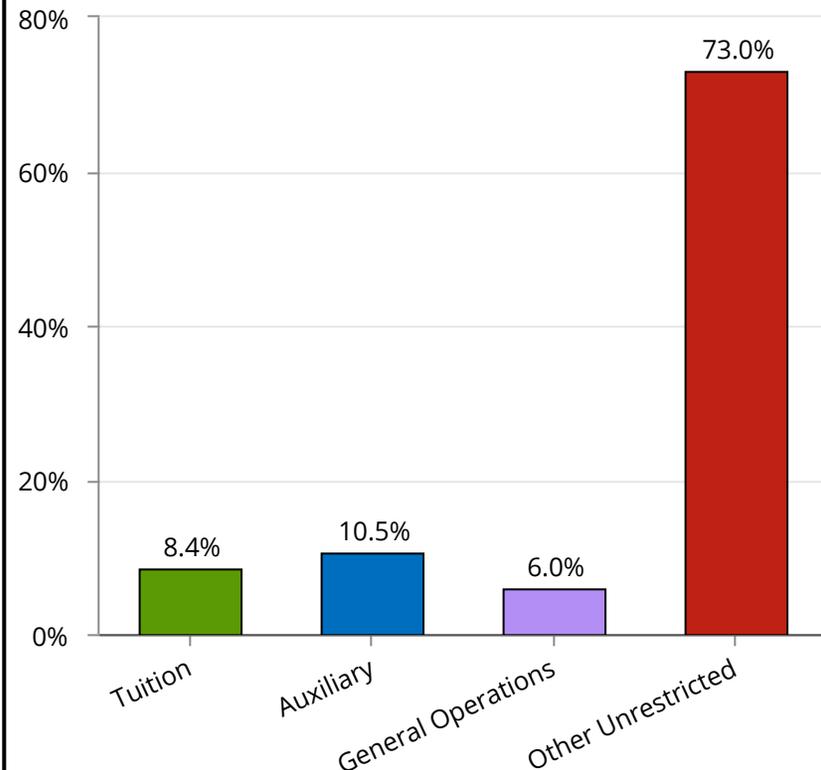
PR Balances Highlights

- Tuition, Auxiliary and General Operations balances are below the 12% reporting threshold; no spending plans are required.
- All funds held within Other Unrestricted balances are obligated for future debt service.
- Nearly 80.4% of all unrestricted balances are obligated or planned.

PR Balances by Commitment Level



Balance as a Percentage of Expenditures



UW-Platteville FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	284,769	4,510,840	—	3,000,000	—	7,795,609
Auxiliary	2,680,272	508,868	—	—	—	3,189,140
General Operations	—	62,622	657,181	—	—	719,803
Federal Indirect	—	300,086	—	—	11,988	312,074
Other Unrestricted	6,673,157	—	—	—	—	6,673,157
Total	9,638,198	5,382,416	657,181	3,000,000	11,988	18,689,783
	51.6 %	28.8 %	3.5 %	16.1 %	0.1 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	7,061,510	10,622,057	978,876	9,386,592	28,049,035	422,679	28,471,714
FY2019-20	7,795,609	3,189,140	719,803	6,673,157	18,377,709	312,074	18,689,783
Change	734,099	(7,432,917)	(259,073)	(2,713,435)	(9,671,326)	(110,605)	(9,781,931)
	10.4 %	(70.0)%	(26.5)%	(28.9)%	(34.5)%	(26.2)%	(34.4)%
Total Expenditures							
FY2018-19	87,688,526	30,061,745	10,240,512	8,735,492	136,726,275	222,542	136,948,817
FY2019-20	92,629,923	30,405,553	11,967,971	9,141,426	144,144,873	211,516	144,356,389
Change	4,941,397	343,808	1,727,459	405,934	7,418,598	(11,026)	7,407,572
Balances as a Percentage of Expenditures							
FY2018-19	8.1 %	35.3 %	9.6 %	107.5 %			
FY2019-20	8.4 %	10.5 %	6.0 %	73.0 %			

UW-Platteville FY 2020 Program Revenue Balances

Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

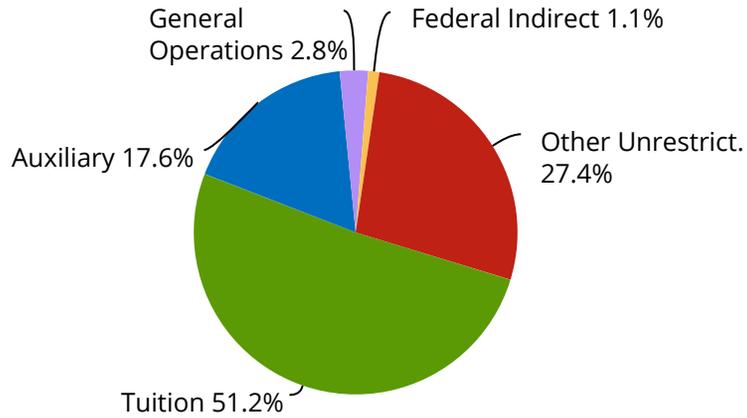
Total Balance	6,673,157	73.0 %
Obligated		6,673,157
Planned		—
<i>subtotal: Obligated and Planned</i>		6,673,157
Designated	—	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	\$	—

Obligated and Planned Funds

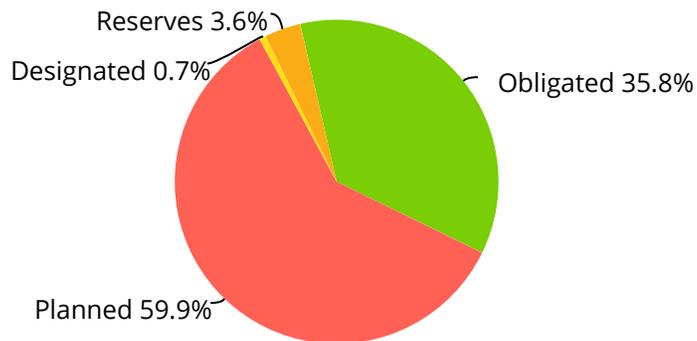
1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 One year of debt service as shown on amortization schedule	Obligated	6,673,157	8,447,546	8,447,546	8,447,546	FY21

UW-River Falls FY 2020 Program Revenue Balances

PR Balances by Category



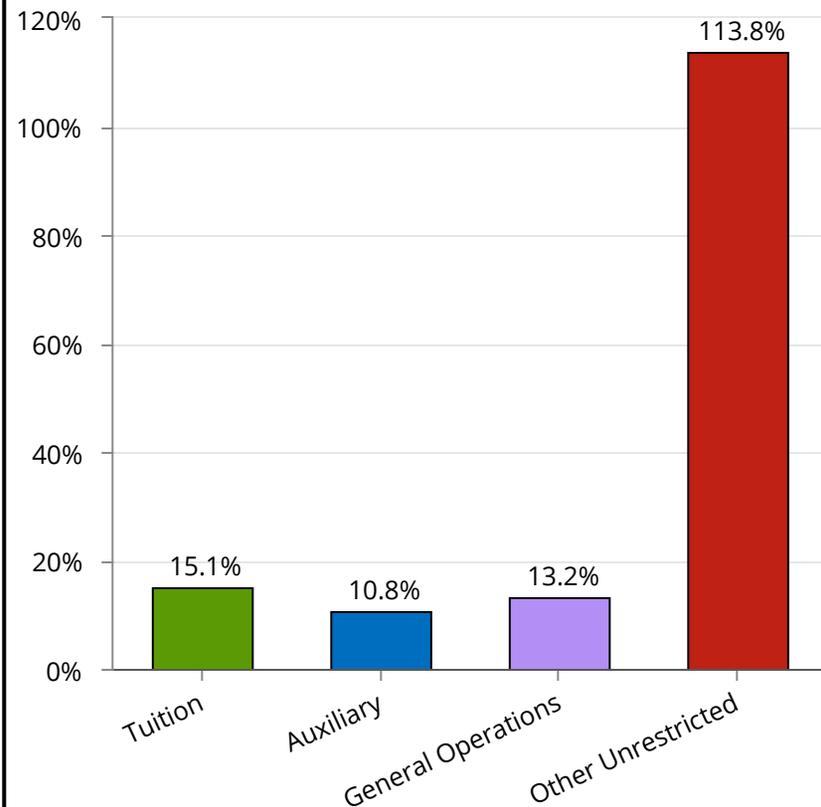
PR Balances by Commitment Level



PR Balances Highlights

- Tuition balances declined by \$904,000, or 8.7%, in FY 2020.
- Auxiliary balances represent 10.8% of expenditures; a spending plan is not required.
- Approximately 95.7% of all unrestricted balances are obligated or planned.

Balance as a Percentage of Expenditures



UW-River Falls FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	1,085,914	7,769,628	—	675,000	—	9,530,542
Auxiliary	390,358	2,879,666	—	—	—	3,270,024
General Operations	128,333	396,005	—	—	—	524,338
Federal Indirect	—	108,818	95,371	—	—	204,189
Other Unrestricted	5,069,924	2,286	26,093	—	—	5,098,303
Total	6,674,529	11,156,403	121,464	675,000	—	18,627,396
	35.8 %	59.9 %	0.7 %	3.6 %	— %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	10,434,539	6,268,204	970,144	4,726,238	22,399,125	118,617	22,517,742
FY2019-20	9,530,542	3,270,024	524,338	5,098,303	18,423,207	204,189	18,627,396
Change	(903,997)	(2,998,180)	(445,806)	372,065	(3,975,918)	85,572	(3,890,346)
	(8.7)%	(47.8)%	(46.0)%	7.9 %	(17.8)%	72.1 %	(17.3)%
Total Expenditures							
FY2018-19	61,712,134	32,474,019	3,874,797	4,474,267	102,535,217	332,156	102,867,373
FY2019-20	63,267,369	30,333,019	3,964,917	4,481,187	102,046,492	182,879	102,229,371
Change	1,555,235	(2,141,000)	90,120	6,920	(488,725)	(149,277)	(638,002)
Balances as a Percentage of Expenditures							
FY2018-19	16.9 %	19.3 %	25.0 %	105.6 %			
FY2019-20	15.1 %	10.8 %	13.2 %	113.8 %			

UW-River Falls FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	9,530,542	15.1 %
Obligated		1,085,914
Planned		7,769,628
<i>subtotal: Obligated and Planned</i>		8,855,542
Designated	—	
Reserves	675,000	
Undocumented Funds	—	
<u>Remaining Balance</u>	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Software for scholarships and electronic workflow	Planned	80,768	80,768	40,000	80,768	FY21-FY23
2	Campus match for instructional space improvement projects (Project 18H2A)	Planned	117,300	117,300	117,300	117,300	FY21
3	Extend the Aspire program to increase success of students who are under-represented minorities and/or low income and first generation students.	Planned	140,000	140,000	—	140,000	FY22-FY23
4	Differential Tuition (24 hour computer lab, extended library hours, tutoring, undergraduate research grants to students, classroom remodeling.)	Planned	160,991	160,991	160,991	160,991	FY21
5	Marketing initiatives for student recruitment and retention	Planned	225,000	225,000	75,000	225,000	FY21-FY23
6	Student Technology Fees	Planned	250,000	250,000	250,000	250,000	FY21

UW-River Falls FY 2020 Program Revenue Balances

Tuition

7	Initiative to improve student outcomes by implementing new software improving advising workflow and student planning management.	Planned	250,000	250,000	61,354	250,000	FY21-FY23
8	Extension funding in support of program development and planned reduction of balances	Planned	258,142	258,142	207,300	258,142	FY21-FY22
9	Support for outreach/development due to budget shortfall	Planned	300,000	300,000	100,000	300,000	FY21-FY23
10	Equipment to finish the dairy pilot plant (project #14E1Z)	Planned	300,000	300,000	300,000	300,000	FY21
11	Pre-design funds for Wyman Education Building, Mann Valley Farm and central heating	Planned	396,200	396,200	366,300	396,200	FY21-FY23
12	Deferred maintenance for facilities, campus farms and other laboratory spaces	Planned	487,002	487,002	200,000	487,002	FY21-FY23
13	Student enrollment initiatives	Planned	610,319	610,319	200,000	610,319	FY21-FY23
14	Student affordability/scholarship initiative for students	Planned	623,800	623,800	—	623,800	FY22-FY23
15	Central campus funds used for items such as recruitment, equipment for the library or facilities, emergency grants for students, Dairy Innovation, classroom modifications	Planned	1,750,106	1,750,106	1,500,000	1,750,106	FY21-FY23
16	Return to campus and response to COVID - funds to be used for testing, equipment, and tracing	Planned	1,820,000	1,820,000	1,820,000	1,820,000	FY21
17	Student scholar stipends for study abroad or undergraduate research funded by differential tuition	Obligated	354,014	354,014	190,000	354,014	FY21-FY23
18	Student affordability/scholarship initiative - 2nd year of awards for students that began in Fall 2019	Obligated	430,000	430,000	430,000	430,000	FY21
19	Student affordability/scholarship initiative for students that began in Fall 2020	Obligated	301,900	301,900	301,900	301,900	FY21

Total 8,855,542
 Obligated 1,085,914
 Planned 7,769,628

Reserves

Major Balance Grouping	FY20 Reserves Balance
1 Chancellor's reserve for Fund 131 General Tuition	675,000

UW-River Falls FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	524,338	13.2 %
Obligated		128,333
Planned		396,005
<i>subtotal: Obligated and Planned</i>		524,338
Designated	—	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Imaging software for procurement and accounting, staff training and development	Planned	280,664	280,664	20,000	280,664	FY21-FY23
2	Equipment and uniform purchases for student athletes, increased team travel expenses, and additional student workers	Planned	88,891	88,891	88,891	88,891	FY21
3	Supplies for the colt training program, animal feed, salary for contracted colt auctioneer and ringman	Planned	26,450	67,364	26,450	26,450	FY21
4	Salaries and fringes for procurement and financial specialist	Obligated	128,333	128,333	128,333	128,333	FY21
		Total	524,338				
		Planned	396,005				
		Obligated	128,333				

UW-River Falls FY 2020 Program Revenue Balances

Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

Total Balance	5,098,303	113.8 %
Obligated		5,069,924
Planned		2,286
<i>subtotal: Obligated and Planned</i>		5,072,210
Designated	26,093	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	<u>\$</u>	<u>—</u>

Obligated and Planned Funds

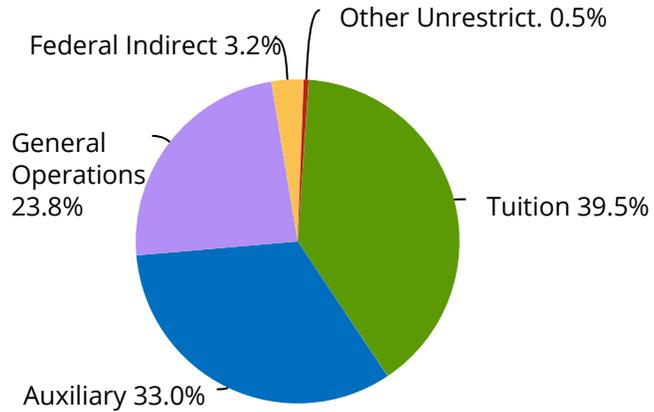
1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 Unawarded scholarships	Planned	2,286	2,286	2,286	2,286	FY21
2 Auxiliary debt service for FY21: Child Care, Parking, Residence Halls, Student Center, Dining, Rec Center, and Student Success Center	Obligated	5,069,924	5,069,924	5,069,924	5,069,924	FY21
	Total	5,072,210				
	Obligated	5,069,924				
	Planned	2,286				

Designated Funds

Major Balance Grouping	FY20 Designated Balance
1 Continuing Ed/ Co-op Ag Business and Youth Programs	9,868
2 Small Business Development Center	16,225
Total	26,093

UW-Stevens Point FY 2020 Program Revenue Balances

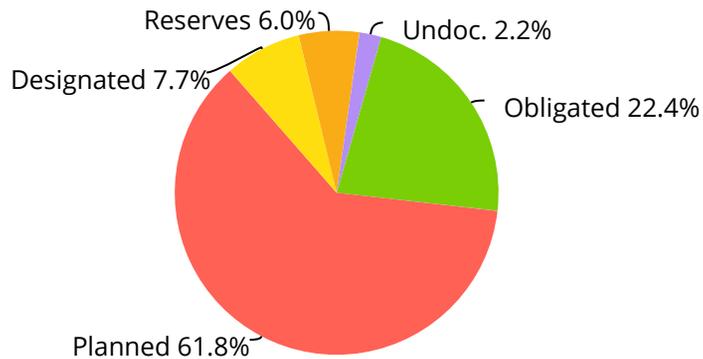
PR Balances by Category



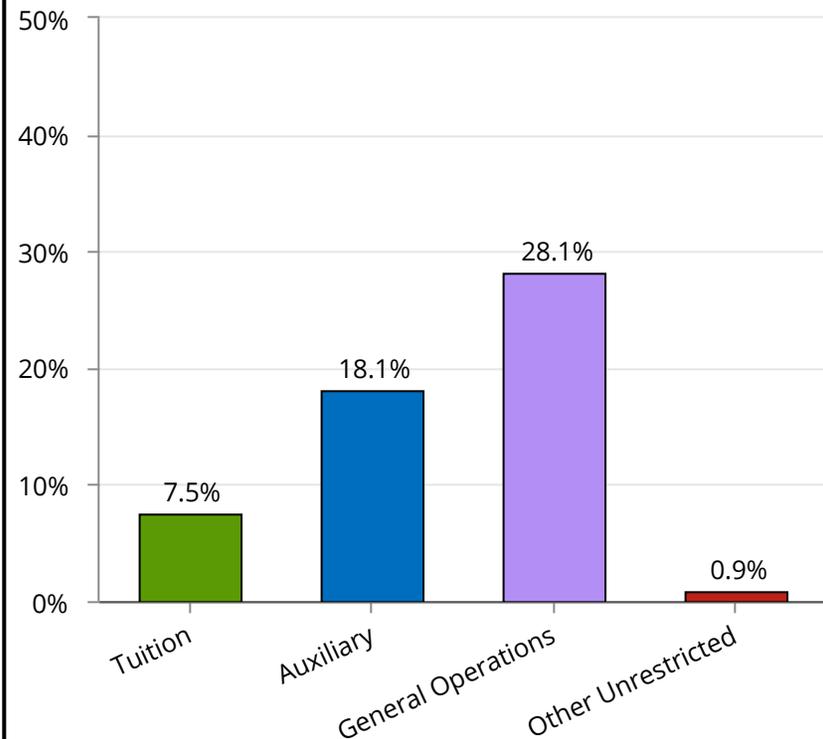
PR Balances Highlights

- Tuition balances increased \$4.0 million (128%) in FY 2020 but remain below the 12% reporting threshold; a spending plan is not required.
- Other unrestricted funds, which were largely amounts held for debt service, declined from \$4.5 million in FY 2019 to \$92,400 in FY 2020.
- Approximately 84.2% of all unrestricted balances are obligated or planned.

PR Balances by Commitment Level



Balance as a Percentage of Expenditures



UW-Stevens Point FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	499,837	5,803,135	607,609	3,075	166,207	7,079,863
Auxiliary	3,286,139	2,634,190	—	—	—	5,920,329
General Operations	179,994	2,398,827	717,917	914,819	45,818	4,257,375
Federal Indirect	24,718	206,520	—	164,123	178,469	573,830
Other Unrestricted	15,483	28,016	48,927	—	—	92,426
Total	4,006,171	11,070,688	1,374,453	1,082,017	390,494	17,923,823
	22.4 %	61.8 %	7.7 %	6.0 %	2.2 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	3,105,962	5,499,411	3,638,884	4,534,484	16,778,741	570,495	17,349,236
FY2019-20	7,079,863	5,920,329	4,257,375	92,426	17,349,993	573,830	17,923,823
Change	3,973,901	420,918	618,491	(4,442,058)	571,252	3,335	574,587
	127.9 %	7.7 %	17.0 %	(98.0)%	3.4 %	0.6 %	3.3 %
Total Expenditures							
FY2018-19	90,942,791	39,207,001	16,875,000	10,123,135	157,147,927	380,973	157,528,900
FY2019-20	94,980,916	32,698,034	15,153,186	10,570,207	153,402,343	327,335	153,729,678
Change	4,038,125	(6,508,967)	(1,721,814)	447,072	(3,745,584)	(53,638)	(3,799,222)
Balances as a Percentage of Expenditures							
FY2018-19	3.4 %	14.0 %	21.6 %	44.8 %			
FY2019-20	7.5 %	18.1 %	28.1 %	0.9 %			

UW-Stevens Point FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	5,920,329	18.1 %
Obligated		3,286,139
Planned		2,634,190
<i>subtotal: Obligated and Planned</i>		5,920,329
Designated	—	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	University-Wide - UW-Stevens Point student emergency grants for financial assistance needed due to COVID-19	Planned	183,939	183,939	183,939	183,939	FY21
2	University College - Office of International Education - General office expenses, National Study Exchange, and deposits collected for payment of program bills	Planned	119,122	119,122	112,676	119,122	FY21-FY22
3	University College - Office of Student Creative Activity and Research - Student Research awards	Planned	4,456	4,456	4,456	4,456	FY21
4	College of Professional Studies - School of Health Care Professions - Healthcare apparel	Planned	1,857	1,857	1,857	1,857	FY21
5	College of Professional Studies - School of Communication Sciences and Disorders - Annual camera licenses from campus for clinic	Planned	1,450	1,450	1,450	1,450	FY21
6	College of Professional Studies - School of Communication Sciences and Disorders - calibration of instructional equipment	Planned	7,420	7,420	7,420	7,420	FY21
7	College of Professional Studies - School of Communication Sciences and Disorders - Facilities upgrades	Planned	79,350	79,350	79,350	79,350	FY21

UW-Stevens Point FY 2020 Program Revenue Balances

Auxiliary Operations

8	Wausau Campus - Anticipated FY21 tuition requirement shortfall	Planned	265,783	844,703	844,703	844,703	FY21
9	Wausau Campus - Bookstore transfer correction	Planned	109,921	109,921	109,921	109,921	FY21
10	Marshfield Campus - Art room facilities upgrade project	Planned	19,159	19,159	19,159	19,159	FY21
11	Student Affairs - Campus Activity & Student Engagement - Programming Contracts for the coming year, smaller groups of students due to COVID-19, cost of a second show	Planned	6,600	6,600	6,600	6,600	FY21
12	Student Affairs - Campus Activity & Student Engagement - Various equipment rentals for programming	Planned	6,681	6,681	6,681	6,681	FY21
13	Student Affairs - Child Learning & Care - Shade structure purchase and installation	Planned	22,344	22,344	22,344	22,344	FY21
14	Student Affairs - Child Learning & Care - FY21 planned spending greater than anticipated revenue	Planned	73,748	73,748	73,748	73,748	FY21
15	Student Affairs - Child Learning & Care - Unbudgeted lunch service expenses	Planned	45,000	45,000	45,000	45,000	FY21
16	Student Affairs - Student Government & Organizations - Health & Wellness Facility Project	Planned	32,047	32,047	32,047	32,047	FY21
17	Student Affairs - Student Government & Organizations - Green Fund Schmeckle ecological restoration project and Green Fund Weedtechnics project	Planned	38,536	38,536	38,536	38,536	FY21
18	Student Affairs - Health Services - Medical equipment, software, testing reagents and supplies	Planned	88,400	88,400	88,400	88,400	FY21
19	Student Affairs - Health Services - Facilities upgrade	Planned	8,000	8,000	8,000	8,000	FY21
20	Student Affairs - Health Services - Health & Wellness Facility Project	Planned	334,000	334,000	334,000	334,000	FY21
21	Student Affairs - Health Services - Unbudgeted personnel costs due to COVID	Planned	20,800	20,800	20,800	20,800	FY21
22	Student Affairs - University Store - FY21 planned spending greater than anticipated revenue	Planned	254,000	254,000	254,000	254,000	FY21
23	Student Affairs - Text Rental - Barnes & Noble Management Fee	Planned	29,139	29,139	29,139	29,139	FY21
24	Student Affairs - Text Rental - Barnes & Noble purchases for summer and fall textbook orders	Planned	706,782	706,782	706,782	706,782	FY21
25	Student Affairs - Text Rental - FY21 planned spending greater than anticipated revenue	Planned	153,453	153,453	153,453	153,453	FY21
26	College of Natural Resources - Watershed Center- Inductively coupled plasma - optical emission spectrometry for Drinking Water Education Programs Water Analysis	Planned	22,203	22,203	—	22,203	FY22

UW-Stevens Point FY 2020 Program Revenue Balances

Auxiliary Operations

27	University College - Office of International Education - Terra Dotta 4th Qtr Application Fees	Obligated	544	544	544	544	FY21
28	University College - Office of Student Creative Activity and Research - Student Research awards	Obligated	2,756	2,756	2,756	2,756	FY21
29	College of Professional Studies - School of Communication Sciences and Disorders - Unbudgeted personnel expenses	Obligated	29,162	29,162	29,162	29,162	FY21
30	College of Professional Studies - School of Health Promotion and Human Development - testing kits	Obligated	20	20	20	20	FY21
31	Information Technology - HP EliteOne 800 Laptops	Obligated	30,000	30,000	30,000	30,000	FY21
32	Information Technology - Avaya Monthly Advantage Plan	Obligated	10,503	10,503	10,503	10,503	FY21
33	Information Technology - Turn Key Design install	Obligated	11,369	11,369	11,369	11,369	FY21
34	Student Affairs - Campus Activity & Student Engagement - Movie showings	Obligated	18,000	18,000	18,000	18,000	FY21
35	Student Affairs - Campus Activity & Student Engagement - Programming Contracts for the coming year	Obligated	14,350	14,350	14,350	14,350	FY21
36	Student Affairs - Dean of Students - Software renewals	Obligated	6,295	6,295	6,295	6,295	FY21
37	Student Affairs - Residential Living - Fiscal Year 2021 debt service	Obligated	2,009,225	5,368,633	5,368,633	5,368,633	FY21
38	Student Affairs - Dining and Summer Conferences - Fiscal Year 2021 debt service	Obligated	883,871	1,215,037	1,215,037	1,215,037	FY21
39	Student Affairs - Text Rental - Text book purchases and freight, for the period from November 21, 2019 to February 14, 2020 for Winter 2020 and Spring 2020 terms	Obligated	253,632	270,718	270,718	270,718	FY21
40	Student Affairs - Text Rental - Cost of Additional Student Staff to run Text Rental Spring Returns and Summer check-outs due to COVID	Obligated	7,671	7,671	7,671	7,671	FY21
41	Student Affairs - Text Rental - Prismweb Renewal	Obligated	5,003	5,003	5,003	5,003	FY21
42	Student Affairs - Text Rental - Postage to mail summer text rental books to students due to COVID; personal protective equipment and other protections for students staff during Text Rental returns and check-out	Obligated	3,738	3,738	3,738	3,738	FY21

Total	5,920,329
Obligated	3,286,139
Planned	2,634,190

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	4,257,375	28.1 %
Obligated		179,994
Planned		2,398,827
<i>subtotal: Obligated and Planned</i>		<i>2,578,821</i>
Designated	717,917	
Reserves	914,819	
Undocumented Funds	45,818	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Business Affairs - Financial Operations - Student scholarship program	Planned	54,500	54,500	54,500	54,500	FY21
2	Business Affairs - University Police - Records management/ computer aided dispatch software upgrade per FBI compliance mandate	Planned	194,978	200,000	200,000	200,000	FY21
3	University-Wide - Start-up costs associated with the Doctorate of Physical Therapy program	Planned	391,445	430,000	430,000	430,000	FY21
4	University-Wide - Former Matriculation Fee balance to be used to help fund commencement costs since new Degree Completion Fee won't be charged to students who already paid the former Matriculation Fee	Planned	371,724	371,724	120,000	371,724	FY21-FY23

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

5	University-Wide - Fund accumulated vacation cash payouts upon movement, retirement, or termination of employment from UW-Stevens Point	Planned	123,918	123,918	123,918	123,918	FY21
6	Academic Affairs - Registrar's Office - Support of Welcome Center project costs	Planned	34,000	34,000	34,000	34,000	FY21
7	Academic Affairs - Financial Aid - Scholarships for students	Planned	139,308	139,308	139,308	139,308	FY21
8	College of Professional Studies - School of Health Care Professions - Academic program supplies	Planned	537	537	537	537	FY21
9	College of Professional Studies - School of Business - Society of Human Resource Management golf outing-supported scholarships	Planned	1,060	1,060	1,060	1,060	FY21
10	Wausau Campus - Student union revitalization	Planned	20,450	20,450	20,450	20,450	FY21
11	Information Technology - Purchase Vertiv Netsure 100A, 48VDC 5100 DC Power Systems; renewal of care pack for the 5900s for 2 years; renewal of care pack for 7503 and 10500-7500 wireless controllers for 3 years	Planned	56,969	56,969	56,969	56,969	FY21
12	Student Affairs - Campus Activity & Student Engagement - Work study promotions	Planned	6,593	6,593	6,593	6,593	FY21
13	Student Affairs - Campus Activity & Student Engagement - Support of campus student employment program (Computer hardware, Quest maintenance, Job Fairs virtually, etc...)	Planned	8,532	8,532	8,532	8,532	FY21
14	Student Affairs - Campus Activity & Student Engagement - Office equipment needs	Planned	2,273	2,273	2,273	2,273	FY21
15	Student Affairs - Counseling - Replacement of office and testing equipment	Planned	9,066	9,066	9,066	9,066	FY21
16	College of Natural Resources - Stockroom - Maintenance, operational, and replacement costs of vehicles. Next scheduled bus replacement is set for 2022 at an estimated cost of \$105,000.	Planned	102,361	105,000	—	105,000	FY22
17	College of Natural Resources - Stockroom - Longterm planning for maintenance, operational, and replacement costs of photocopiers and duplicopiers.	Planned	27,087	35,000	—	35,000	FY22
18	College of Natural Resources - FY21 Common Services support	Planned	36,778	36,778	36,778	36,778	FY21
19	College of Natural Resources - Dean - Unbudgeted summer personnel costs	Planned	8,753	8,753	8,753	8,753	FY21
20	College of Natural Resources - Schmeckle - Planned spending greater than anticipated revenue	Planned	101,408	101,408	101,408	101,408	FY21

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

21	College of Natural Resources - Watershed Center and Outreach/ Water and Environmental Analysis Laboratory - Planned renovation of Room 251 of Trainer Natural Resources Building	Planned	50,000	75,000	—	75,000	FY22
22	College of Natural Resources - Watershed Center and Outreach/ Water and Environmental Analysis Laboratory - Laboratory equipment that is overdue for or scheduled for FY21 replacement according to departmental capital inventory	Planned	309,461	965,700	400,000	965,700	FY21-FY24
23	College of Natural Resources - Coop Fisheries - Field vehicle	Planned	28,450	28,450	—	28,450	FY24
24	College of Natural Resources - Coop Fisheries - Replacement of computers per request of Information Technology due to age of equipment	Planned	2,038	2,038	2,038	2,038	FY21
25	College of Natural Resources - Coop Fisheries - Madison BioTech genetic analyses for contracted grants	Planned	9,164	9,164	9,164	9,164	FY21
26	College of Natural Resources - Coop Fisheries - Students hired to run samples contracted for the Aquatic Biomonitoring lab	Planned	27,460	27,460	27,460	27,460	FY21
27	College of Natural Resources - Coop Fisheries - Renovate the Aquatic Biomonitoring and Fisheries Analysis Center Laboratories	Planned	156,794	156,794	156,794	156,794	FY21
28	College of Natural Resources - Paper Science and Engineering - One-year contract for ChemCAD and AspenOne software	Planned	3,500	3,500	3,500	3,500	FY21
29	College of Natural Resources - Coop Extension - Replacement of the 2009 Lakes Vehicle	Planned	28,941	28,941	28,941	28,941	FY21
30	Executive - Chancellor's Office - Chancellor's leased vehicle costs for FY21	Planned	5,532	5,532	5,532	5,532	FY21
31	Executive - University Communications and Marketing - University Award plaques and diploma printing costs	Planned	1,076	1,076	1,076	1,076	FY21
32	Executive - University Communications and Marketing - University website redesign project	Planned	84,671	145,000	145,000	145,000	FY21
33	Business Affairs - Vice Chancellor - FY21-FY22 Educational Advisory Board contract	Obligated	30,737	30,737	30,737	30,737	FY21
34	Academic Affairs - Financial Aid - Talent Incentive Program unspent awards that need to be returned to HEAB	Obligated	500	500	500	500	FY21
35	Academic Affairs - Admissions and Recruitment - Name buys for recruitment purposes	Obligated	10,895	10,895	10,895	10,895	FY21
36	College of Professional Studies - School of Health Care Professions - Academic program supplies	Obligated	104	104	104	104	FY21

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

37	Student Affairs - Counseling - Support for UW Center for Placement testing	Obligated	39,207	39,207	39,207	39,207	FY21
38	College of Natural Resources - Becoming an Outdoors Woman - To pay vendor related to international trip costs	Obligated	50,852	57,600	57,600	57,600	FY21
39	College of Natural Resources - Coop Fisheries - Unbudgeted Molecular Conservation Genetics Laboratory Manager personnel costs	Obligated	7,250	7,250	7,250	7,250	FY21
40	College of Natural Resources - Coop Fisheries - Novogene, DNA sequencing lanes	Obligated	31,601	31,601	31,601	31,601	FY21
41	Executive - University Communications and Marketing - Mailing of graduate gift boxes and diplomas	Obligated	8,848	8,848	8,848	8,848	FY21

Total 2,578,821
 Obligated 179,994
 Planned 2,398,827

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Business Affairs - Revenue from Chevrolet Foundation, US Bank contract, and interest earnings for: sustainability initiatives, scholarships and departmental operations	71,477
2	Academic Affairs - Revenue from transcript and degree verification fees, Federal Certification Reimbursement, student repayment of aid, and private loan funding for: Equipment to facilitate telecommuting and programming/services, Veterans program support, and student scholarships,	184,945
3	College of Letters and Sciences - Revenue from photocopying fees and developmental programming to be used for: college expenses and developmental personnel and programming costs	175,302
4	Wausau Campus - Revenue from distance education fees for: Information technology upgrades	36,114

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

5	Marshfield Campus - Revenue from new student fees, placement testing, matriculation fee, ticket sales, distance education fees, and library fines for: Welcome Week, student life events, welcome day, awards, placement testing, preview days, student help, ticket booth equipment, technology upgrades, and equipment replacement	31,717
6	Student Affairs - Revenue from work study and job location and development activities, events, and camps for: work study program support, unforeseen departmental needs, and athletic expenses	63,396
7	College of Natural Resources - Revenue from lab services, projects, sales, events, workshops, and registration fees for: supplies, repairs and updates, maintenance, programs and events, contracted services, lab equipment, space rental, and capital equipment replacement	110,814
8	Executive Office - Revenue from licensing, events, and matriculation fee for: marketing, events, and commencement	44,152
Total		717,917

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	University-Wide - COVID or any other financial emergencies in FY21	144,800
2	Information Technology - Held for emergency replacement of equipment	125,070
3	Student Affairs - Child Care - WI YoungStar accreditation costs	36,432
4	Student Affairs - Counseling - Unforeseen departmental needs	78,145
5	College of Natural Resources - Wisconsin Center for Environmental Education - Fund 4 months salary in case of loss of KEEP grant funding, LEAF grant funding, and Green and Healthy Schools program grant funding.	295,401
6	College of Natural Resources - Schmeeckle - Unanticipated emergency building/trail maintenance; unexpected reduction in funding sources	40,733

UW-Stevens Point FY 2020 Program Revenue Balances

General Operations

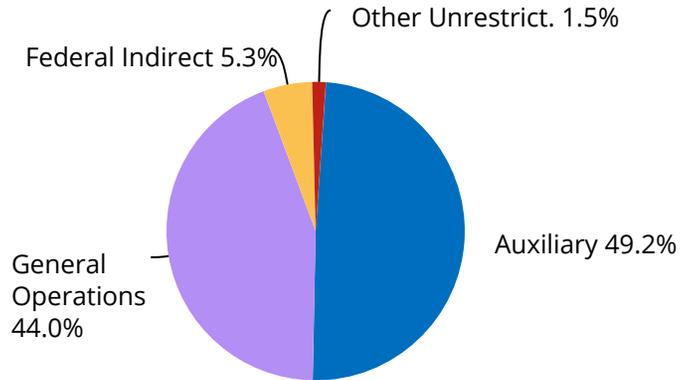
7	College of Natural Resources - Cooperative Fisheries - Contingency funds for the Laboratory Supervisor of the Aquatic Biomonitoring Laboratory, Annual maintenance and or potential instrument replacements, 3 months salary and fringe for graduate student salary overruns, & tuition to cover graduate students on federal grants that don't cover tuition	170,524
8	College of Natural Resources - Dean - Fund 3.75 months salary for Forestry Education and Development Initiative Staff in case of loss of grant funding	23,714
Total		914,819

Undocumented Funds

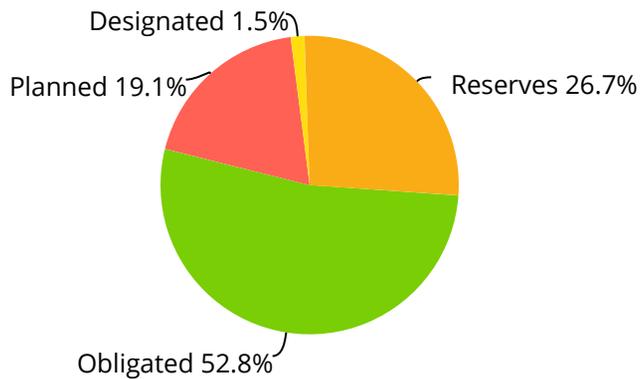
	Major Balance Grouping	FY20 Undocumented Balance
1	College of Professional Studies - Dean - To be used if a Cost Recovery Program needs support due to unexpected enrollment decline or other needs	45,818

UW-Stout FY 2020 Program Revenue Balances

PR Balances by Category



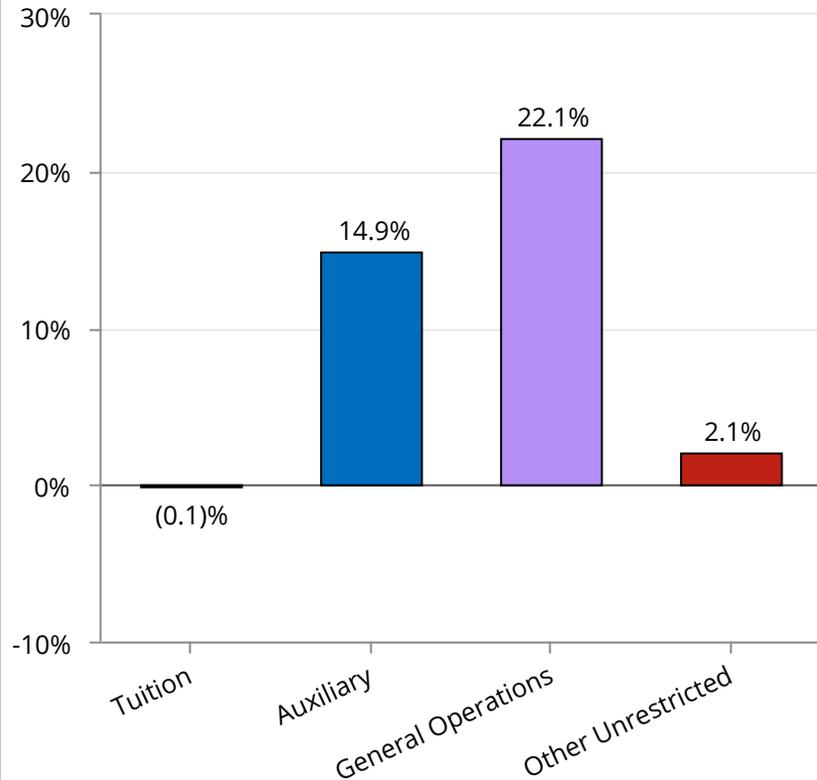
PR Balances by Commitment Level



PR Balances Highlights

- A savings plan was required for Tuition due to a negative balance at year-end.
- Nearly 53.3% of all Auxiliary balances are obligated for future debt service.
- Approximately 72.8% of all unrestricted balances are obligated or planned.

Balance as a Percentage of Expenditures



*The two above pie charts exclude the negative balance for Tuition.

UW-Stout FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	—	—	—	—	(133,181)	(133,181)
Auxiliary	3,396,221	—	—	1,720,626	—	5,116,847
General Operations	2,093,096	1,449,055	—	1,034,303	—	4,576,454
Federal Indirect	—	533,311	—	16,548	—	549,859
Other Unrestricted	—	—	154,057	—	—	154,057
Total	5,489,317	1,982,366	154,057	2,771,477	(133,181)	10,264,036
	53.5 %	19.3 %	1.5 %	27.0 %	(1.3)%	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	4,791,461	10,737,858	5,742,752	284,942	21,557,013	519,176	22,076,189
FY2019-20	(133,181)	5,116,847	4,576,454	154,057	9,714,177	549,859	10,264,036
Change	(4,924,642)	(5,621,011)	(1,166,298)	(130,885)	(11,842,836)	30,683	(11,812,153)
	(102.8)%	(52.3)%	(20.3)%	(45.9)%	(54.9)%	5.9 %	(53.5)%
Total Expenditures							
FY2018-19	90,686,638	35,324,051	22,652,864	6,821,567	155,485,120	436,549	155,921,669
FY2019-20	92,027,247	34,412,513	20,686,059	7,292,398	154,418,217	330,961	154,749,178
Change	1,340,609	(911,538)	(1,966,805)	470,831	(1,066,903)	(105,588)	(1,172,491)
Balances as a Percentage of Expenditures							
FY2018-19	5.3 %	30.4 %	25.4 %	4.2 %			
FY2019-20	(0.1)%	14.9 %	22.1 %	2.1 %			

Savings Plan: Annual Program Revenue Balances Threshold Report

Date:
9/14/2020

Institution:
UW - Stout

Fund:
Tuition (131/189)

Fiscal Year:
FY20

Fiscal Year Balance:
\$(133,181)

Prior Year Expenditures:
\$4,791,461

Policy

Institutions with negative balances for (1) Tuition and (2) Auxiliary Operations shall submit a savings plan on how they will eliminate the negative balance and within what time frame.

1. Please identify the reason for the negative balance, including the specific projects or functional areas that produced the negative balance.

The primary reason for the deficit was due to year over year enrollment declines. We have plans in place for the upcoming year to adjust our budget to revenue including furloughs of faculty and staff. For FY 2021, UW-Stout has reduced its budgeted tuition from \$46,440,743 to \$42,000,000. UW-Stout will continue to reduce as enrollment trends lower.

UW-Stout balances were positive until the budget rescission, which resulted in returning \$1,525,600 to the State of Wisconsin. That rescission was at the end of the fiscal year when UW-Stout had little time to react or plan. The result was that UW-Stout closed the year with a deficit of \$133,181.

2. Discuss any corrective actions already taken and associated fiscal savings/gain.

As stated above we have reduced our Budgeted Tuition from \$46,440,743 to \$42,000,000. The Chancellor has created several budget reductions committees, looking at various cost saving ideas that will take effect in FY 2022 and will lead to UW-Stout reducing its Budgeted Tuition even further.

3. Describe any additional steps that will be taken to address the negative balance and achieve fiscal stability on an ongoing basis. Please provide the estimated financial savings and timeline for each of these action items.

Over the course of the coming fiscal year, UW-Stout is examining its expenses in several areas. Budget committees, referenced above, will be doing deep dives into such areas as the consolidation of certain university services, potential organizational restructuring, and the examination of our allocation of tuition resources to our three Colleges. UW-Stout is also implementing a voluntary buyout of positions to lower its employee headcount. These efforts, combined with efforts from the previous year, should stabilize UW-Stout's budget and correct the structural deficit that was created by the enrollment downturn.

UW-Stout FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	5,116,847	14.9 %
Obligated		3,396,221
Planned		—
<i>subtotal: Obligated and Planned</i>		3,396,221
Designated	—	
Reserves	1,720,626	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Debt Service	Obligated	2,725,496	2,725,496	2,725,496	2,725,496	FY21
2	Open Purchase Orders	Obligated	670,725	670,725	670,725	670,725	FY21
		Total	3,396,221				
		Obligated	3,396,221				
		Planned	—				

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	Reserves per UW-Stout Policy	1,720,626

UW-Stout FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	4,576,454	22.1 %
Obligated		2,093,096
Planned		1,449,055
<i>subtotal: Obligated and Planned</i>		3,542,151
Designated	—	
Reserves	1,034,303	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Polytechnic Scholarship Funding	Planned	440,960	440,960	440,960	440,960	FY21
2	Chancellor Scholarship Funding	Planned	390,000	390,000	390,000	390,000	FY21
3	Promising Student Scholarships	Planned	259,840	259,840	259,840	259,840	FY21
4	Traditional Advertising Campaign	Planned	225,000	225,000	225,000	225,000	FY21
5	Digital Marketing Campaign	Planned	70,000	70,000	70,000	70,000	FY21
6	Woodbury Billboard	Planned	30,000	30,000	30,000	30,000	FY21
7	Menomonie Billboard	Planned	15,000	15,000	15,000	15,000	FY21
8	Connections Program	Planned	15,000	15,000	15,000	15,000	FY21
9	Photo Shelter Funding	Planned	3,255	3,255	3,255	3,255	FY21
10	Open Purchase Orders	Obligated	2,093,096	2,093,096	2,093,096	2,093,096	FY21
		Total	3,542,151				
		Obligated	2,093,096				
		Planned	1,449,055				

UW-Stout FY 2020 Program Revenue Balances

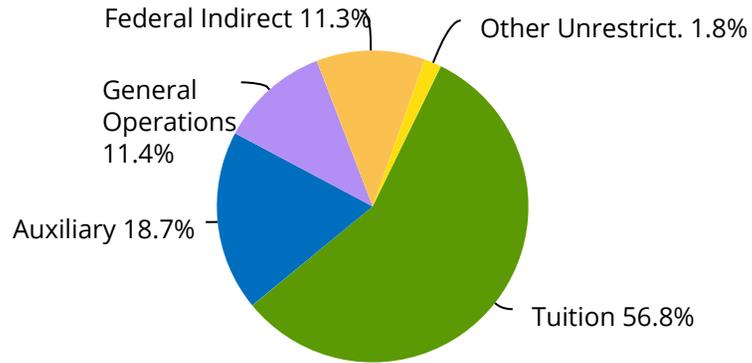
General Operations

Reserves

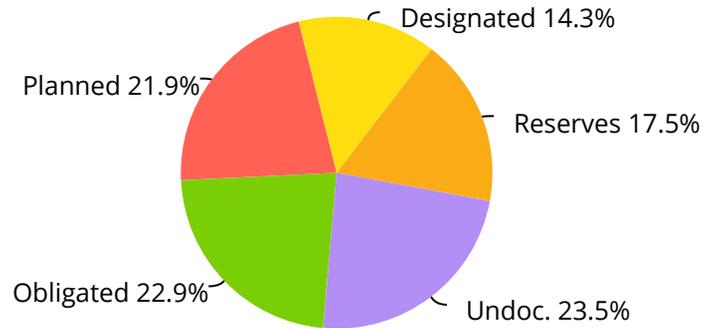
	Major Balance Grouping	FY20 Reserves Balance
1	Reserves per UW-Stout Policy	1,034,303

UW-Superior FY 2020 Program Revenue Balances

PR Balances by Category



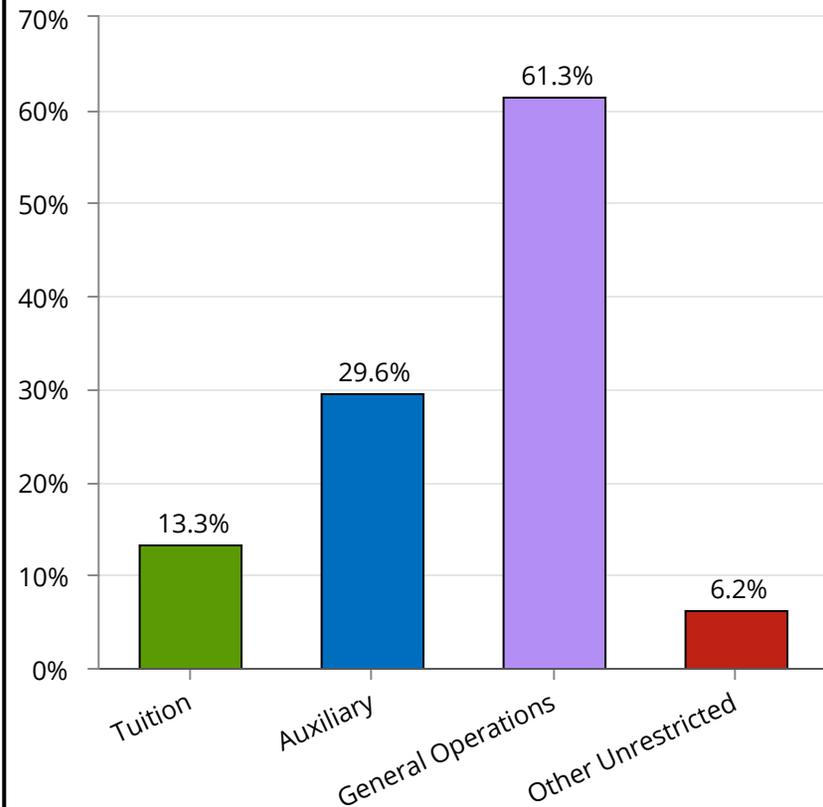
PR Balances by Commitment Level



PR Balances Highlights

- Balances have remained relatively stable between FY 2019 and FY 2020.
- Approximately 44.8% of all unrestricted balances are either obligated or planned.
- Approximately 49.5% of Auxiliary balances are obligated for future debt service.

Balance as a Percentage of Expenditures



UW-Superior FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	572,507	1,306,736	193,910	1,500,000	1,299,925	4,873,078
Auxiliary	832,241	38,527	736,199	—	—	1,606,967
General Operations	299,196	182,026	297,099	—	197,421	975,742
Federal Indirect	126,411	346,915	—	—	495,189	968,515
Other Unrestricted	129,613	—	—	—	21,441	151,054
Total	1,959,968	1,874,204	1,227,208	1,500,000	2,013,976	8,575,356
	22.9 %	21.9 %	14.3 %	17.5 %	23.5 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	4,104,548	1,608,717	1,160,435	(16,596)	6,857,104	860,739	7,717,843
FY2019-20	4,873,078	1,606,967	975,742	151,054	7,606,841	968,515	8,575,356
Change	768,530	(1,750)	(184,693)	167,650	749,737	107,776	857,513
	18.7 %	(0.1)%	(15.9)%	(1,010.2)%	10.9 %	12.5 %	11.1 %
Total Expenditures							
FY2018-19	37,456,433	7,029,108	1,501,159	2,486,929	48,473,629	747,139	49,220,768
FY2019-20	36,531,861	5,432,311	1,590,603	2,449,833	46,004,608	304,717	46,309,325
Change	(924,572)	(1,596,797)	89,444	(37,096)	(2,469,021)	(442,422)	(2,911,443)
Balances as a Percentage of Expenditures							
FY2018-19	11.0 %	22.9 %	77.3 %	(0.7)%			
FY2019-20	13.3 %	29.6 %	61.3 %	6.2 %			

UW-Superior FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	4,873,078	13.3 %
Obligated		572,507
Planned		1,306,736
<i>subtotal: Obligated and Planned</i>		<i>1,879,243</i>
Designated	193,910	
Reserves	1,500,000	
Undocumented Funds	1,299,925	
<u>Remaining Balance</u>	<u>—</u>	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Unmet budget reduction	Planned	396,517	396,517	396,517	396,517	FY21
2	Student Success Grant	Planned	797,376	797,376	797,376	797,376	FY21
3	EDI Plan	Planned	58,950	58,950	58,950	58,950	FY21
4	Computer Science Innovation Fund	Planned	9,684	9,684	9,684	9,684	FY21
5	CollegeNet software	Planned	23,590	23,590	23,590	23,590	FY21
6	Common Systems - excess of base budget	Planned	10,689	10,689	10,689	10,689	FY21
7	JDH Library interactive learning lab - workstation purchases	Planned	9,930	9,930	9,930	9,930	FY21
8	Encumbrances	Obligated	83,114	83,114	83,114	83,114	FY21
9	New Faculty computer equipment	Obligated	14,085	14,085	14,085	14,085	FY21

UW-Superior FY 2020 Program Revenue Balances

Tuition

10	New Faculty instrument library	Obligated	3,500	3,500	3,500	3,500	FY21
11	Summer development cohorts and other contracts not in base	Obligated	461,308	461,308	461,308	461,308	FY21
12	BOR Award and WI Teaching Fellows	Obligated	10,500	10,500	10,500	10,500	FY21

Total 1,879,243
 Obligated 572,507
 Planned 1,306,736

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	Differential Tuition	193,910

Reserves

Major Balance Grouping		FY20 Reserves Balance
1	Tuition Reserve	1,500,000

Undocumented Funds

Major Balance Grouping		FY20 Undocumented Balance
1	Continuing Education/Extension Programs	823,880
2	Continuing Education Revenue Sharing	476,045
Total		1,299,925

UW-Superior FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	1,606,967	29.6 %
Obligated		832,241
Planned		38,527
<i>subtotal: Obligated and Planned</i>		870,768
Designated	736,199	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Student Life software upgrade	Planned	12,500	12,500	12,500	12,500	FY21
2	Campus Safety weapon replacement	Planned	2,234	2,234	2,234	2,234	FY21
3	Health & Human Performance fees due	Planned	2,050	2,050	2,050	2,050	FY21
4	Music Dept "F" Tuba purchase	Planned	5,000	5,000	5,000	5,000	FY21
5	Student Involvement & Yellowjacket Activites Crew programming	Planned	16,743	16,743	16,743	16,743	FY21
6	Debt service - 05L1D SUP Rothwell Student Center	Obligated	735,145	1,140,824	1,140,824	1,140,824	FY21
7	Debt service - 11C1O SUP Ross/Hawkes Hall Renovate	Obligated	60,603	1,090,520	1,090,520	1,090,520	FY21
8	Outstanding invoices	Obligated	10,240	10,240	10,240	10,240	FY21
9	Encumbrances	Obligated	26,253	26,253	26,253	26,253	FY21
		Total	870,768				
		Obligated	832,241				
		Planned	38,527				

UW-Superior FY 2020 Program Revenue Balances

Auxiliary Operations

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Health Services - seg fees	206,758
2	Intramurals - seg fees	79,639
3	Markovich Wellness Center - seg fees	118,841
4	Student Organizations - seg fees	297,923
5	Special Course Fees	24,143
6	Study Abroad Programs	8,895
	Total	736,199

UW-Superior FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	975,742	61.3 %
Obligated		299,196
Planned		182,026
<i>subtotal: Obligated and Planned</i>		481,222
Designated	297,099	
Reserves	—	
Undocumented Funds	197,421	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	New Student Orientation/SOAR Events	Planned	78,300	78,300	78,300	78,300	FY21
2	Career Services - student career events, software and membership renewals	Planned	15,160	15,160	15,160	15,160	FY21
3	Technology Services - Phone System	Planned	69,351	94,000	94,000	94,000	FY21
4	Natural Sciences Tablet and Apairy equipment purchases	Planned	7,252	7,252	7,252	7,252	FY21
5	Library collection purchases	Planned	1,448	1,448	1,448	1,448	FY21
6	Health & Human Performance grant matching funds	Planned	1,500	1,500	1,500	1,500	FY21
7	World Languages conference travel	Planned	4,350	4,350	4,350	4,350	FY21
8	Visual Arts kiln purchase	Planned	1,000	1,000	1,000	1,000	FY21
9	Writing & Library Science conference travel	Planned	3,665	4,065	4,065	4,065	FY21
10	Encumbrances	Obligated	65,439	65,439	65,439	65,439	FY21
11	Terminal Leave	Obligated	89,453	89,453	—	89,453	FY24
12	New Hire Faculty Development/Startup Funds	Obligated	28,568	28,568	28,568	28,568	FY21

UW-Superior FY 2020 Program Revenue Balances

General Operations

13	Summer cohort initiative and other contracts	Obligated	83,202	83,202	83,202	83,202	FY21
14	New Hire Faculty moving expense reimbursement	Obligated	10,000	10,000	10,000	10,000	FY21
15	Digital Marketing Plan	Obligated	12,653	193,600	193,600	193,600	FY21
16	Career and Technology Services - outstanding invoices	Obligated	9,881	9,881	9,881	9,881	FY21
		Total	481,222				
		Obligated	299,196				
		Planned	182,026				

Designated Funds

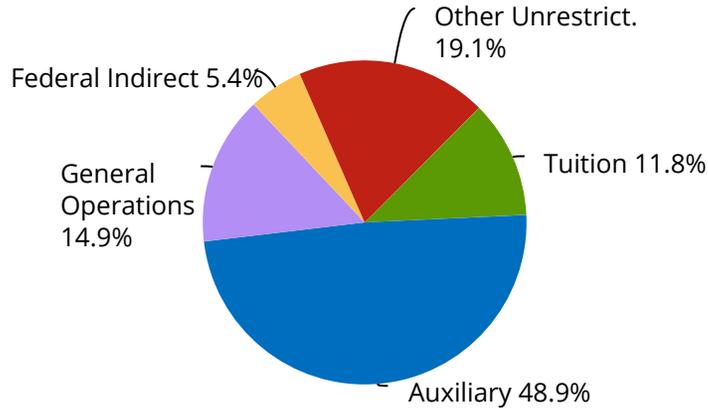
	Major Balance Grouping	FY20 Designated Balance
1	Continuing Education/Extension	38,421
2	Lake Superior Research Institute	92,691
3	Lake Superior National Estuarine Research Reserve	20,595
4	Campus Fees (Graduation, etc.)/Other	142,871
5	Fee for Service Programming/Instruction	2,521
	Total	297,099

Undocumented Funds

	Major Balance Grouping	FY20 Undocumented Balance
1	Distance Learning Programs	60,342
2	Technology Services	46,489
3	Conferences and Events	55,210
4	Admin Overhead	6,762
5	Academic Support for Students	28,618
	Total	197,421

UW-Whitewater FY 2020 Program Revenue Balances

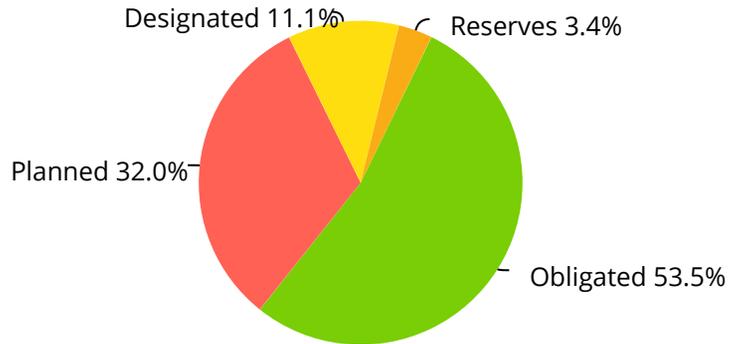
PR Balances by Category



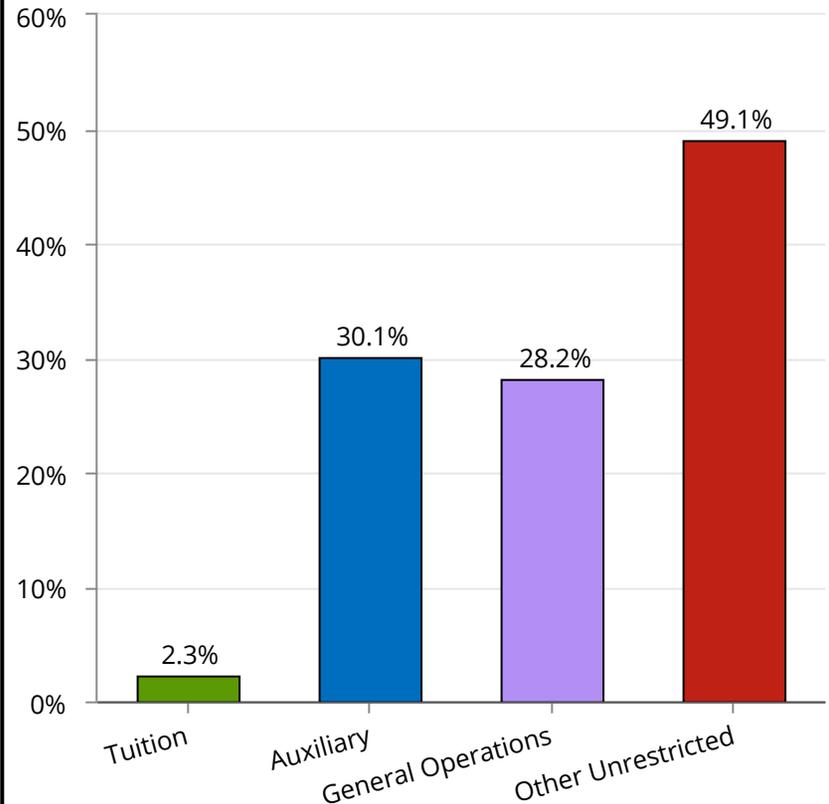
PR Balances Highlights

- Tuition balances are below the 12% reporting threshold; no tuition spending plan is required.
- Funds to pay FY 2021 debt service represent 41.7% of the auxiliary balances.
- Approximately 85.5% of total unrestricted balances are obligated or planned.

PR Balances by Commitment Level



Balance as a Percentage of Expenditures



UW-Whitewater FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	—	2,066,647	—	841,925	—	2,908,572
Auxiliary	7,155,493	2,371,273	2,542,859	—	—	12,069,625
General Operations	—	3,471,827	198,826	—	—	3,670,653
Federal Indirect	1,345,692	—	—	—	—	1,345,692
Other Unrestricted	4,707,504	—	—	—	—	4,707,504
Total	13,208,689	7,909,747	2,741,685	841,925	—	24,702,046
	53.5 %	32.0 %	11.1 %	3.4 %	— %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	7,500,871	12,393,648	3,189,722	3,820,467	26,904,708	1,134,473	28,039,181
FY2019-20	2,908,572	12,069,625	3,670,653	4,707,504	23,356,354	1,345,692	24,702,046
Change	(4,592,299)	(324,023)	480,931	887,037	(3,548,354)	211,219	(3,337,135)
	(61.2)%	(2.6)%	15.1 %	23.2 %	(13.2)%	18.6 %	(11.9)%
Total Expenditures							
FY2018-19	126,915,507	41,336,812	13,119,519	8,708,365	190,080,203	200,704	190,280,907
FY2019-20	128,828,279	40,069,753	13,026,473	9,588,481	191,512,986	230,868	191,743,854
Change	1,912,772	(1,267,059)	(93,046)	880,116	1,432,783	30,164	1,462,947
Balances as a Percentage of Expenditures							
FY2018-19	5.9 %	30.0 %	24.3 %	43.9 %			
FY2019-20	2.3 %	30.1 %	28.2 %	49.1 %			

UW-Whitewater FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	12,069,625	30.1 %
Obligated		7,155,493
Planned		2,371,273
<i>subtotal: Obligated and Planned</i>		9,526,766
Designated	2,542,859	
Reserves	—	
Undocumented Funds	—	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	Unbudget Strategic Enrollment Planning Investments and other unbudgeted items	Planned	567,641	567,641	567,641	567,641	FY21
2	Parking Lot Construction	Planned	706,219	706,219	500,000	706,219	FY21-FY22
3	Scholarship support	Planned	392,000	392,000	392,000	392,000	FY21
4	Commencement deposits & activities	Planned	416,995	416,995	416,995	416,995	FY21
5	First Year Experience Programming	Planned	288,418	288,418	288,418	288,418	FY21
6	Debt service	Obligated	5,035,317	5,035,317	5,035,317	5,035,317	FY21
7	Enrollment Deposits Refundable to Students	Obligated	1,437,233	1,437,233	1,437,233	1,437,233	FY21-FY24
8	Housing Deposits Refundable to Students	Obligated	682,943	682,943	682,943	682,943	FY21-FY24
		Total	9,526,766				
		Obligated	7,155,493				
		Planned	2,371,273				

UW-Whitewater FY 2020 Program Revenue Balances

Auxiliary Operations

Designated Funds

	Major Balance Grouping	FY20 Designated Balance
1	Health Center	636,913
2	Bookstore	53,820
3	Segregated Fees	1,439,019
4	International Education Contingency Fee	90,569
5	Travel Study Programs	207,782
6	Textbook Rental - Rock	114,756
	Total	2,542,859

UW-Whitewater FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	3,670,653	28.2 %
Obligated		—
Planned		3,471,827
<i>subtotal: Obligated and Planned</i>		3,471,827
Designated	198,826	
Reserves		—
Undocumented Funds		—
Remaining Balance		—

Obligated and Planned Funds

1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 UW System VoIP Replacement	Planned	481,071	481,071	481,071	481,071	FY21
2 Unbudgeted CSRG Charges FY21	Planned	1,315,000	1,315,000	1,315,000	1,315,000	FY21
3 Security Initiatives	Planned	210,200	210,200	210,200	210,200	FY21
4 Unbudgeted Strategic Enrollment Planning Investments and other unbudgeted items	Planned	1,465,556	841,925	841,925	841,925	FY21
	Total	3,471,827				
	Obligated	—				
	Planned	3,471,827				

Designated Funds

Major Balance Grouping	FY20 Designated Balance
1 Summer Camps	198,826

UW-Whitewater FY 2020 Program Revenue Balances Other Unrestricted Operations

Report on Other Unrestricted Balance in Excess of 12% of Fiscal Year Expenditures

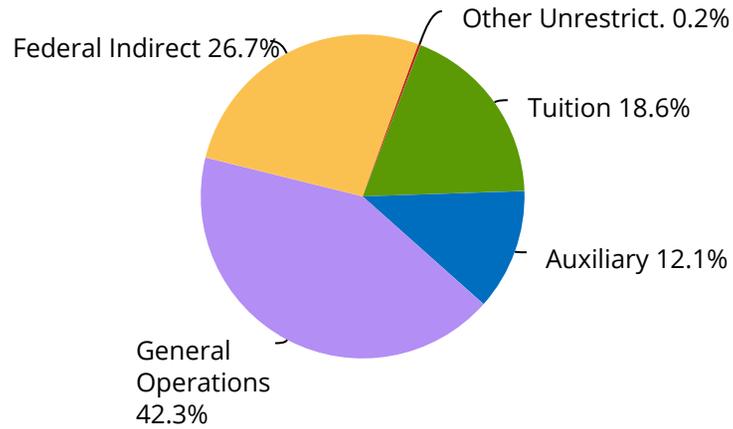
Total Balance	4,707,504	49.1 %
Obligated		4,707,504
Planned		—
<i>subtotal: Obligated and Planned</i>		4,707,504
Designated	—	
Reserves	—	
Undocumented Funds	—	
<u>Remaining Balance</u>	\$ —	

Obligated and Planned Funds

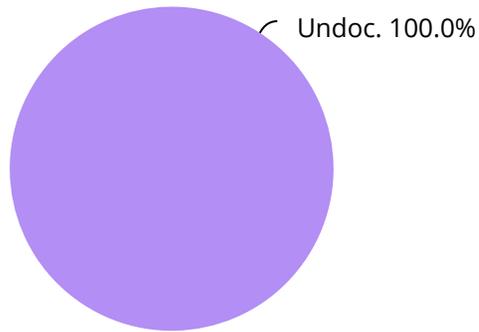
1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 Debt service	Obligated	4,707,504	4,707,504	4,707,504	4,707,504	FY21

UW System Admin FY 2020 Program Revenue Balances

PR Balances by Category



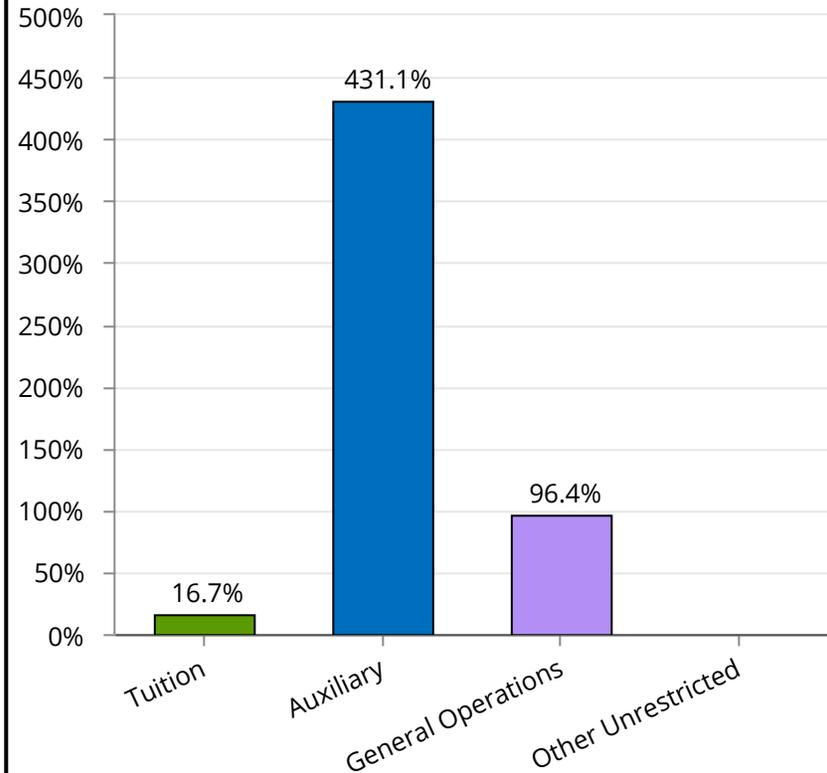
PR Balances by Commitment Level



PR Balances Highlights

- The undocumented balances reflect balances moved into System Administration as part of the restructuring.
- The System Administration business unit is being consolidated into Systemwide and will be closed during FY 2021.
- Plans for these balances will be developed during FY 2021.

Balance as a Percentage of Expenditures



UW System Admin FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	—	—	—	—	1,530,754	1,530,754
Auxiliary	—	—	—	—	994,868	994,868
General Operations	—	—	—	—	3,471,717	3,471,717
Federal Indirect	—	—	—	—	2,192,887	2,192,887
Other Unrestricted	—	—	—	—	20,374	20,374
Total	—	—	—	—	8,210,600	8,210,600
	— %	— %	— %	— %	100.0 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	—	89,276	577,466	—	666,742	(6,091,523)	(5,424,781)
FY2019-20	1,530,754	994,868	3,471,717	20,374	6,017,713	2,192,887	8,210,600
Change	1,530,754	905,592	2,894,251	20,374	5,350,971	8,284,410	13,635,381
	— %	1,014.4 %	501.2 %	— %	802.6 %	(136.0)%	(251.4)%
Total Expenditures							
FY2018-19	7,920,354	270,891	225,338	—	8,416,583	19,869,537	28,286,120
FY2019-20	9,171,588	230,769	3,600,601	—	13,002,958	1,810,167	14,813,125
Change	1,251,234	(40,122)	3,375,263	—	4,586,375	(18,059,370)	(13,472,995)
Balances as a Percentage of Expenditures							
FY2018-19	— %	33.0 %	256.3 %	— %			
FY2019-20	16.7 %	431.1 %	96.4 %	— %			

UW System Admin FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	1,530,754	16.7 %
Obligated		—
Planned		—
<i>subtotal: Obligated and Planned</i>		—
Designated	—	
Reserves	—	
Undocumented Funds	1,530,754	
Remaining Balance	—	

Undocumented Funds

Major Balance Grouping	FY20 Undocumented Balance
1 Remaining balance for which commitments are not yet documented	1,530,754

UW System Admin FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	994,868	431.1 %
Obligated		—
Planned		—
<i>subtotal: Obligated and Planned</i>		—
Designated	—	
Reserves	—	
Undocumented Funds	994,868	
Remaining Balance	—	

Undocumented Funds

Major Balance Grouping	FY20 Undocumented Balance
1 Remaining balance for which commitments are not yet documented	994,868

UW System Admin FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

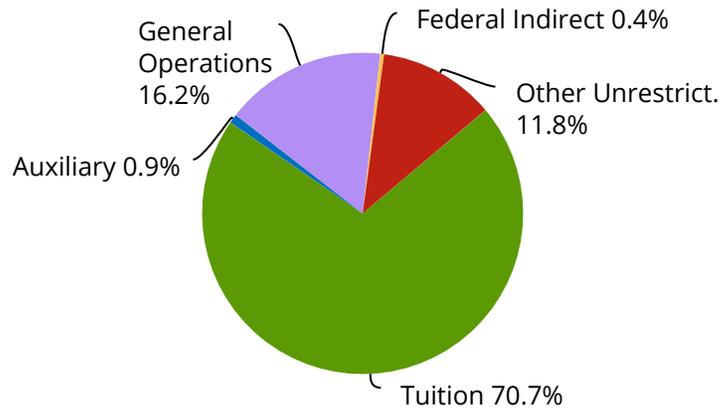
Total Balance	3,471,717	96.4 %
Obligated		—
Planned		—
<i>subtotal: Obligated and Planned</i>		—
Designated	—	
Reserves	—	
Undocumented Funds	3,471,717	
Remaining Balance	—	

Undocumented Funds

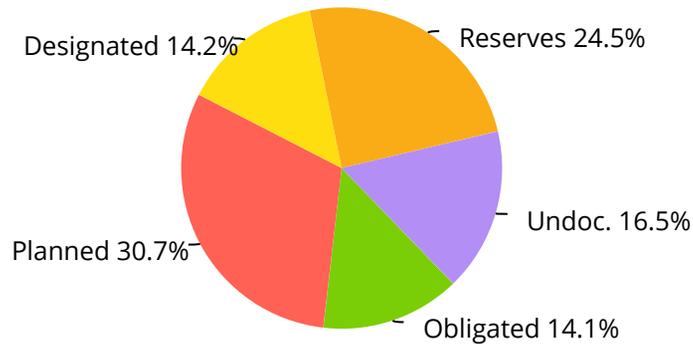
Major Balance Grouping	FY20 Undocumented Balance
1 Remaining balance for which commitments are not yet documented	3,471,717

UW Systemwide FY 2020 Program Revenue Balances

PR Balances by Category



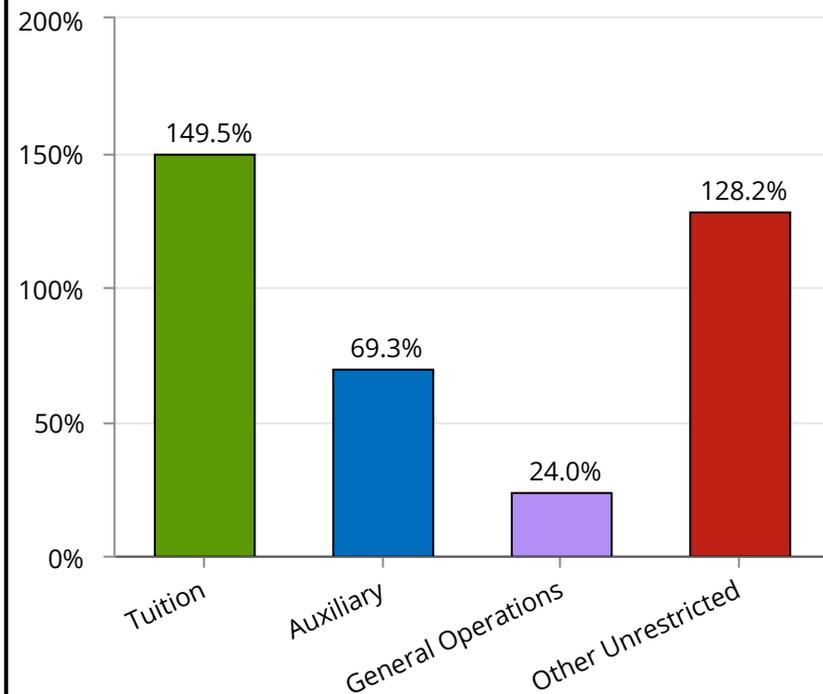
PR Balances by Commitment Level



PR Balances Highlights

- 45.9% of tuition balances are either obligated or planned.
- Total unrestricted funds increased in FY 2020 by \$12.6 million, or 16.5%.
- All other unrestricted balances (\$10.4 million) are attributable to Extended Campus, which is reported in Systemwide for the first time due to the UW restructuring.

Balance as a Percentage of Expenditures



UW Systemwide FY 2020 Program Revenue Balances

Summary of Unrestricted PR Balances by Level of Commitment

FY 2020 ending balances as categorized by institution reports

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
Tuition	3,297,062	25,523,115	2,883,539	20,000,000	11,106,023	62,809,739
Auxiliary	—	—	218,672	70,034	537,762	826,468
General Operations	5,179,010	—	6,614,027	—	2,640,821	14,433,858
Federal Indirect	—	—	—	—	334,671	334,671
Other Unrestricted	4,009,112	1,785,494	2,940,299	1,706,208	—	10,441,113
Total	12,485,184	27,308,609	12,656,537	21,776,242	14,619,277	88,845,849
	14.1 %	30.7 %	14.2 %	24.5 %	16.5 %	100.0 %

	Tuition (131 and 189)	Auxiliary (128 and 228)	General Operations (136)	Other Unrestricted (xxx)	Subtotal	Federal Indirect (150)	Total Unrestricted
Total PR Appropriation Balances							
FY2018-19	41,037,543	3,507,434	31,733,385	—	76,278,362	—	76,278,362
FY2019-20	62,809,739	826,468	14,433,858	10,441,113	88,511,178	334,671	88,845,849
Change	21,772,196	(2,680,966)	(17,299,527)	10,441,113	12,232,816	334,671	12,567,487
	53.1 %	(76.4)%	(54.5)%	— %	16.0 %	— %	16.5 %
Total Expenditures							
FY2018-19	38,475,722	1,032,834	49,577,345	1,207,160	90,293,061	121,583	90,414,644
FY2019-20	42,019,622	1,191,945	60,048,898	8,141,866	111,402,331	922,317	112,324,648
Change	3,543,900	159,111	10,471,553	6,934,706	21,109,270	800,734	21,910,004
Balances as a Percentage of Expenditures							
FY2018-19	106.7 %	339.6 %	64.0 %	— %			
FY2019-20	149.5 %	69.3 %	24.0 %	128.2 %			

UW Systemwide FY 2020 Program Revenue Balances

Tuition

Report on Tuition Balance (Funds 131 and 189) in Excess of 12% of Fiscal Year Expenditures

Total Balance	62,809,739	149.5 %
Obligated		3,297,062
Planned		25,523,115
<i>subtotal: Obligated and Planned</i>		28,820,177
Designated	2,883,539	
Reserves	20,000,000	
Undocumented Funds	11,106,023	
Remaining Balance	—	

Obligated and Planned Funds

	1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1	UW-Green Bay Tiletown "Entrepreneur in Residence" program support	Planned	200,000	200,000	200,000	200,000	FY21
2	UW-Platteville Engineering Program Support	Planned	300,000	300,000	300,000	300,000	FY21
3	National Academy of Sciences - Sexual Harrassment Training	Planned	50,000	50,000	25,000	50,000	FY21-FY22
4	UW System - Planning, Budgeting, and Forecasting System	Planned	1,851,888	1,851,888	—	1,851,888	FY22
5	UW-Stevens Point Strategic Priorities Support	Planned	1,708,565	1,708,565	868,565	1,708,565	FY21-FY22
6	Procurement Automation Project Support (P2P)	Planned	1,700,000	1,700,000	1,700,000	1,700,000	FY21
7	System Diversity Initiative - recruit underrepresented and underserved high school students	Planned	1,000,000	1,000,000	500,000	1,000,000	FY21-FY22
8	Wisconsin Regents Opportunity Scholarship for Underrepresented and Underserved Students	Planned	3,000,000	14,000,000	1,000,000	14,000,000	FY21-FY25

UW Systemwide FY 2020 Program Revenue Balances

Tuition

9	Title and Total Compensation Project - Systemwide Support	Planned	449,585	449,585	316,421	449,585	FY21-FY22
10	Information Security Awareness Training	Planned	293,760	293,760	293,760	293,760	FY21
11	Campus Climate Survey	Planned	146,000	146,000	146,000	146,000	FY21
12	UW-Parkside Smart Cities Initiative Support	Planned	400,000	400,000	100,000	400,000	FY21-FY24
13	Auxiliary Meters for Utility Monitoring	Planned	2,700,000	2,700,000	2,700,000	2,700,000	FY21
14	Planned Covid-19 related expenditures	Planned	2,000,000	2,000,000	2,000,000	2,000,000	FY21
15	UWSA share of non-financed costs associated with pre-planning and phase-1 of the Administrative Transformation Project (ATP)	Planned	5,584,800	5,584,800	1,314,800	5,584,800	FY21-FY22
16	Transferology	Planned	441,205	441,205	441,205	441,205	FY21
17	UW Shared Services workforce reduction support (career transition services, vacation payout, etc.)	Planned	937,200	937,200	937,200	937,200	FY21
18	Receiving institutions hold harmless funding - final amount estimated pending final reconciliation	Planned	2,643,862	2,643,862	2,643,862	2,643,862	FY21
19	Institute for Business & Entrepreneurship Commercial Seed Grants	Planned	116,250	116,250	116,250	116,250	FY21
20	Outstanding encumbrances in Systemwide accounts	Obligated	552,182	552,182	552,182	552,182	FY21
21	SW Continuity of Operations Planing Services Contract with UW-Madison	Obligated	728,000	728,000	364,000	728,000	FY21-FY22
22	WiSYS Annual Grant Assessment	Obligated	500,000	500,000	100,000	500,000	FY21-FY25
23	WiscAMP STEM Pathways and Research Alliance	Obligated	440,000	440,000	110,000	440,000	FY21-FY24
24	UW System - Planning, Budgeting, and Forecasting System Project 3 Contract	Obligated	1,076,880	1,076,880	1,076,880	1,076,880	FY21

Total 28,820,177
 Obligated 3,297,062
 Planned 25,523,115

Designated Funds

Major Balance Grouping		FY20 Designated Balance
1	Regent Research, Economic Development, and Innovation Grants	8,039
2	UW System Capital Design Fund	2,875,500
Total		2,883,539

UW Systemwide FY 2020 Program Revenue Balances

Tuition

Reserves

	Major Balance Grouping	FY20 Reserves Balance
1	Systemwide Reserve Balance	20,000,000

Undocumented Funds

	Major Balance Grouping	FY20 Undocumented Balance
1	Remaining balance for which commitment plans are not yet documented	11,106,023

UW Systemwide FY 2020 Program Revenue Balances

Auxiliary Operations

Report on Auxiliary Operations Balance (Funds 128 and 228) in Excess of 12% of Fiscal Year Expenditures

Total Balance	826,468	69.3 %
Obligated		—
Planned		—
<i>subtotal: Obligated and Planned</i>		—
Designated	218,672	
Reserves	70,034	
Undocumented Funds	537,762	
Remaining Balance	—	

Designated Funds

Major Balance Grouping	FY20 Designated Balance
1 WIAC Conference revenues collected through institution membership fees or corporate sponsorships	218,672

Reserves

Major Balance Grouping	FY20 Reserves Balance
1 WIAC Reserve Account Balance	70,034

Undocumented Funds

Major Balance Grouping	FY20 Undocumented Balance
1 Balance for which commitment plans are not yet documented	537,762

UW Systemwide FY 2020 Program Revenue Balances

General Operations

Report on General Operations Balance (Fund 136 and 236) in Excess of 12% of Fiscal Year Expenditures

Total Balance	14,433,858	24.0 %
Obligated		5,179,010
Planned		—
<i>subtotal: Obligated and Planned</i>		5,179,010
Designated	6,614,027	
Reserves	—	
Undocumented Funds	2,640,821	
Remaining Balance	—	

Obligated and Planned Funds

1. Project/Initiative	2. Obligated or Planned?	3. FY20 Project Balance	4. Total Amount Planned to Accumulate	5. Amount Expected to Expend in FY21	6. Total Amount Expected to Expend	7. When Funds will be Expended
1 Outstanding encumbrances in Systemwide accounts	Obligated	5,179,010	5,179,010	5,179,010	5,179,010	FY21

Designated Funds

Major Balance Grouping	FY20 Designated Balance
1 Enterprise Directions Council project balances	6,256,445
2 Institute for Business & Entrepreneurship	357,582
Total	6,614,027

UW Systemwide FY 2020 Program Revenue Balances

General Operations

Undocumented Funds

	Major Balance Grouping	FY20 Undocumented Balance
1	Remaining balance for which commitment plans are not yet documented	2,640,821

Appendices

Regent Policy Document 21-6

Program Revenue Calculation Methodology and Fund Balances Policy

Scope

This policy addresses program revenue account balances and appropriate reserve levels, and the methodology for calculating these levels, at UW System and UW System institutions.

Purpose

The purpose of this policy is to ensure the financial health and stability of each UW System institution and the UW System as a whole and to communicate an accurate fiscal condition more broadly and clearly. The policy balances prudent fiscal management with adequate levels of resources to carry out the universities' missions, programs, strategic goals, and objectives in an effective and efficient manner.

The policy ensures that:

1. Individual institutions have the necessary flexibility to manage program revenue accounts to meet cash flow needs throughout the year, financial commitments, plans, and goals.
2. Reporting of program revenue cash balances is at a level that provides the Board of Regents, Legislature, and public with a complete, consistent and transparent understanding of end-of-year balances.
3. Institutions have the flexibility to continue to invest in and cultivate creative academic programs to reach all students seeking higher education.
4. Institutions have the flexibility to invest in facilities that provide a world-class education.
5. The University of Wisconsin is not incentivized to undertake unnecessary end-of-year spending in order to meet restrictive carry-forward caps.

Definitions and Methodology for Calculating

Program revenue balances shall be calculated subsequent to year-end reconciliation. Balances will be calculated starting with the prior year's ending cash balance, adding revenues received, and deducting expenditures made during the fiscal year. This produces the budgetary fund balance at the end of a given fiscal year. Balances will not reflect accruals for advance deposits received for future academic terms, accounts payable, or accounts receivable.

Year-end program revenue balances shall be calculated for:

Unrestricted Funds

1. Tuition (Academic Student Fees and Extension Student Fees)
2. Auxiliary Operations
3. General Operations
4. Other Unrestricted Program Revenue
5. Federal Indirect Cost Reimbursement

Restricted Funds

1. Gifts
2. Nonfederal Grants and Contracts
3. Federal Grants and Contracts
4. Other Restricted Program Revenue

A description of UW appropriations included in each category of program revenue balances will be provided to aid in understanding the information presented.

Year-end balances in (1) Tuition (Academic Student Fees and Extension Student Fees), (2) Auxiliary Operations, (3) General Operations, and (4) Other Unrestricted Program Revenue shall be expressed in dollars for the UW System as a whole and for each UW institution. Year-end balances will be calculated as a percentage of the total expenditures by that fund for the fiscal year. Tuition balances shall be expressed as a percentage of the combined expenditures for GPR (less GPR-funded debt service) and Student Fees (tuition).

UW System Administration year-end balances will be reported as an institution. UW system-wide balances, which are those maintained for the support of all UW institutions, will be reported in dollars and as a percentage change over the prior year-end balance. Allocations from systemwide accounts to institutions will occur before an institution calculates its program revenue balance. Federal Indirect Cost Reimbursement year-end balances shall be expressed in dollars for the UW System as a whole and for each UW institution and as a percentage change from the prior year-end balance.

Reported year-end balances in (1) Tuition (Academic Student Fees and Extension Student Fees), (2) Auxiliary Operations, (3) General Operations, (4) Other Unrestricted Program Revenue, and (5) Federal Indirect Cost Reimbursement shall be categorized by the methodology used in the Legislative Audit Bureau's Report 13-17. The categories are obligated, planned, designated, reserves, and undocumented.

Year-end balances for restricted funds (Gifts, Nonfederal Grants and Contracts, Federal Grants and Contracts, and Other Restricted Program Revenue) will be reported in total dollars for the UW System as a whole and for each UW institution.

Policy Statement

It is the policy of the Board of Regents that the UW System and UW System institutions maintain appropriate balances to protect the institutions in cases of sudden shortfalls in revenue, to provide for extraordinary events, and to protect against unbudgeted future expenses or losses. Institutions with negative balances for (1) Tuition and (2) Auxiliary Operations shall submit a savings plan on how they will eliminate the negative balance and within what time frame.

The Board of Regents recognizes there are many instances where accumulation of balances is a prudent practice in order to achieve strategic priorities over a multi-year period (establishing new academic programs, purchasing major equipment, funding start-up packages for new faculty, etc.). Institutions with balances above 12% of total fiscal year expenditures shall submit justifications for the entire balance along with a defined multi-year spending plan for each of the following four categories: (1) Tuition (Academic Student Fees and Extension Student Fees), (2) Auxiliary Operations, (3) General Operations, and (4) Other Unrestricted Program Revenue. Total balances above the 12% threshold should be obligated, planned, or designated by the Chancellor for specific purposes.

The 12% threshold is established to determine an amount which will require a report and Board approval. It is not established as cap on end-of-year balances.

Oversight, Roles, and Responsibilities

UW System Administration will provide the Board of Regents with estimates of year-end program revenue balances for use in determining UW System's annual budget and setting tuition rates for the subsequent academic year. Actual year-end balances categorized by each institution and the System as a whole shall be reported annually after the fiscal year-end reconciliation and for formal approval by the Board of Regents at the October meeting.

For those institutions with negative balances, the Board of Regents will determine by vote whether the institution has an adequate plan in place to eliminate the negative balance within a reasonable period of time. For those institutions with balances above 12% of total year-end expenditures, the Board of Regents will determine by vote whether balances are adequately justified. The Board of Regents will determine by vote whether the justification and multi-year spending plan submitted by UW System Administration for the entire UW system-wide balance is adequate. Justification for the balances should include:

1. the specific projects or initiatives for which the funds are being held;
2. the amount of funds held for each project or initiative;
3. the total amount of program revenue funds the institution plans to accumulate for each initiative or project;
4. the total amount of funds expected to be expended on each project or initiative; and,
5. the timeframe in which those funds will be expended.

A negative fund balance shall not be used by any institution as a justification for the request and approval of additional funds.

Related Regent Policies and Applicable Laws

N/A

History: Res. 10280, adopted 10/11/2013, created Regent Policy Document 21-6; Res. 10347, adopted 04/11/2014, amended 21-6; Res. 10371, adopted 06/06/2014, amended RPD 21-6 to address legislative modifications.

[UW System Administrative policies are included for reference and are separate from Regent Policy Documents adopted by the Board.]

UNIVERSITY OF WISCONSIN SYSTEM BALANCE DESIGNATION GUIDELINES

	Definition	Examples
1. Obligated	<p>Balances held for a purpose as indicated by documentation such as a contract or an encumbrance that would make it difficult for institutions to use the balance for other purposes. Firm commitments; cannot be easily redistributed; encumbrances; a purchase order or contract; likely for projects that already started spending money.</p> <p>Rescinding obligated commitments creates the risk of significant cost, legal action, or reputational damage.</p>	<ul style="list-style-type: none"> - Signed contract for services with an external agency or business. - Purchase order or invoice. - A signed, organizationally-binding commitment from a chancellor or authorized authority that could not be changed without significant cost or reputational damage. - Signed contract for an employee for whom base resources (or a committed, ongoing funding stream) are not currently available. - Scholarships that have already been awarded. - One year of debt service justified by an amortization schedule or one year of funds for a building lease as shown on a lease contract. - Required lapse. - Approved projects for which fixed cost expenditures are already being made. - Required cash deposit for an enumerated capital project or for a project that has been included for enumeration in the capital budget request approved by the Board of Regents.
2. Planned	<p>Balances less committed than obligated balances and held for a purpose as indicated by documentation such as a budget document or a memorandum signed by an appropriate approving authority. Those authorized to approve balance commitments include chancellors, vice chancellors, deans, directors, and designees in accordance with institutional policies and/or practices. Institutions may use planned balances for other purposes if the use complies with any funding source requirements.</p> <ul style="list-style-type: none"> - Chancellor's or approving authority's directive for spending but no purchase order or contract (nothing obligating the funds) - Plan to hire new staff - Plan to set aside money for a scholarship - Plan to pay for debt service 	<ul style="list-style-type: none"> - Plans for new faculty and staff, who are not replacing existing staff, and for whom there is not a signed contract. - A chancellor's or authorized authority's spending directive that can be modified without significant cost or reputational damage. - Documented institutional priorities or strategic plans if the documentation includes a clear description of the amount of funds to be used, the purpose of the funds, and an indication of when the funds should be used. - Planned financial aid funding that has not yet been awarded. - Debt service for up to three additional years beyond the first obligated year as shown on the amortization schedule or building lease funds for up to three additional years beyond the first obligated year as shown on a lease contract. - Annual, ongoing operations, including the salaries of existing staff, for up to three years for which base resources (or a committed, ongoing funding stream) are not currently available. - Planned renovations. - Planned expenditures to launch or to support academic programs or student programs for which base resources (or a committed funding stream) are not currently available. - Required cash deposit for a non-enumerated capital project that is in the approved six-year plan.

<p>3. Designated</p>	<p>Balances held for purposes related to the original funding source, but for which there is no documentation of an obligation or specific plan. Institutions may use designated balances for other purposes only if the use complies with funding source requirements.</p>	<ul style="list-style-type: none"> - Balances in Fund 136 (General Operations Receipts) are generally categorized as designated. However, this categorization does not apply to accounts from which funds have been reallocated one or more times to another purpose in the past six years. If this is the case, balances in these accounts would be undocumented unless sufficient documentation exists to categorize them as obligated or planned. - Fund 136 account balances often accumulate in advance of known expenses for the following years. Examples include study abroad, athletic camps, music camps, and remedial education. - Fund 132 (Extension Non-Credit Program Receipts) and Fund 189 (Extension Student Fees) balances must currently be used to support extension-related activities. Balances in these funds are also categorized as designated if they are not obligated or planned. - Fund 131 (Academic Student Fees) balances are classified as designated if the balances are for differential tuition and student technology fees as the funds can only be used for these purposes. - Balances from student-funded auxiliaries are also categorized as designated because current Board policy prohibits using these funds for other purposes unless approved by the Board for a one-time purpose.
<p>4. Reserves</p>	<p>Balances for which documentation indicates amounts are purposefully held for contingencies, including institutional reserve policies. Contingencies may result from unexpected funding shortfalls that must be addressed in order to ensure the continuation of operations and from an unanticipated need.</p> <p>Balances can be documented as reserves in a memo from the chancellor or authorized authority identifying a specific dollar amount for a reserve, a percentage of revenue that should be held as a reserve, or target reserve goal. The memo should identify who can approve the use of reserve funds.</p> <p>Institutions should consider reserve designation procedures that prevent duplicate reserve designations for the same purpose.</p> <p>Reserves are not set aside for a specific purposes (e.g., academic initiative, faculty salaries) or for a routine use (e.g., annual debt service payments).</p>	<p>Reserves are maintained to mitigate the following risks:</p> <ul style="list-style-type: none"> - Unexpected declines or fluctuations in enrollment resulting in a reduction in tuition, fee, or auxiliary revenue. - Significant declines or termination of federal or other external funding. - Emergencies or other unforeseen circumstances.
<p>5. Undocumented</p>	<p>Balances which are not yet obligated or planned and for which there are no funding source requirements.</p>	<ul style="list-style-type: none"> - Chancellor's or institutional discretionary funds, which are available to take advantage of strategic opportunities that emerge during the year, that have not yet been documented as planned or obligated.

FUNCTIONAL EXAMPLES ON THE APPLICATION OF THE FUND DESIGNATION CATEGORIES

CATEGORY	EXAMPLE
Obligated	One UW institution has committed a portion of its Tuition fund balance to cover instructional-related expenses that have already been encumbered.
	One UW institution has committed a portion of its Auxiliary Operations fund balance for one year of debt service. The amount is set and documented in the Debt Service Amortization Schedule.
Planned	One UW institution plans to commit a portion of its Tuition fund balance to implement a Student Success Center. The Chancellor has signed off on the plan.
	One UW institution has established plans to use a portion of its Auxiliary fund balance to remodel the floors of the student health center.
Designated	One UW institution has designated a portion of its Tuition fund balance, which was generated from its extension programs, to enhance extension programming.
	A number of UW institutions have designated balances generated by their differential tuition fees to fund programming decisions reached in consultation with the appropriate student governance groups.
Reserves	A number of UW institutions have set aside a portion of their Tuition fund balance as reserves for enrollment declines and fluctuations.
	One UW institution has set aside a portion of its General Operations fund balance as reserves against revenue declines and program enrollment fluctuations.
Undocumented	One UW institution has set aside a portion its Tuition fund balance for program startup costs, faculty development, and equipment purchases. There are no documented plans, but the institution will be developing priorities.
	One UW institution has set aside a portion of its General Operations fund balance for distance learning programs. There are no documented plans, but the institution will be developing priorities.

REPORT METHODOLOGY

Definitions and the methodology for calculating and displaying program revenue balances are detailed in Regent Policy Document (RPD) 21-6. Balances are to be calculated for nine funds which comprise the funds in the UW System. These include five unrestricted funds:

- Tuition
- Auxiliary operations
- General operations
- Other unrestricted program revenue, and
- Federal indirect cost reimbursement.

Four restricted funds are also included:

1. Gifts
2. Non-federal grants and contracts
3. Federal grants and contracts, and
4. Other restricted program revenue.

A budgetary fund balance is calculated for each fund by beginning with the prior year's cash balance, adding revenues received, and deducting expenditures made in the fiscal year. The balances do not reflect advance deposits for future years, accounts payable or accounts receivable. Balances for each of the five unrestricted funds are allocated among the five "commitment" categories established by the legislative audit bureau, which are obligated, planned, designated, reserves and undocumented or discretionary.

Balances for auxiliary operations, general operations and other unrestricted program revenue are expressed in dollars and also are calculated as a percentage of each fund's fiscal year expenditures. Balances for tuition are expressed in dollars and as a percentage of the combined expenditures of GPR (less GPR-funded debt service) and student fees.

Detailed Spending Plans

Institutions with balances above 12% of expenditures in their funds for tuition, auxiliaries, general operations or other unrestricted program revenue are required to provide additional information concerning those balances, including:

- The specific project(s) for which the funds are held;
- The amount of funds currently held for each project;
- The total amount of program revenue the institution plans to accumulate for that project;
- The total amount of funds which will be spent on that project; and,
- The timeframe in which the funds will be spent.

Detailed plans are also required of institutions which have a negative balance in their tuition or auxiliary operations funds. To address negative fund balances in tuition or auxiliary operations funds, institutions are required to submit a savings plan describing how, and within what timeframe, they will eliminate the negative fund balance.

System Administration Implementation

To ensure compliance with RPD 21-6, System Administration staff designed a three-part report-development methodology to:

- establish clarity and agreement for expanded functional definitions of key reporting requirements, specifically the levels-of-commitment reporting categories established by

- the legislative audit bureau;
- provide practical and detailed guidance to institutions to enable them to understand the reporting requirements and how to report their balance information in a consistent and comparable manner; and
- provide prompt and actionable feedback to institutions on their reports to enable them to fully comply with reporting definitions and formatting requirements.

The goal of this three-part methodology was to obtain consistently interpreted data, reported by the institutions in a format which allows for a detailed analysis of each institution individually and in comparison with all other System institutions.

Two underlying principles guiding the reporting methodology were transparency and collaboration with stakeholders. The work included extensive discussions with Legislative Audit Bureau staff to establish agreement on, and mutual understanding of improved functional definitions and examples in each of the five commitment categories that form a central portion of the program revenue balance reporting effort. Further, the methodology included multiple, ongoing channels for frequent communication and collaboration between System and institution leaders and staff to ensure that all reporting requirements were adequately and fully explained, that standardized reporting templates were developed in recognition of both reporting requirements and the reporting capabilities of the institutions, and that adequate feedback loops were established to provide additional guidance to institutions as needed. Feedback included frequent statewide and institution-specific teleconferences during the development of reporting definitions and the reporting templates, and a centralized electronic clearinghouse accessible by all institutions for obtaining information and submitting reports.

FY2019-20 Balance as of June 30, 2020

Total Programs Revenue Appropriation Balances

	Tuition (Academic and Extension Student Fees)	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimbursement	TOTAL Unrestricted	Gifts (134,135,233, 533)	Nonfederal Grants and Contracts	Federal Grants and Contracts	Other Restricted Program Revenue	TOTAL Restricted	GRAND TOTAL Program Revenue
	(131 & 189)	(128 & 228)	(136 & 236)	(xxx)	(150)			(133)	(144)	(xxx)		
UW-Colleges	—	—	—	—	—	—	—	—	—	—	—	—
UW-Eau Claire	15,073,508	26,352,972	10,107,251	139,565	721,594	52,394,889	(2,592,128)	1,480,600	(151,651)	2,338,884	1,075,705	53,470,595
UW-Extension	—	—	—	—	—	—	—	—	—	—	—	—
UW-Green Bay	12,330,905	11,251,909	6,544,979	1,305,396	1,064,681	32,497,869	910,517	419,519	(320,321)	774,341	1,784,055	34,281,925
UW-La Crosse	4,824,596	14,332,653	9,802,812	769,377	70,915	29,800,353	850,689	(235,727)	106,568	171,752	893,282	30,693,635
UW-Madison	50,063,458	113,866,651	15,776,909	35,383,415	110,150,527	325,240,959	336,297,097	95,385,892	(20,604,147)	1,819,814	412,898,655	738,139,614
UW-Milwaukee	29,117,215	40,864,665	24,865,302	2,214,195	7,898,252	104,959,628	(1,830,281)	(2,675,292)	(1,012,584)	5,577,033	58,877	105,018,506
UW-Oshkosh	10,818,647	9,551,214	(876,388)	566,523	487,645	20,547,641	687,852	(423,255)	(1,114,831)	562,085	(288,149)	20,259,491
UW-Parkside	8,642,480	1,009,226	1,779,576	286,939	243,314	11,961,536	322,057	60,940	141,691	118,063	642,751	12,604,287
UW-Platteville	7,795,609	3,189,140	719,803	6,673,157	312,074	18,689,782	(19,461)	72,035	(405,014)	1,194,065	841,626	19,531,408
UW-River Falls	9,530,542	3,270,024	524,338	5,098,303	204,189	18,627,396	22,597	535	132,712	1,324,840	1,480,683	20,108,079
UW-Stevens Point	7,079,863	5,920,329	4,257,375	92,426	573,830	17,923,823	421,390	(1,384,460)	30,021	3,941,001	3,007,953	20,931,776
UW-Stout	(133,181)	5,116,847	4,576,454	154,057	549,859	10,264,036	(522,854)	305,148	(392,351)	2,166,307	1,556,251	11,820,286
UW-Superior	4,873,078	1,606,967	975,742	151,054	968,515	8,575,356	(66,019)	252,165	(476,253)	149,861	(140,246)	8,435,110
UW-System Admin	1,530,754	994,868	3,471,717	20,374	2,192,887	8,210,600	329,320	548,362	—	—	877,683	9,088,283
UW-Systemwide	62,809,739	826,468	14,433,858	10,441,113	334,671	88,845,849	8,033,486	(24,491,515)	48,932,824	(3,030,533)	29,444,262	118,290,110
UW-Whitewater	2,908,572	12,069,625	3,670,653	4,707,504	1,345,692	24,702,045	62,475	912,021	(4,334,378)	1,808,809	(1,551,072)	23,150,973
	227,265,783	250,223,557	100,630,381	68,003,396	127,118,643	773,241,761	342,906,738	70,226,969	20,532,285	18,916,324	452,582,315	1,225,824,076

FY2019-20 Balance as of June 30, 2020

Total Expenses

	Tuition (Academic and Extension Student Fees)	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimbursement	TOTAL Unrestricted	Gifts (134,135,233, 533)	Nonfederal Grants and Contracts	Federal Grants and Contracts	Other Restricted Program Revenue	TOTAL Restricted	GRAND TOTAL Program Revenue
	(131 & 189)	(128 & 228)	(136 & 236)	(xxx)	(150)			(133)	(144)	(xxx)		
UW-Colleges	—	—	—	—	—	—	—	—	—	—	—	—
UW-Eau Claire	117,517,964	44,567,638	16,084,588	8,091,897	242,535	186,504,622	8,088,643	2,765,545	6,321,605	47,718,979	64,894,773	251,399,395
UW-Extension	—	—	—	—	—	—	—	—	—	—	—	—
UW-Green Bay	68,099,109	21,072,449	3,641,177	2,098,632	237,421	95,148,788	4,971,396	1,700,854	3,624,822	35,156,752	45,453,825	140,602,613
UW-La Crosse	120,761,182	33,052,417	11,073,511	8,479,853	408,942	173,775,904	2,697,723	1,642,589	6,047,611	49,204,188	59,592,111	233,368,015
UW-Madison	1,200,221,105	503,793,997	361,533,620	162,082,531	166,807,378	2,394,438,631	501,226,766	112,486,351	559,906,199	207,474,683	1,381,094,000	3,775,532,630
UW-Milwaukee	353,626,378	83,260,295	20,064,412	11,134,080	6,403,689	474,488,854	14,887,426	7,284,576	57,806,693	146,756,573	226,735,269	701,224,122
UW-Oshkosh	111,020,382	37,484,926	15,153,504	10,516,215	665,816	174,840,843	1,162,817	3,958,520	15,113,531	56,431,931	76,666,799	251,507,641
UW-Parkside	52,351,635	9,336,392	3,291,255	3,820,628	66,578	68,866,488	1,790,952	520,185	2,535,214	25,064,117	29,910,468	98,776,956
UW-Platteville	92,629,923	30,405,553	11,967,971	9,141,426	211,516	144,356,389	2,643,570	299,785	2,766,839	36,006,554	41,716,748	186,073,137
UW-River Falls	63,267,369	30,333,019	3,964,917	4,481,187	182,879	102,229,371	2,176,357	294,057	4,459,577	29,905,773	36,835,764	139,065,135
UW-Stevens Point	94,980,916	32,698,034	15,153,186	10,570,207	327,335	153,729,677	4,481,866	3,035,552	5,782,424	43,684,764	56,984,605	210,714,282
UW-Stout	92,027,247	34,412,513	20,686,059	7,292,398	330,961	154,749,177	3,493,659	772,464	7,003,838	41,475,132	52,745,093	207,494,270
UW-Superior	36,531,861	5,432,311	1,590,603	2,449,833	304,717	46,309,326	1,599,746	541,656	4,107,509	15,745,047	21,993,958	68,303,284
UW-System Admin	9,171,588	230,769	3,600,601	—	1,810,167	14,813,126	135,881	793,617	10,140	25,663	965,302	15,778,428
UW-Systemwide	42,019,622	1,191,945	60,048,898	8,141,866	922,317	112,324,648	2,742,878	2,285,940	(1,211,671)	3,025,545	6,842,692	119,167,340
UW-Whitewater	128,828,279	40,069,753	13,026,473	9,588,481	230,868	191,743,854	3,187,080	1,414,600	8,846,462	64,644,895	78,093,037	269,836,892
	2,583,054,559	907,342,010	560,880,775	257,889,234	179,153,118	4,488,319,696	555,286,759	139,796,293	683,120,794	802,320,598	2,180,524,444	6,668,844,140

FY2018-19 Balance as of June 30, 2019

Total Programs Revenue Appropriation Balances

	Tuition (Academic and Extension Student Fees)	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimbursement	TOTAL Unrestricted	Gifts (134,135,233, 533)	Nonfederal Grants and Contracts	Federal Grants and Contracts	Other Restricted Program Revenue	TOTAL Restricted	GRAND TOTAL Program Revenue
	(131 & 189)	(128 & 228)	(136 & 236)	(xxx)	(150)			(133)	(144)	(xxx)		
UW-Colleges	21,432,808	4,041,515	4,311,573	543,187	349,561	30,678,643	789,693	126,561	206,595	(136,171)	986,678	31,665,321
UW-Eau Claire	13,649,136	31,617,013	5,997,000	132,011	690,653	52,085,814	(924,628)	1,925,993	(298,368)	3,192,108	3,895,105	55,980,919
UW-Extension	(543,543)	195,974	238,605	14,420,050	5,149,538	19,460,623	1,830,837	1,181,966	47,332	384,436	3,444,572	22,905,194
UW-Green Bay	9,548,085	12,461,267	3,786,418	1,838,138	978,883	28,612,791	268,319	431,636	33,840	999,941	1,733,736	30,346,526
UW-La Crosse	4,290,934	14,599,972	12,636,919	892,452	104,912	32,525,189	364,157	273,598	111,699	405,569	1,155,023	33,680,212
UW-Madison	60,394,843	132,049,801	12,904,965	42,119,025	116,987,931	364,456,565	335,510,609	89,907,569	(18,012,544)	8,099,350	415,504,984	779,961,549
UW-Milwaukee	38,491,603	34,426,446	20,605,073	2,797,563	6,830,949	103,151,634	(223,818)	(3,694,155)	(761,853)	3,317,431	(1,362,395)	101,789,239
UW-Oshkosh	9,156,732	11,193,413	2,415,979	189,940	718,054	23,674,119	600,657	474,193	(1,031,801)	997,515	1,040,564	24,714,683
UW-Parkside	10,512,609	1,476,869	2,371,274	367,932	227,020	14,955,704	422,625	65,296	44,310	645,986	1,178,217	16,133,920
UW-Platteville	7,061,510	10,622,057	978,876	9,386,592	422,679	28,471,714	(133,503)	47,717	65,665	1,730,098	1,709,977	30,181,692
UW-River Falls	10,434,539	6,268,204	970,144	4,726,238	118,617	22,517,742	(75,370)	3,064	(54,880)	1,339,875	1,212,689	23,730,431
UW-Stevens Point	3,105,962	5,499,411	3,638,884	4,534,484	570,495	17,349,236	293,463	(1,418,795)	55,824	3,462,252	2,392,745	19,741,981
UW-Stout	4,791,461	10,737,858	5,742,752	284,942	519,176	22,076,189	(155,075)	414,946	(714,871)	2,814,119	2,359,119	24,435,308
UW-Superior	4,104,548	1,608,717	1,160,435	(16,596)	860,739	7,717,844	(93,019)	403,501	(423,524)	476,584	363,542	8,081,385
UW-System Admin	—	89,276	577,466	—	(6,091,523)	(5,424,781)	—	893,980	—	—	893,980	(4,530,801)
UW-Systemwide	41,037,543	3,507,434	31,733,385	—	—	76,278,363	8,595,188	(24,651,369)	44,108,491	(4,988)	28,047,322	104,325,685
UW-Whitewater	7,500,871	12,393,648	3,189,722	3,820,467	1,134,473	28,039,182	(597,104)	1,076,292	(29,551)	2,934,257	3,383,895	31,423,077
	244,969,643	292,788,876	113,259,470	86,036,425	129,572,157	866,626,571	346,473,032	67,461,993	23,346,363	30,658,363	467,939,751	1,334,566,322

FY2018-19 Balance as of June 30, 2019

Total Expenses

	Tuition (Academic and Extension Student Fees)	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimburse- ment	TOTAL Unrestricted	Gifts (134,135,233, 533)	Nonfederal Grants and Contracts	Federal Grants and Contracts	Other Restricted Program Revenue	TOTAL Restricted	GRAND TOTAL Program Revenue
	(131 & 189)	(128 & 228)	(136 & 236)	(xxx)	(150)			(133)	(144)	(xxx)		
UW-Colleges	62,127,507	5,019,963	4,800,586	1,423,360	4,679	73,376,095	2,189,532	150,973	721,320	22,303,148	25,364,975	98,741,070
UW-Eau Claire	114,343,045	49,125,668	13,323,768	7,956,143	225,119	184,973,743	7,147,322	2,327,483	2,612,898	48,170,480	60,258,184	245,231,927
UW-Extension	53,982,069	631,785	18,887,035	4,208,902	1,306,508	79,016,299	5,857,473	10,556,554	17,550,603	9,013,952	42,978,582	121,994,881
UW-Green Bay	57,809,259	19,448,462	3,884,229	1,585,134	289,707	83,016,791	6,503,736	1,572,047	2,057,819	32,191,597	42,325,199	125,341,990
UW-La Crosse	120,788,802	38,506,438	15,777,570	8,181,987	385,503	183,640,299	2,675,010	1,730,350	2,661,480	52,818,281	59,885,122	243,525,421
UW-Madison	1,131,544,330	475,908,793	363,879,662	170,744,641	151,576,072	2,293,653,499	500,190,435	90,315,689	514,507,326	204,236,654	1,309,250,104	3,602,903,602
UW-Milwaukee	342,943,198	94,927,462	21,582,397	11,631,322	7,687,127	478,771,506	13,111,073	9,825,189	40,154,448	151,451,804	214,542,514	693,314,019
UW-Oshkosh	103,042,385	42,618,145	10,822,128	11,218,366	648,015	168,349,039	1,135,961	3,894,178	9,397,778	56,625,544	71,053,461	239,402,499
UW-Parkside	48,272,366	9,804,374	2,628,785	3,600,490	55,566	64,361,581	1,867,675	622,377	658,367	24,989,920	28,138,340	92,499,920
UW-Platteville	87,688,526	30,061,745	10,240,512	8,735,492	222,542	136,948,817	2,408,859	485,910	1,866,499	37,030,568	41,791,836	178,740,652
UW-River Falls	61,712,134	32,474,019	3,874,797	4,474,267	332,156	102,867,373	2,255,006	450,216	2,619,245	31,517,982	36,842,449	139,709,822
UW-Stevens Point	90,942,791	39,207,001	16,875,000	10,123,135	380,973	157,528,901	3,667,992	2,734,859	3,349,710	44,222,646	53,975,208	211,504,108
UW-Stout	90,686,638	35,324,051	22,652,864	6,821,567	436,549	155,921,669	3,650,286	798,062	5,315,939	44,484,054	54,248,341	210,170,010
UW-Superior	37,456,433	7,029,108	1,501,159	2,486,929	747,139	49,220,768	1,527,033	390,490	5,674,127	16,718,892	24,310,542	73,531,310
UW-System Admin	7,920,354	270,891	225,338	—	19,869,537	28,286,120	—	189,718	—	—	189,718	28,475,837
UW-Systemwide	38,475,722	1,032,834	49,577,345	1,207,160	121,583	90,414,645	3,122,069	1,476,449	(1,000,202)	4,988	3,603,303	94,017,948
UW-Whitewater	126,915,507	41,336,812	13,119,519	8,708,365	200,704	190,280,908	3,325,058	1,405,022	1,768,581	66,339,332	72,837,993	263,118,901
	2,576,651,065	922,727,551	573,652,695	263,107,260	184,489,479	4,520,628,051	560,634,520	128,925,567	609,915,939	842,119,841	2,141,595,867	6,662,223,918

Summary of UW System Unrestricted PR Balances by Level of Commitment

Grand Totals - All Unrestricted Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	99,173,845	165,769,591	35,764,246	24,533,278	—	325,240,960
UW-Milwaukee	33,110,591	31,008,210	23,876,259	15,000,000	1,964,568	104,959,628
UW-Eau Claire	18,131,310	16,285,552	12,717,097	4,371,472	889,458	52,394,889
UW-Green Bay	3,921,643	12,527,046	8,299,292	5,978,427	1,771,463	32,497,870
UW-La Crosse	9,070,239	17,404,318	2,451,365	677,278	197,153	29,800,353
UW-Oshkosh	5,101,657	9,839,438	5,628,732	854,203	(876,388)	20,547,642
UW-Parkside	2,234,532	8,408,441	1,075,248	—	243,314	11,961,535
UW-Platteville	9,638,198	5,382,416	657,181	3,000,000	11,988	18,689,783
UW-River Falls	6,674,529	11,156,403	121,464	675,000	—	18,627,396
UW-Stevens Point	4,006,171	11,070,688	1,374,453	1,082,017	390,494	17,923,823
UW-Stout	5,489,317	1,982,366	154,057	2,771,477	(133,181)	10,264,035
UW-Superior	1,959,968	1,874,204	1,227,208	1,500,000	2,013,976	8,575,356
UW-Whitewater	13,208,689	7,909,747	2,741,685	841,925	—	24,702,045
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	8,210,600	8,210,600
UW-Systemwide	12,485,184	27,308,609	12,656,537	21,776,242	14,619,277	88,845,849
	224,205,872	327,927,028	108,744,823	83,061,318	29,302,723	773,241,765
	29.0 %	42.3 %	14.1 %	10.7 %	3.8 %	100.0 %
Prior Year Total	264,521,202	354,503,154	123,933,889	87,877,574	35,790,747	866,626,566
	30.5 %	40.9 %	14.3 %	10.1 %	4.1 %	100.0 %

Summary of UW System Unrestricted PR Balances by Level of Commitment

Tuition Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	9,757,354	37,802,931	—	2,503,173	—	50,063,458
UW-Milwaukee	4,046,113	18,773,301	6,297,801	—	—	29,117,215
UW-Eau Claire	178,797	9,369,364	1,288,875	4,236,472	—	15,073,508
UW-Green Bay	2,975,592	6,206,313	—	3,149,000	—	12,330,905
UW-La Crosse	1,266,539	2,153,610	811,883	590,313	2,250	4,824,595
UW-Oshkosh	3,713,918	6,789,138	315,591	—	—	10,818,647
UW-Parkside	1,122,584	7,519,896	—	—	—	8,642,480
UW-Platteville	284,769	4,510,840	—	3,000,000	—	7,795,609
UW-River Falls	1,085,914	7,769,628	—	675,000	—	9,530,542
UW-Stevens Point	499,837	5,803,135	607,609	3,075	166,207	7,079,863
UW-Stout	—	—	—	—	(133,181)	(133,181)
UW-Superior	572,507	1,306,736	193,910	1,500,000	1,299,925	4,873,078
UW-Whitewater	—	2,066,647	—	841,925	—	2,908,572
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	1,530,754	1,530,754
UW-Systemwide	3,297,062	25,523,115	2,883,539	20,000,000	11,106,023	62,809,739
	28,800,986	135,594,653	12,399,208	36,498,958	13,971,978	227,265,783
	12.7 %	59.7 %	5.5 %	16.1 %	6.1 %	100.0 %
Prior Year Total	35,522,778	143,066,549	9,397,035	40,076,891	16,906,386	244,969,639
	14.5 %	58.4 %	3.8 %	16.4 %	6.9 %	100.0 %

Summary of UW System Unrestricted PR Balances by Level of Commitment

Auxiliary Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	42,092,617	40,731,700	31,042,334	—	—	113,866,651
UW-Milwaukee	27,444,665	1,869,308	11,550,692	—	—	40,864,665
UW-Eau Claire	15,280,798	2,932,619	8,139,555	—	—	26,352,972
UW-Green Bay	889,283	3,121,841	5,133,540	2,107,245	—	11,251,909
UW-La Crosse	1,282,904	11,660,544	1,343,043	—	46,162	14,332,653
UW-Oshkosh	1,130,571	3,050,300	5,294,918	75,425	—	9,551,214
UW-Parkside	1,009,226	—	—	—	—	1,009,226
UW-Platteville	2,680,272	508,868	—	—	—	3,189,140
UW-River Falls	390,358	2,879,666	—	—	—	3,270,024
UW-Stevens Point	3,286,139	2,634,190	—	—	—	5,920,329
UW-Stout	3,396,221	—	—	1,720,626	—	5,116,847
UW-Superior	832,241	38,527	736,199	—	—	1,606,967
UW-Whitewater	7,155,493	2,371,273	2,542,859	—	—	12,069,625
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	994,868	994,868
UW-Systemwide	—	—	218,672	70,034	537,762	826,468
	106,870,788	71,798,836	66,001,811	3,973,330	1,578,792	250,223,557
	42.7 %	28.7 %	26.4 %	1.6 %	0.6 %	100.0 %
Prior Year Total	103,153,708	91,673,504	84,251,159	7,987,713	5,722,791	292,788,875
	35.2 %	31.3 %	28.8 %	2.7 %	2.0 %	100.0 %

Summary of UW System Unrestricted PR Balances by Level of Commitment

General Operations Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	14,097,682	1,679,227	—	—	—	15,776,909
UW-Milwaukee	1,387,810	5,408,386	5,620,500	12,085,000	363,606	24,865,302
UW-Eau Claire	2,655,112	3,788,984	3,149,103	135,000	379,052	10,107,251
UW-Green Bay	56,767	1,767,690	3,165,752	364,118	1,190,652	6,544,979
UW-La Crosse	5,839,672	3,526,427	238,196	86,965	111,552	9,802,812
UW-Oshkosh	—	—	—	—	(876,388)	(876,388)
UW-Parkside	54,232	742,515	982,829	—	—	1,779,576
UW-Platteville	—	62,622	657,181	—	—	719,803
UW-River Falls	128,333	396,005	—	—	—	524,338
UW-Stevens Point	179,994	2,398,827	717,917	914,819	45,818	4,257,375
UW-Stout	2,093,096	1,449,055	—	1,034,303	—	4,576,454
UW-Superior	299,196	182,026	297,099	—	197,421	975,742
UW-Whitewater	—	3,471,827	198,826	—	—	3,670,653
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	3,471,717	3,471,717
UW-Systemwide	5,179,010	—	6,614,027	—	2,640,821	14,433,858
	31,970,904	24,873,591	21,641,430	14,620,205	7,524,252	100,630,381
	31.8 %	24.7 %	21.5 %	14.5 %	7.5 %	100.0 %
Prior Year Total	56,437,855	18,451,730	17,677,599	12,100,937	8,591,349	113,259,470
	49.8 %	16.3 %	15.6 %	10.7 %	7.6 %	100.0 %

Summary of UW System Unrestricted PR Balances by Level of Commitment

Other Unrestricted Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	30,661,503	—	4,721,912	—	—	35,383,415
UW-Milwaukee	131,929	75,000	407,266	1,600,000	—	2,214,195
UW-Eau Claire	—	—	139,565	—	—	139,565
UW-Green Bay	—	1,047,500	—	113,092	144,804	1,305,396
UW-La Crosse	681,124	30,010	58,243	—	—	769,377
UW-Oshkosh	170,077	—	18,222	378,224	—	566,523
UW-Parkside	48,490	146,030	92,419	—	—	286,939
UW-Platteville	6,673,157	—	—	—	—	6,673,157
UW-River Falls	5,069,924	2,286	26,093	—	—	5,098,303
UW-Stevens Point	15,483	28,016	48,927	—	—	92,426
UW-Stout	—	—	154,057	—	—	154,057
UW-Superior	129,613	—	—	—	21,441	151,054
UW-Whitewater	4,707,504	—	—	—	—	4,707,504
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	20,374	20,374
UW-Systemwide	4,009,112	1,785,494	2,940,299	1,706,208	—	10,441,113
	52,297,916	3,114,336	8,607,003	3,797,524	186,619	68,003,398
	76.9 %	4.6 %	12.7 %	5.6 %	0.3 %	100.0 %
Prior Year Total	65,672,515	5,251,708	8,559,015	2,963,191	3,589,996	86,036,425
	76.3 %	6.1 %	9.9 %	3.4 %	4.2 %	100.0 %

Summary of UW System Unrestricted PR Balances by Level of Commitment

Federal Indirect Funds

	Obligated	Planned	Designated	Reserves	Undocumented (Discretionary)	Total
FY 2020 Ending Program Revenue Balance						
UW-Madison	2,564,689	85,555,733	—	22,030,105	—	110,150,527
UW-Milwaukee	100,074	4,882,215	—	1,315,000	1,600,962	7,898,251
UW-Eau Claire	16,603	194,585	—	—	510,406	721,594
UW-Green Bay	—	383,702	—	244,972	436,007	1,064,681
UW-La Crosse	—	33,727	—	—	37,189	70,916
UW-Oshkosh	87,091	—	—	400,554	—	487,645
UW-Parkside	—	—	—	—	243,314	243,314
UW-Platteville	—	300,086	—	—	11,988	312,074
UW-River Falls	—	108,818	95,371	—	—	204,189
UW-Stevens Point	24,718	206,520	—	164,123	178,469	573,830
UW-Stout	—	533,311	—	16,548	—	549,859
UW-Superior	126,411	346,915	—	—	495,189	968,515
UW-Whitewater	1,345,692	—	—	—	—	1,345,692
UW-Colleges	—	—	—	—	—	—
UW-Extension	—	—	—	—	—	—
UW-System Admin	—	—	—	—	2,192,887	2,192,887
UW-Systemwide	—	—	—	—	334,671	334,671
	4,265,278	92,545,612	95,371	24,171,302	6,041,082	127,118,645
	3.4 %	72.8 %	0.1 %	19.0 %	4.8 %	100.0 %
Prior Year Total	3,734,346	96,059,663	4,049,081	24,748,842	980,225	129,572,157
	2.9 %	74.1 %	3.1 %	19.1 %	0.8 %	100.0 %

October 8, 2020

APPROVAL OF THE ADMINISTRATIVE TRANSFORMATION PROGRAM

REQUESTED ACTION

Adoption of Resolution E., approving the Administrative Transformation Program (ATP).

Resolution E. That, upon the recommendation of the Chancellor of the University of Wisconsin–Madison and the President of the UW System, the UW System Board of Regents approves the Administrative Transformation Program and authorizes planning and implementation at an estimated total program cost of \$212 million.

SUMMARY

The administrative policies and processes that support the University of Wisconsin System and institutions have grown considerably over many years. Administration has become unwieldy as a result of disparate processes and systems within and across institutions, inconsistent data management, uneven internal controls, and multiple integrations among and between information technology platforms. The unwieldy administrative footprint creates a lack of coordination that has produced separate and redundant activities throughout the UW System. This unnecessary complexity constrains the UW System from advancing its mission of education, research, and outreach.

The current administrative support model introduces and increases risk related to information security, data availability, and financial controls. Technological solutions are highly customized, and business processes are designed to meet needs at local levels. Staff and faculty must climb a steep learning curve to work in these differing environments.

The University of Wisconsin System must proactively respond to this situation and the rapidly evolving higher education landscape, modernize its business toward a model of continuous improvement, and continue to pursue its long-term success and leadership role for Wisconsin and for the world.

The Administrative Transformation Program (ATP) is a multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future. This will be accomplished by streamlining policies,

standardizing processes, organizing roles, and modernizing the technology with cloud-based enterprise resource planning (ERP) software.

ATP will provide efficiencies in the administrative operations throughout the UW System. A Benefits Realization Management framework has been established to ensure specific desired efficiencies are enumerated, measured, and managed accordingly over time. Beyond being on time and on budget, this framework will track ATP's achievements and maintain accountability to its many stakeholders, the Board of Regents, and the State of Wisconsin.

The UW System faces many challenges that are now compounded by the COVID-19 pandemic. To remain competitive and prepare for the future, UW System must initiate a holistic transformation of processes and implement a nimble cloud ERP system. Delaying this inevitable transformation will only increase complexity, risk, and costs when attempting a transformation in the future.

Across its two phases, ATP's total costs are projected at \$212 million. UW System Administration and UW-Madison are working with the Department of Administration (DOA) regarding use of the state's master lease program to finance a portion of the ATP budget. Based on discussions to date, the master lease program is appropriate for use, and the expected terms are within the planning parameters of the project budget and schedule. UW System Administration and UW-Madison will continue to work with the department on this. Final approval will be dependent on a review by the Division of Enterprise Technology at DOA and an ultimate decision by the Governor's Office. If there is an approval it will likely be in early 2021. UW System Administration and UW-Madison will update the Board as the process proceeds. DOA is assessing recommendations from a recent Legislative Audit Bureau audit of the master lease program which could also impact the nature and timing of DOA's approval.

UW System and UW-Madison initiated a Preplanning Phase to prepare for program initiation, establish project governance and overall vision, analyze financial impact, and begin planning for change management and engagement, business process redesign, and system implementation. It is the program's intention to advance into a preparation stage in January 2021 and initiate Phase 1 in July 2021. The Preplanning was approved by the Board of Regents in February 2019, as ATP was initiated, following analysis by UW System and UW-Madison of the current environments in finance and human resource administration.

It is requested the Board of Regents consider the information presented in the accompanying business case and respond with its recommendation on proceeding with the proposed Administrative Transformation Program.

Presenters

- Rob Cramer, Vice President of Administration, UW System Administration
- Laurent Heller, Vice Chancellor for Finance and Administration, UW–Madison
- Steve Kish, Program Executive, Administrative Transformation Program
- Nicholas Tincher, Program Director, Administrative Transformation Program

BACKGROUND

During the preplanning activities, UW System Administration and UW–Madison conducted an assessment of UW’s current systems and processes, spending, risks, alternatives, and potential costs. Preplanning activities were approved by the Board of Regents in February 2019.

Current State

Following the Board of Regents’ February 2019 approval to engage in preplanning activity, UW System Administration and UW–Madison assessed the current systems and processes, risks, and costs of the overall administrative environment. The assessment found that the current financial and human resources ERP systems, the Shared Financial System (SFS) and the Human Resource System (HRS), are not serving the diverse needs of all UW institutions.

SFS supports the general ledger, cash management, accounts payable and accounts receivable, and travel reimbursement for the University of Wisconsin, as well as other critical financial and nonfinancial functions of the research administration enterprise. The system supports more than 25,000 users and manages revenues and expenditures of more than \$5 billion annually. SFS also supports 4,000 research proposals annually. SFS was first implemented in 1999, and the most recent major upgrade was completed in 2018.

HRS provides personnel, payroll, and benefits processing to all UW institutions and employees. The system supports more than 50,000 faculty and staff, as well as more than 27,000 student workers. More than \$3 billion in annual payroll is processed by HRS in the form of more than one million advices/checks. HRS was first implemented in 2011, and the most recent major upgrade was completed in 2017.

Because these systems do not have the agility needed to support the administrative work at UW, individual units were compelled to purchase or build nearly 700 ancillary systems at steep costs. At UW–Madison alone, additional direct costs amount to \$10 million to \$20 million annually.

Conclusion

The current financial and human resources ERPs cannot meet the needs of the UW System. Additionally, as a result of the systems' lack of agility, the COVID-19 pandemic has made the limitations of this environment even more apparent.

The complex process and technology environment has created a current state that prevents timely access to financial information, including revenue and expenditure data during the course of the fiscal year. It necessitates management and maintenance of redundant systems and the corresponding costs. It leads to audit findings related to internal controls, information security, compliance, and lack of standardization.

The continued migration of enterprise technology to cloud-based solutions; the costs and complexities of current systems, combined with their negative impacts to financial controls, information security, process standardization, institutional culture, and administrative efficiency; and the risk posed by the COVID-19 pandemic contribute to the impetus for change. As the ATP team has engaged in preplanning activities, it's become even clearer that the work of ATP to increase efficiencies, drive down costs, and stage the University of Wisconsin's long-term success is more vital now than ever before.

Previous Action or Discussion

The last report was presented to the Business and Finance Committee in August of 2020.

ATTACHMENTS

- A) The Administrative Transformation Program Business Case
- B) Documents Required Under RPD 25-4 to Initialize a Large/Vital IT Project

THE ADMINISTRATIVE TRANSFORMATION PROGRAM BUSINESS CASE



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Advancing the University of Wisconsin System's mission by standardizing processes and policies, eliminating hundreds of unnecessary information systems, and reducing risks related to information security, data management, and internal controls.

During a typical day across the University of Wisconsin System, faculty and staff are forced to divert time and attention away from mission-critical work as a result of the UW System's unnecessarily burdensome administrative infrastructure. They navigate a labyrinth of policies, procedures, and processes to perform essential tasks. Operational pain points identified by staff are numerous. Their work is further hindered — rather than supported — by inflexible software systems in which native capabilities have not been enabled. To compensate, finance, human resources, and research administration units across the UW System have built or purchased more than 700 disparate systems. The result is a technology environment that produces risk at every turn.

Inefficiencies hinder all areas of administrative work. Gathering financial and personnel information needed to make sound decisions requires combining information from a multitude of sources, and often requires manual reconciliation to achieve accuracy. Financial statements consistent with generally accepted accounting principles are not available until six months after the fiscal year closes. Hiring employees into areas of critical need is done in different ways, often takes multiple approval steps, and requires data entry into as many as 12 separate systems. This creates a negative experience for prospective employees and an unnecessary amount of work for staff to facilitate an activity that does not differentiate the UW System from any other employer.

World-renowned researchers and faculty spend time and energy untangling a complex web of contradictory travel policies — triangulated between federal regulation, institutional policy, and department policy — to get basic reimbursements completed. Understanding their own available grant dollars is not a self-service activity and often requires merging and the translation of data from

multiple systems, hindering the development of competitive grant proposals and management of awards.

Data has become the most valued asset to nearly every industry, which is driving the exponential growth of cybersecurity threats. Safeguarding the UW System's data is more critical now than ever. The current technology landscape of more than 700 disparate systems and disconnected data is expensive and almost impossible to securely maintain. This expansive attack surface reinforces unmeasurable risk and an unconfident security posture. Standardized business processes with data integrated tightly in cloud-based systems specially architected for data security and managed by professionals with modern tools and training ensures the UW System's data is both accurate and protected.

Ensuring data integrity and producing meaningful reports with actionable data is a fundamental need for the UW System. Redundant data entry increases the risk of inaccurate data, and the consequent inconsistent data lowers confidence in the results. For transparency, accountability, and effective management, the UW System must have a single source of accurate and trustworthy data.

The Administrative Transformation Program (ATP) will focus on rectifying current operational challenges while also allowing the UW System to proactively respond to the rapid pace of change in higher education. ATP will transform administrative policies and processes that will be supported by a modern cloud-based enterprise resource planning (ERP) system. The overall objective of ATP is to decrease the amount of time our valued faculty and staff spend on administrative tasks to allow for more energy and effort to be devoted to the University of Wisconsin System's mission of teaching, research, and outreach.



EXECUTIVE SUMMARY

Since its founding, the University of Wisconsin System has established itself as one of the world's premier public university systems. Our success stories are numerous, and there is so much more we will achieve.

The administrative policies, processes, and IT systems designed to support this vital work are needlessly complicated, duplicative, inefficient, outdated, and costly. A comprehensive transformation of our administrative policies, processes, and technology is essential to continue to propel the UW System's mission forward.

The administrative policies and processes that support the University of Wisconsin System and its 13 institutions have grown considerably over many years. Administration has become unmanageable as a result of disparate processes and systems within and across institutions, inconsistent data management, uneven internal controls, and multiple integrations among and between information technology platforms. The unwieldy administrative environment creates a lack of coordination that has produced separate and redundant activities throughout the UW System. Making data available is a prime example: Producing data sets for key decisions often requires staff to spend time defining — and redefining — data elements and combining data sets for each question posed. Unnecessary complexity such as this constrains the UW System from advancing its mission of education, research, and outreach.

The current state has led to the proliferation of local systems and manual, paper processes. The consequence is unmeasurable risk around information security, data availability, and financial controls. There is not direct visibility to secure the data or ensure that financial controls are met; suboptimal data management limits meaningful querying and reporting capabilities. A key example is in non-sponsored accounts receivable. The implementation of more than 30 accounting systems outside the Shared Financial System (SFS) requires laborious, manual compilation of financial records just to support basic reporting and customer management. This brings unacceptable security and financial compliance risk to the UW System, as well as a delay in understanding the financials.

Technological solutions are highly customized, and business processes are designed to meet needs at local levels. Non-standard processes have been

developed to address complex policies and technological gaps, leading to varying definitions of staff roles and inefficient execution of administrative activities. Variability in approach to administrative tasks has created an abundance of non-standardized business processes across the UW System. For example, there are an untold number of onboarding pathways developed by UW System institutions, divisions, and departments. There is no integration between position posting, hiring, and onboarding processes, leading to time-consuming manual rekeying of data between various systems. Staff and faculty must climb a steep learning curve to work in these environments.

The University of Wisconsin System must respond aggressively to this situation and the rapidly evolving higher education landscape, modernize its business toward a model of continuous improvement, and continue to pursue its long-term success and leadership role for Wisconsin and for the world.

The Administrative Transformation Program (ATP) is a multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future. This will be accomplished by streamlining policies, standardizing processes, organizing roles, and modernizing the technology with cloud-based enterprise resource planning (ERP) software.

ATP will provide efficiencies in the administrative operations throughout the UW System. A Benefits Realization Management framework has been established to ensure specific desired efficiencies are enumerated, measured, and managed accordingly over time. Beyond being on time and on budget, this framework will track ATP's success and maintain accountability to its many stakeholders.



The University of Wisconsin System faces many challenges that are now compounded by the COVID-19 pandemic. But one thing is clear: **Now is the time to act.** To remain competitive and scale for the future, the UW System must initiate a holistic transformation of processes and implement a nimble cloud ERP system. Delaying this inevitable transformation will only increase complexity, risk, and costs when attempting a transformation in the future.



CURRENT CHALLENGES

Following the Board of Regents' February 2019 approval to engage in preplanning activity, UW System Administration and UW–Madison conducted a series of discovery visits to assess the current systems and processes, risks, and costs of the overall administrative environment. The assessment found that the current financial and human resources ERP systems, the Shared Financial System (SFS) and the Human Resource System (HRS), are not serving the diverse needs of all UW System institutions.

Technology

SFS supports the general ledger, cash management, accounts payable and accounts receivable, and travel reimbursement for the University of Wisconsin System, as well as other critical financial and nonfinancial functions of the research administration enterprise. The system supports more than 25,000 users and manages revenues and expenditures of more than \$5 billion annually. SFS also supports 4,000 research proposals annually. SFS was first implemented in 1999, and the most recent major upgrade was completed in 2018.

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At the same time, research administration staff at UW–Madison and UW–Milwaukee rely on the Wisconsin Proposal Electronic Routing (WISPER) system, a bolt-on to SFS. The functions that WISPER supports include proposal review and tracking, contract management and negotiation, award acceptance and setup, and many nonfinancial approval activities.

At UW–Madison, WISPER is used directly by more than 3,000 faculty and researchers. It facilitates the acceptance and setup of about 2,000 new awards annually and the negotiation of 2,600 research-related contracts annually. Most important, WISPER

facilitates the submission of about 4,000 proposals annually, with an approximate value of \$2.75 billion.

The delivered functionality of the University of Wisconsin System's ERP software regularly falls short of demonstrated functional needs, resulting in a proliferation of more than 700 "local solutions," work-arounds, and shadow systems. UW–Madison alone spends between \$10 million and \$20 million annually in direct support of ERP-related shadow and bolt-on systems.

The proliferation of local solutions, work-arounds, and shadow systems creates an overall ERP environment that is:

1. Inefficient

- Significant manual effort is spent across central and distributed units for low-value-added activities (e.g., manual data entry into multiple systems).
- Differences in practice and process among distributed units decrease efficiency and negatively impact University-wide staff flexibility and career progression.

2. Costly for its value

- Overall, the UW System spends considerably more on the current ERP computing environment than if it had a system configured around modern business practices and appropriate standards.

3. Impeding effective financial controls

- The fractured computing environment limits the visibility across the enterprise into distributed financial activities (e.g., local billing and general ledger systems aggregate transactions and summarize data before integration with the ERP).

4. Prohibiting effective business analytics

- Multiple ledgers, cash-basis accounting, and the limits of data structures constrain the utility of data and require significant data manipulation to support basic reporting.

Ancillary systems have increased the risk of insecure data, inaccurate financial reporting, and the reliance on a non-professionalized generalist workforce. This creates an environment in which information security and financial controls are unmanageable, roles are inconsistent, and the inability to scale is constraining.



While WISPER has been the primary system to support many research operations, its capabilities have been overtaken by increased needs and expectations. As the University has become more reliant on research funding, the systems and business processes that support this massive research operation have not kept pace. WISPER does not take full advantage of present-day technologies or administrative best practices.

Roles, Responsibilities, and Processes

The complexity of the technology environment has led to numerous operational issues within individual campuses and across the UW System.

Non-Standard HR and Finance Processes

- Processes and practices are inconsistent across business units
- Institutions drive process requirements
- Varying processes and unnecessary complexity require additional support

Accounting Methodology/Chart of Accounts

Accounting performed in the current Shared Financial System (SFS) is done primarily on a cash basis, with full accrual entries performed annually by UW System Administration. The current-state conditions, in combination with limitations in the current chart of accounts, is hampering decision-making at the school/college/division, individual institution, and System levels. It is challenging for institutions to understand their complete financial position until months after the fiscal year closes.

Research Administration

Without scalable infrastructure, the needs of each college/school and sponsored program have been addressed in a variety of patchwork solutions. Ancillary systems, paper forms, web-based applications, and unit-developed routing tools are utilized.

Offices now manage collections of spreadsheets and tracking forms, and reporting needs simply cannot be met given the lack of information collected. The need to standardize the proposal development, routing, and approval process; integrate fiscal and non-fiscal regulatory compliance information; and track proposal, agreement, and

award activity in a single integrated system is urgent and currently unmet.

Reporting and Availability of Data

- Virtually no real-time data availability
- Data is often siloed in disparate systems
- Manual effort required to create reports
- Instances of duplicative manual data entry

Discovery Visits

Every campus was visited to conduct a discovery visit, which included reviewing the current state and identifying administrative inefficiencies and pain points. The list of limitations and affected business processes is extensive; below is just a sample of the challenges identified by the UW System's faculty and staff.

Finance

- Currently no standard tool for non-grant, non-student billing and tracking
- No standard voucher workflow approval or document management tool
- High specialization of grants management at some institutions; mostly manual at others
- Varying usage of chart of accounts segments and values by campus

HR

- Mainly paper-based processes in administering employee benefits
- Unclear ownership and responsibilities for entry of data between HR and finance
- Managing and tracking leave of absences including FMLA done outside HRS
- Amplified complexity with multi-job and multi-institution employees

Grants and Research Administration

- Understanding proposal to award success rates requires a lot of manual manipulation of data
- Complexity in tracking and identifying who is working on specific sponsored projects,



specifically with co-PIs and across school, college, and research center boundaries

- The proliferation of compliance has required more administrative effort just to get grant proposals out the door

Complicating Factors

Internal and external factors have resulted in increased pressure to operate efficiently to compete for faculty, students, and research funding — and remain a leading university system in the global higher education landscape.

Internal Pressures

Financial Constraints: Financial realities have pushed institutions to find pathways toward greater efficiency and focus on providing superior value and outcomes to stakeholders. This pressure is compounded by increased competition for declining research dollars from the federal government.

Workforce Changes: An anticipated increase in retirements across the University of Wisconsin System will introduce an experience gap in the workforce. It is extremely challenging to recruit and train staff on non-standardized administrative policies and practices, especially given the poor user experience and accessibility within the current systems.

Service Level Expectations: Growing needs, requirements, and expectations for human resources, finance, and research administration services have increased operating costs and demanded greater specialization of personnel. Lagging faculty compensation relative to peer institutions has resulted in a weakened ability to retain top faculty and their research portfolios.

Insufficient Standardization: Gaps in SFS, HRS, and the various ancillary systems; business process inefficiencies; challenges with data and reporting; and inconsistent policy interpretations have negative impacts on service quality and timeliness, administrative efficiencies, information security, and financial controls.

External Pressures

Technology: The pace of change in software solutions is increasing. The complexity and inefficiencies in the current platforms, coupled with the customizations needed to facilitate essential

tasks, make it impossible to scale today's environment to provide intuitive offerings the UW System's students, faculty, and staff have come to expect.

Demographics: Student demographics continue to shift, with an ongoing decline in the Midwest student population. Students evaluating colleges and universities are better informed about available options and have become increasingly selective in their pursuit of higher education.

Globalization: Globalization has resulted in increased demand for remote operations and growing competition internationally for enrollment.

Expectations from External Stakeholders: The University of Wisconsin System is faced with expectations from important stakeholders, including prospective students and the Board of Regents, in their quest for greater visibility and transparency.

Without addressing the current policies, processes, and technology environment, the UW System is unable to excel amid the pressures of the current higher education landscape.



Current-State Implications

UW–Madison, UW–Milwaukee, and the comprehensive institutions share similar challenges, but with different root causes. For UW–Madison, the combination of increasing costs and existing internal and external pressures creates a strong financial incentive for transformation. The highly decentralized nature of the campus structure provides both challenges and opportunities in the ability to scale and grow. To date, the administrative infrastructure has not capitalized on opportunities and has instead proliferated the challenges.

At UW–Milwaukee and the comprehensive institutions, discovery visits found that financial challenges have led to cuts in administrative staff. Administrators are thus required to take on generalist roles and “do more with the same,” leading to a decline in service levels and internal controls. Financial challenges such as these persist across the UW System, resulting in a decrease in relative financial resources per student and, thus, the inability to increase support in new and existing programs. Inconsistent roles and responsibilities have led to variable business processes and roles, which create challenges for data management and reporting.

Amid these challenges, the greatest threat to the UW System’s administrative efficacy continues to be the overly complex technology environment. The investment in third-party, bolt-on, and ancillary technologies — and the non-standardized processes that result from them — is currently accepted practice. This cannot be accepted any longer.

These organizational and infrastructure challenges perpetuate each other. The result is a rigid foundation that resists modernization and requires overinvestment in current state management.



Crisis Preparedness

The COVID-19 pandemic has made the limitations of the University of Wisconsin System's current environment painfully apparent. Processes requiring paper forms or in-person interaction are delayed or cannot be conducted. Recruitment functions at some institutions have been suspended. Meanwhile, the technology that supports the UW System's finance, human resources, and research administration staff has proven too inflexible to capably perform functions that have become essential during the pandemic.

Below are some of the current administrative limitations compounded by the COVID-19 pandemic:

Finance

- Tracking overall revenue loss related to the COVID-19 pandemic is challenging because of the number of ancillary systems and absence of forecasting done centrally in the current ERP.
- The inability to track reimbursable COVID-19-related expenses is a major burden; the current technology does not support this task. A 16,000-line spreadsheet currently serves as a workaround.
- The current infrastructure lacks dashboards and reporting to track transactional activity and help finance staff understand necessary staffing levels and overall financial activity. Statistical data needs to instead be pulled manually with time-consuming and custom queries.

Human Resources

- Current functionality does not allow HR staff to determine if an employee or a position has the ability or approval needed to work remotely, or to track the hours worked remotely or on campus.
- Numerous HR processes still require the use of paper forms to complete transactions. During the pandemic, university employees have been required to report to the workplace for the sole purpose of reviewing the forms and entering the information into HRS or other related systems.

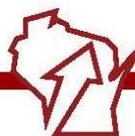
Information Technology

- The large number of disparate ancillary systems, as well as on-premises systems, increase the number of "essential" staff needed on site or in on-call/emergency status.
- Federally mandated changes (e.g., payroll tax payments, tax updates, R2T4 changes) must be installed, analyzed with other custom code and across multiple systems, tested, and deployed locally, whereas a cloud ERP is positioned to rapidly and consistently deploy changes to all customers with high quality.

Research Administration

- SFS does not have the agility to track specific COVID-19 expenditures on federal grants and contracts. This results in more manual tracking, which increases audit risk and the potential for unallowable expenditures.
- A modern proposal development and submission system to efficiently facilitate applying for Rapid Response Research funding does not exist in the current environment. The inability to properly track and prioritize COVID-19 response proposals may jeopardize future funding opportunities.
- Sponsored research is experiencing an onslaught of new regulations and rules that are not being uniformly applied. Modern software would allow the research community to incorporate these various (and varying) expectations into its current way of administering sponsored programs to properly support the research endeavors of our faculty.

These obstacles threaten the University of Wisconsin System on an institutional level. To maintain our standing as a premier public university system — and ensure our continued excellence into the future — the UW System must conduct the comprehensive redesign of its administrative operations. The work of ATP to increase efficiencies, drive down costs, and stage the University of Wisconsin System's long-term success is more vital now than ever before.



OPTIONS CONSIDERED

The preplanning project examined three options, and a number of alternatives within these, while assessing the preferred approach for meeting the needs of the University of Wisconsin System's administrative communities: maintain the status quo, incremental change, and administrative transformation.

Maintain the Status Quo

Many challenges will manifest without investing in the transformation of administration across the University of Wisconsin System:

- Increased risks and both known and unseen compliance issues
- Continuation of the increased direct, future, and opportunity costs of administrative functions
- Impaired decision-making
- Eroding consistency surrounding process and support roles
- Diversion of resources away from mission-related responsibilities
- Continued information security risks and exposure to known threats
- Potential significant costs associated with resolving cyberattacks
- Limited capability to modernize security profile of current (on-premises) systems

Conclusion: The primary impact of maintaining the status quo would be to extend and further increase the current costs for administrative staffing, information security risk mitigation, and ancillary systems, while delaying the inevitable investment needed to transform the UW System's administrative infrastructure.

Incremental Change

An incremental approach includes identifying targeted areas of improvement without undertaking a comprehensive review of administrative policies and procedures throughout the University of Wisconsin System. Analysis of this approach led to the identification of two main limitations:

- **This is not sustainable.** Adjusting policies and processes in isolation increases the likelihood of backsliding into past practices given the complexity of the current environment. Instead of remedying our situation, changes along the way are likely to lead to still more complexity.
- **Incremental changes do not address the greatest areas of risk in a timely fashion.** This approach fails to address the UW System's need for modern information security provisions, necessary internal controls, and reduced dependence on ancillary systems.

Conclusion: The incremental resolution of current administrative policies, processes, and systems will not suffice, as it does not allow for the holistic redesign of processes and roles, elimination of unnecessary policies and procedures, or the standardization of operations to create efficiencies. This is not a cost-effective option, as status quo costs will continue and require additional investments for temporary solutions on the slower path to an improved future state.

Administrative Transformation

This comprehensive approach involves redesigning roles, simplifying administrative policies, streamlining business processes, and implementing secure and interconnected technology and data. The transformation will optimize the investment in new technology and enable future scalability through the design of consistent business support roles and underlying processes.

Change includes organizational design to evaluate the end-to-end finance, human resources, and research administration business processes, determining the impact and level of transformation, aligning benefits to measure success, and applying a comprehensive organizational change management strategy, with stakeholder engagement, learning and development, and communication to assist employees in this new environment.



Conclusion: Administrative transformation provides appropriate tools, scalability, and the ability to do more, which will enable the shifting of capacity to the UW System’s important mission. Using a comprehensive end-to-end business process analysis methodology aligned with a Benefits Realization Management framework will inform essential and strategic focus for change across all administrative functions.

The comprehensive approach will directly address data quality, financial controls, and security issues by removing 75% of disparate systems and supporting a holistic integration strategy. Flat files will not be required to move information, meaning that manual and onerous compilation of data for decision-making and monolithic data warehousing will no longer be required.

Why Administrative Transformation?

It addresses our areas of greatest need.

The Administrative Transformation Program provides the UW System staff with appropriate tools, scalability, the ability to do more, and mission fulfillment.

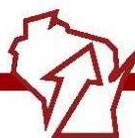
Impact	Benefit
Enhance Reporting	<ul style="list-style-type: none"> • Natively enables data comparison across campus(es) and year over year • Removes manual data reconciliations due to fewer ancillary systems • Reduces IT spend due to less ancillary system need
Improve Decision Support	<ul style="list-style-type: none"> • Allows administration to shift from transactional staff to strategic support • Gives administration the ability to provide actionable insights
Increase Efficiency	<ul style="list-style-type: none"> • Enables work to be done with maximum efficiency due to fewer manual and customized processes • Creates more capacity for mission-centric work • Enables faster staff onboarding due to standardization
Reduce Risk	<ul style="list-style-type: none"> • Expected data and information security due to few ancillary systems • Increased capacity to meet new compliance requirements

Consistent roles and business processes, supported by fit-for-purpose technology and reporting, will enable the UW System to determine optimal staffing levels, to be achieved over time.

This is inevitable.

As detailed earlier, the current state is untenable and comes with already high — and annually increasing — costs to maintain. The question of undertaking a reimagining of administrative systems and the implementation of a new, cloud-based ERP across the UW System is not one of “if” but “when.” As internal and external pressures continue to mount, now is the time for the Administrative Transformation Program.

We cannot afford not to.



PROGRAM OVERVIEW

The Administrative Transformation Program is a proactive effort to right-size the current administrative environment to support the University of Wisconsin System's mission of education, research, and outreach. We will work with the people of the UW System to redesign policies, standardize processes, and implement an integrated cloud-based enterprise resource planning system.

GOALS

Right-size the current state of UW administration

ATP will standardize processes, streamline support systems, and safeguard our technology environment.

Return time to UW's mission by reducing administrative complexity

ATP will shine the spotlight on research, teaching, and outreach by prioritizing simplicity.

Build a resilient administration

ATP will embrace an increasing pace of change and engineer an administration responsive to it.

Enrich staff with skills for continuous growth

ATP will equip staff with the skills to advance the UW System to the next level.

Uphold Wisconsin's greatest economic engine

ATP will strengthen data availability, financial controls, and information security.

GUIDING PRINCIPLES

Start with people, innovate together

Leveraging specialists and experts across each institution is key — expanding their reach across all divisions will benefit all of UW.

Enable access to data

Improved systems will provide stronger reporting capabilities, but functionally aligned specialists must be in place to interpret and analyze the data with leadership.

Simplify and streamline rigorously

New technology and systems must be complemented by optimized organizational structures to streamline university operations.

Just enough complexity

Prioritizing simplicity will require trained staff in HR and finance who can manage complexity inherent in specialized activities.

Design and build for the future

We will organize people so we can adapt quickly and responsibly to changing business needs and technology upgrades.

Make the right decisions in the right way

The appropriate professionals will be functionally accountable and able to facilitate the decision-making process.



TRANSFORMATIVE ADMINISTRATIVE SERVICES, FORWARD-LOOKING TECHNOLOGY

The Administrative Transformation Program is the comprehensive replacement of our administrative infrastructure. ATP's efforts are aimed at efficiency, effectiveness, and ensuring that the right policies, processes, and tools are used to support the vital mission of the University of Wisconsin.

At the heart of ATP's mission is the complete redesign of the HR, finance, and research processes and policies that drive the UW System's administrative operations. The program team is dedicated to engaging those who know best to understand the problems of the current environment and work with them to build an administration for the future.

Human Resources Transformation

The transformation of human resources administration involves streamlining and simplifying key HR policies and business processes for faculty, staff, and students. This vital work includes functions such as recruitment, hiring, benefits, payroll, time and leave, absence management, and position management. By creating consistencies and reducing unnecessary complexity, we will eliminate the need for custom and ancillary systems to support disparate HR functions.

Finance Transformation

ATP's comprehensive reimagining of core finance functions — including redesigning the chart of accounts, transitioning to accrual accounting, and consolidating ancillary ledgers — will enable growth and improved decision-making across the University of Wisconsin System. By establishing business processes and an integrated system to support transactions in accounts receivable and billing, asset management, reporting, cash management, travel and expense, budget, and accounts payable, we can shift the focus of faculty and staff back to the UW System's mission.

Research Administration Transformation

Providing faculty researchers with the services and information they need is vital to maintaining the success of UW's research enterprise. ATP's efforts to ensure that business processes — including effort

reporting, pre-award submissions, grant billing, cost share, and post-award tracking — are simplified and data is integrated will provide accurate and timely information to researchers.

Technology Transformation

An integrated cloud-based ERP system that simultaneously supports the needs of HR, finance, and research post-award administration will result in a more effective work environment. Innovations in a modern cloud-based ERP introduce remarkable benefits to central administration and eliminate maintenance needs for numerous disparate custom and ancillary systems. This modernized technology mitigates security and compliance risks, while providing a cloud platform and advanced data structure to support improved analytics automation.

Research administration will be modernized by the implementation of technological services to support the entire life cycle of research administration, from pre- through post-award. Integrated with the cloud-based ERP, these solutions will replace a custom-written pre-award system. This integrated environment improves information, reduces faculty and staff burden, and increases capacity to advance the UW System's robust research enterprise.

Data, Reporting, and Analytics Transformation

With enhanced business processes and data maturity, ATP's efforts will introduce opportunities for improved reporting and analytics. As transactional systems shift to cloud-based services, reporting and analytics services will also become more flexible and robust. A focused transformation of the reporting and analytics platform and delivery of services will lead to more consistent information to support business intelligence, as well as predictive and prescriptive analytics.

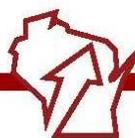
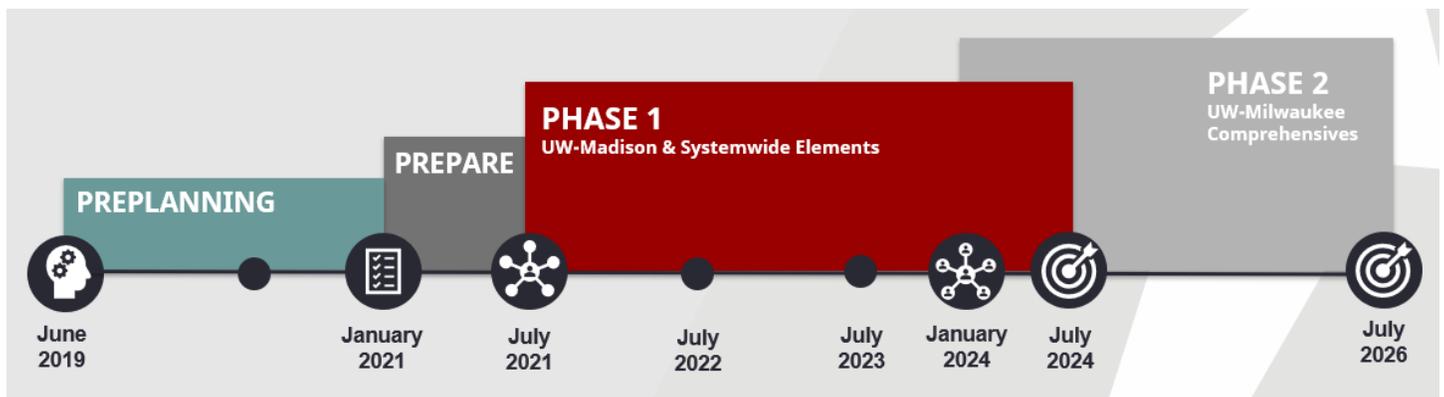


IMPLEMENTATION PLAN

Following Board of Regents approval in February 2019, the Administrative Transformation Program has been engaged in preplanning activities and is now seeking approval to begin the planning and implementation of Phase 1. ATP's overall implementation timeline is projected to last five years over two phases: implementation at UW–Madison and for Systemwide elements during Phase 1, and at UW-Milwaukee and the comprehensive institutions in Phase 2.

Timeline

Following a thorough evaluation of other peer universities and systems that have attempted large-scale transformation projects, ATP has developed a timeline that provides adequate time for system design and staff to adapt to the accompanying changes in roles and responsibilities.



Program Team

Executive Sponsors and Committee

ATP's Executive Sponsors include the UW System Vice President for Administration and the UW–Madison Vice Chancellor for Finance and Administration. The Executive Committee is co-chaired by the Executive Sponsors and includes wide executive stakeholder representation.

Program Leadership

ATP is led by a partnership between the Program Director and Program Executive, who work hand in hand to guide the program toward success. As the program's chief stewards, the Program Director and Program Executive serve as advisors to the Change and Functional Strategy Leads as they work to enact this transformation across the University of Wisconsin System. ATP's program leadership is responsible for the success of the HR, finance, and research administration transformation, as well as a comprehensive change management strategy.

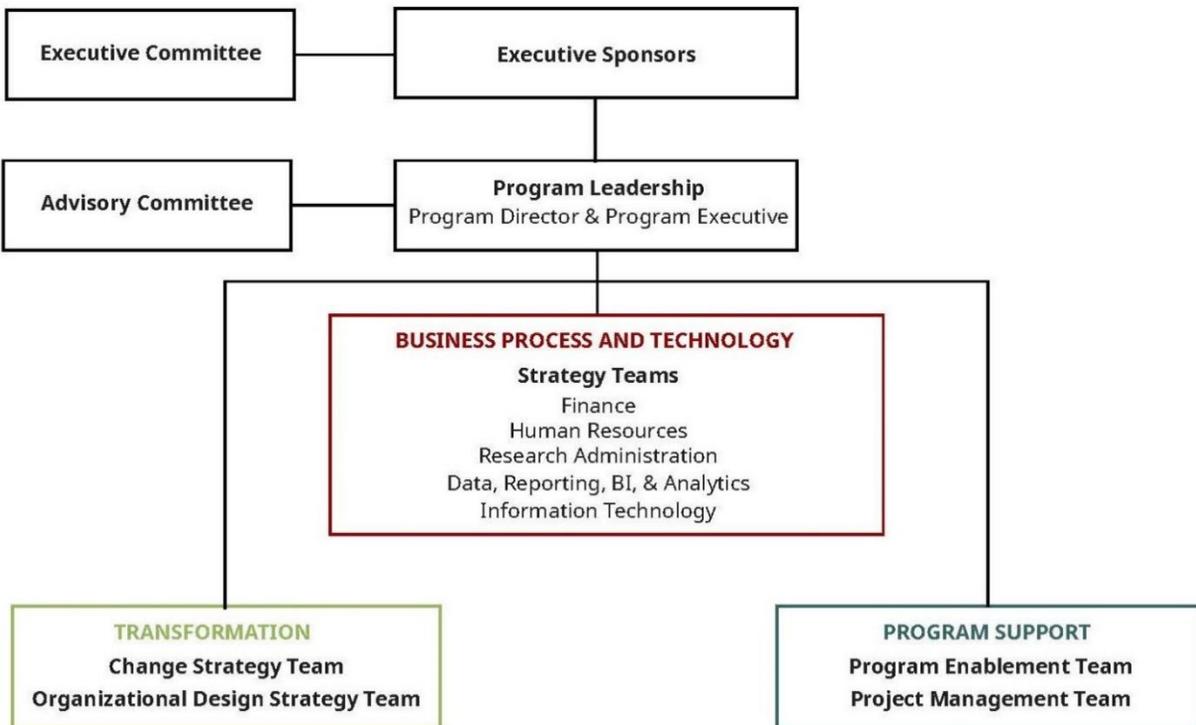
Advisory Committee

The Advisory Committee supports the Program Director and Program Executive in decision-making and benefits realization to meet the program goals, vision, and mission.

Strategy Leads

ATP's Strategy Leads are experts within the human resources, finance, research administration, information technology, and data and reporting functional areas. Together, they are the program's strategic visionaries and will drive ATP's work to develop standardized processes, streamline policies, and implement more agile technology. By engaging with the UW System's staff early and often, the Strategy Leads will combine their efforts to create a more intuitive, intelligent, and innovative work environment at the University of Wisconsin System.

Team Structure



Procurement

Software Selection

Onsite vendor demonstrations and interviews were conducted with two cloud-based ERP vendors in January 2020; as part of the event, UW System evaluated the technical, functional, service, cost, and other components of the two ERP solutions. ATP's Preplanning Phase was extended because of the COVID-19 pandemic, and the award was ultimately delayed. Procurement activities surrounding this contract are expected to commence in late 2020.

System Implementation Partner

UW–Madison issued a formal request for proposal (RFP) early in 2020 to contract for a system implementation partner to work with the university to implement the selected cloud ERP solution. The RFP was amended for a system-agnostic Preplanning Phase; the selected vendors have been onboarded.

Quality Assurance Vendor

UW System issued an RFP for a quality assurance vendor in July 2019. Awards were issued to five firms. A statement of work is in development for ATP.

Research Administration Software

A formal request for proposal (RFP) was issued in May 2020, and vendors were preliminarily selected to participate in virtual demonstrations in September 2020. An award is expected to be made in late 2020.



Program Status

During the Preplanning Phase, ATP has engaged in activities to shape the program and orient it for success.

Peer Institution Discovery

ATP conducted discovery visits with peer institutions undertaking similar transformation efforts to gain a deeper understanding of program challenges and prepare for the future. Leadership continues to engage with contacts across the country as the program moves forward.

Systemwide Discovery

Huron Consulting, in conjunction with ATP leadership, engaged in discovery visits at UW–Madison, UW-Milwaukee, and all comprehensive institutions at the University of Wisconsin System. The purpose of the discovery was to understand the current state of administrative operations and identify areas of improvement and potential efficiencies.

The discovery revealed a high degree of similarity in the opportunities identified at each institution. The documented and categorized opportunities constitute the start of ATP's Benefits Realization Management framework.

Program Building

Much of ATP's work during this time was geared toward foundation building, including:

- Defining program leadership and assembling the program team
- Establishing a unified and tiered governance structure
- Developing vision and mission statements and guiding principles
- Establishing a change management strategy
- Developing a chart of accounts prototype
- Conducting ERP vendor demonstrations

Ongoing Work

ATP is progressing on the following workstreams:

- Continued work on Benefits Realization Management framework
- Developing a recommendation for accrual accounting
- Developing a future-state organizational model
- Beginning work to review, analyze, and streamline HR policies
- Designing a model for UW–Madison that resolves the current organizational and role inconsistencies
- Increased engagement with stakeholder groups from across the University of Wisconsin System
- Establishing scope and preliminary disposition for ancillary systems



PROGRAM EVALUATION

It is not enough to judge our success based on timelines or budgets. Tracking our achievements — and maintaining accountability to our many stakeholders — requires a detailed framework. ATP has established the Benefits Realization Management framework, which provides us with a structured way to measure how projects and programs add true value to the university.

What Is Benefits Realization?

The Benefits Realization Management (BRM) framework involves identifying, planning, measuring, and tracking benefits from the start of the program or project investment until realization of the last projected benefit. It aims to make sure that the desired benefits are specific, measurable, agreed-upon, realistic, and time-bounded. ATP's BRM framework seeks to ensure there is no gap between the identification and realization of benefits.

There will be greater need, especially amid the COVID-19 pandemic, to ensure that the investments in portfolios, programs, and projects lead to clear, sustainable benefits. The BRM framework will guarantee that the program identifies and delivers benefits to all stakeholders across the UW. ATP seeks to close the gap between benefit identification and realization by aligning the program, and subsequent projects, to the UW's overarching strategy.

The goal of ATP's BRM framework is to correct strategy misalignment, improve initiatives selection, integrate outputs and outcomes, and transition to operations resulting in measurable benefits that deliver more value to the University of Wisconsin System. ATP will use the BRM framework to measure its success and communicate, in precise terms, program progress to its various stakeholders and the State of Wisconsin.

Benefit Categories

Improved Capacity: Benefits that introduce efficiencies to increase staff capacity to focus on mission-related activities.

Better Data: Improved accuracy by implementing stronger controls and eliminating ancillary systems to simplify access to information.

Improved Service: The ability to deliver improved service levels of administrative support to faculty, students, and staff.

Enhanced Decision Support: Benefits that relate to improved decision-making through more accurate and timely information.

Cost Containment: Benefits that reduce hard and soft costs.

Growth Potential: Benefits that help deliver increased revenue or improved scalability.

Risk Reduction: Benefits that help reduce risk and/or improve regulatory compliance capabilities.



THE ATP DIFFERENCE

Learning from past technology implementation and process redesign projects, the Administrative Transformation Program is driven by a set of principles that acknowledge the complexity inherent throughout the University of Wisconsin System.

Comprehensive Change Management

Past major IT implementation projects across the UW System have been reviewed. In particular, the Legislative Audit Bureau Audit 14-4 on the HRS implementation demonstrated the need for comprehensive change management to guarantee the program's success. Aimed at building trust and relationships with our stakeholders, the change management strategy consists of the following areas:

Engagement: The engagement strategy is aimed at creating opportunities for the team's leadership and university communities to interact and build trust. At the heart of this strategy is the ATP Ambassador Program, which will be extended to all UW System institutions.

Communication: Using language that resonates with our communities, the communication strategy seeks to inspire excitement about the program's benefits and lay the groundwork for the changes brought about by ATP.

Learning and Development: Designed to prepare the UW System's staff for a new way of working, ATP's innovative program will prioritize collaboration with learning and development professionals across the University of Wisconsin System to create a comprehensive training curriculum building on our staff's expertise.

Focus on

People + Process + Policy + Technology

ATP is more than a technology implementation — it's a comprehensive redesign of the processes and policies that constitute UW's administrative operations. The program's efforts are made possible by a collaboration with the dedicated staff who make the University of Wisconsin System one of the world's premier higher education systems. Their insights and expertise will inform the way ATP approaches redesigning processes and analyzing the policies that govern their work.

Continuous Attention to User Experience

While ATP's efforts will introduce benefits to UW System's central administration, the program also endeavors to improve day-to-day operations for faculty and staff. By carefully honing processes, evaluating policies, and implementing modern, cloud-based technology, ATP will right-size complexity, enhance the user experience, and make the UW System a better place to work.

Adoption of Benefits Realization Management Framework

The Benefits Realization Management framework provides ATP leadership and its stakeholders with a tool to track and manage the program's success. Instead of outlining broad benefits, BRM's defined list of measurable touchpoints will be used to hold ATP accountable and establish the program's basis for continuous improvement long after implementation.





ADMINISTRATIVE TRANSFORMATION PROGRAM

atp.wisconsin.edu

Documents to Initialize a Large/Vital IT Project

Administrative Transformation Program

UW System Administration and the University of Wisconsin–Madison

Project Owner/Contact: Nicholas Tincher, Program Director and Steve Kish, Program Executive

Submitted Materials: Major IT Project Status Report - ATP, The Administrative Transformation Program Business Case, ATP Communications Plan, ATP Change Control Process

Regent Policy 25-4 Requirements

	Requirement	Materials Reference
	Project description and project scope	Major IT Project Status Report - ATP
	Governance structure including executive sponsors, steering committee, project manager, and implementation team	The Business Case for the Administrative Transformation Program, p. 15
	Project charter containing business case, project objectives, principles, structure, management strategies, and controls	Formal charter document in development; See objectives, principles, and structure in the Administrative Transformation Program Business Case, pp. 11-12, 15, 18
	Communication plan	ATP Communications Plan
	Identification of affected business processes, effective change control procedures	See affected business processes in the Administrative Transformation Program Business Case, p. 12 and in Major IT Project Status Report – ATP See change control procedures in ATP Change Control Process
	Project plan, timeline, budget, and source of funds	Formal project plan document in development; See timeline, budget, and funding source in the Administrative Transformation Business Case and Major IT Project Status Report - ATP
	Independent project quality assurance	The Administrative Transformation Program Business Case, p. 16
	Submitted to OLITS for review prior to implementation	

Additional Wisconsin Statute s.36.59 Requirements

	Requirement	Materials Reference
	<p>Contract stipulation requiring a vendor to submit to the board for approval any order or amendment that would change the scope of the contract and have the effect of increasing the contract price</p> <p>OR</p> <p>Demonstration of all exclusion criteria:</p> <ol style="list-style-type: none"> 1) Plain-language explanation of the reasons (negatively impacts negotiations or reduce the number of bidders) the stipulation was excluded, and the alternative provisions included in the contract to ensure that the contract will be completed on time and within the contract budget. 2) The board submission for approval by the joint committee on information policy and technology the explanation and alternative contract provisions required. 	

UW System Major IT Project Status Report

Project: Administrative Transformation Program

Description:

The Administrative Transformation Program (ATP) is a multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future in HR, finance, and research administration services. This will be accomplished by streamlining policies, standardizing processes, organizing roles, and modernizing technology with cloud-based enterprise resource planning (ERP) software. ATP will return time to UW's mission by reducing administrative complexity, allow the UW to proactively respond to the rapid pace of change in higher education, and strengthen data availability, financial controls, and information security. Overall, ATP serves to decrease the amount of time our valued faculty and staff spend on administrative tasks to allow for more energy and effort to be devoted to the UW System's missions of teaching, research, and outreach.

Project Scope:

The ATP ERP project has defined the following business functions and capabilities as in scope:

Finance Capabilities

- Manage Grants Accounting
- Manage UW's Budget Load
- Manage Student Financial Aid
- Manage Requisitions / Purchasing / Receiving
- Manage Accounts Receivable
- Manage Accounts Payable
- Manage General Ledger / Commitment Accounting
- Manage Assets
- Manage Collections
- Manage Cash
- Manage Capital Projects
- Manage Travel & Expense
- Manage Cashiering
- Manage Contracts
- Generate Financial Reports
- Manage Internal Billings
- Manage Revenue Producing Activities
- Manage Gifts & Gifts in Kind
- Manage Data Security*
- Manage Compliance Requirements*
- Manage Tax Compliance*
- Manage Regulatory Compliance Reporting*
- Manage Integrations*
- Interface with DOA*

Human Resources Capabilities

- Manage Payroll
- Manage Faculty / Staff Recruiting
- Manage Faculty / Staff Benefits
- Manage Faculty / Staff Appointments
- Manage Personal Data
- Manage Student Workers
- Manage Time and Attendance
- Manage Talent
- Manage International Hiring

- Manage Trainings
- Manage Onboarding
- Manage Offboarding
- Manage Data Security*
- Manage Compliance Requirements*
- Manage Regulatory Compliance Reporting*
- Manage Integration'

Research Administration Capabilities

- Manage Proposals for Extramural Funding (RAMP)
- Track and Manage Contract Negotiations (RAMP)
- Manage Award Setup Process (RAMP)
- Manage Outgoing Subcontracts (RAMP)
- Monitor Non-Financial Compliance (RAMP)
- Manage Grants Accounting
- Manage Clinical Trials
- Manage Portfolio
- Create Rate Proposals
- Manage Grant Billing, Invoicing, and Receivables
- Manage Effort Reporting (RAMP)
- Manage Financial Reporting
- Manage Nonfinancial Reporting
- Manage Collections
- Manage Grants Data Reporting*
- Manage Data Security*
- Manage Integrations*

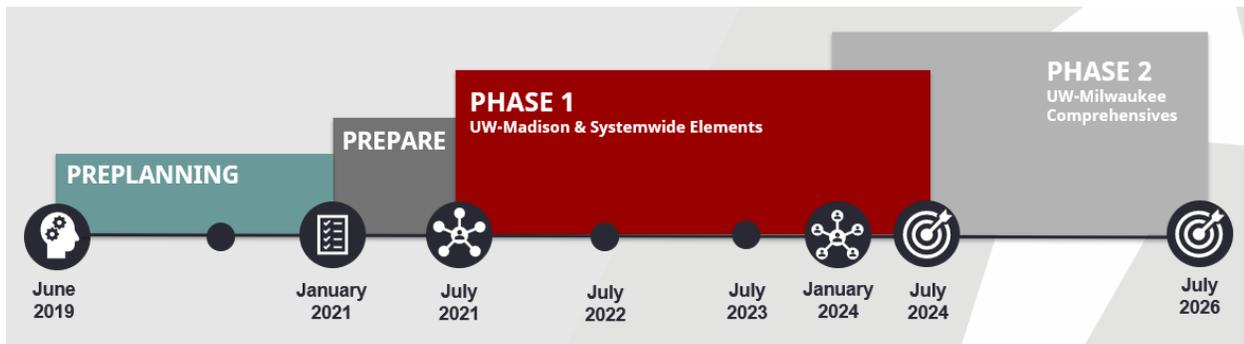
* Cross-Functional

Given the philosophy of ATP, there are possible future projects that will share the program's holistic focus on people, process, policy, technology, change management, and benefits realization. As those are identified, they will be proposed and approval will be sought outside the scope of this project. Out of scope at this time are the UW budgeting process, the Plan UW

budgeting solution, any Student Information System within UW System, and anything not explicitly defined as in scope.

Project Schedule:

Following Board of Regents approval in February 2019, the Administrative Transformation Program has been engaged in preplanning activities in advance of planning and implementation of Phase 1. ATP’s overall implementation timeline is projected to last five years over two phases: implementation at UW–Madison and for Systemwide elements during Phase 1, and at UW-Milwaukee, and the comprehensive institutions in Phase 2.



Project Budget: Across its two phases, ATP’s total cost is estimated at \$212 million.

Source of Funds: UW System Administration and UW Madison are working with the Department of Administration (DOA) regarding use of the state’s master lease program to finance a portion of the ATP budget. Based on discussions to date, the master lease program is appropriate for use, and the expected terms are within the planning parameters of the project budget and schedule. We will continue to work with the department on this. Final approval will be dependent on a review by the Division of Enterprise Technology at the DOA and ultimate decision by the Governor’s Office. If there is an approval it will likely be in early 2021. We will update the Board as the process proceeds. DOA is assessing recommendations from a recent Legislative Audit Bureau audit of the master lease program which could also impact the nature and timing of DOA’s approval. The remaining portion of the ATP budget will be funded by annual revenues and program revenue balances.

Project Dashboard: (See Appendix 1 for dashboard definitions):

<p>Determine the status for each of the categories below based on the criteria identified on the right and on the back of this page.</p> <p>Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.</p> <p>If a category has a status of Yellow or Red, describe the problem/issue and what actions will be taken to correct the problem/issue.</p>		STATUS COLOR INDICATORS
	Green	On target as planned
	Yellow	Encountering issues
	Red	Problems

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>			
<u>Scope Status:</u>			
<u>Budget Status:</u>			
<u>Other Issues (Staffing, Risks, etc.):</u>			

Status of Planning and Documentation:

	Status
Governance structure	Developed (See Business Case)
Project Charter	In development
Communication Plan	Developed
Project Plan	In development
Project Budget	Developed (See Business Case)
Quality Assurance Plan	Developed (See Business Case)

Appendix 1: Project Dashboard Definitions:

Project Status Category Descriptions
<p>Schedule Status (refers to target implementation date of phase or project)</p> <p>Green – Indicates that the project or phase will be completed on target or on the planned date.</p> <p>Yellow – Indicates that the project or phase <u>may be falling behind</u> and work needs to be done to determine if the project can recover and still complete on the scheduled date or if adjustments must be made to the schedule date.</p> <p>Red – Indicates that the project or critical tasks <u>have fallen behind</u> schedule and corrective action must be taken to make the scheduled date or the scheduled date must change.</p>
<p>Scope Status</p> <p>Green – We have not changed the scope in any way that will keep the implementation from meeting the objectives planned for the project.</p> <p>Yellow – The scope of the project has increased. Budget and implementation date are impacted by < 10%. Or the scope of the project has decreased but objectives are not substantially impacted.</p> <p>Red – The scope of the project is under review and changes are being requested that will mean the implementation will not meet the project objectives in some substantial way or doing them later will increase cost 10% or more above the original total cost of the project approved by the sponsors.</p>
<p>Budget Status</p> <p>Green – Currently on target within 3% of project budget.</p> <p>Yellow – Project is over budget by 3% but less than 15%.</p> <p>Red – Project is over budget by 15% or more.</p>
<p>Other Issues (Staffing, Risks, etc.)</p> <p>Green – No staffing, Risks, or other issues/concerns exist.</p> <p>Yellow – Staffing concerns/issues exist that need to be monitored and possible adjustments made. Key staff departing. One or more risks or other issues may be surfacing which need to be monitored and contingency plans developed.</p> <p>Red – Staffing concerns/issues exist and will impact project schedule, budget, deliverables, risks, etc. Key staff lost. One or more risks or other issues have surfaced and will have an impact on budget, deliverables, staffing, scope, and/or schedule. Corrective action must be taken or contingency plans executed.</p>

THE ADMINISTRATIVE TRANSFORMATION PROGRAM

Communications Plan



Key Objective	Support the positive adoption and implementation of a new enterprise resources planning system at all University of Wisconsin campuses					
Audiences	End users <ul style="list-style-type: none"> • Faculty • Staff • Student Workers 	Mid-level leaders, Change champions <ul style="list-style-type: none"> • Ambassadors • ATP Leaders/Staff • Shared Services • System and UW-M Admin leaders 	Senior leaders <ul style="list-style-type: none"> • Board of Regents • Executive Sponsors • Governance Groups 			
Messaging Strategy	Campaign approach <ul style="list-style-type: none"> • Organized action plan aimed at achieving goals • Recognizable brand and theme 	Dynamic and engaging web content <ul style="list-style-type: none"> • For users and leaders • Single source of truth for latest updates 	Leader/Staff interaction <ul style="list-style-type: none"> • Preferred method of receiving comms • Ideal for two-way comms • Can be standardized and localized 			
Channels	<table border="0" style="width: 100%; text-align: center;"> <tr> <td data-bbox="453 1076 1309 1230">Email</td> <td data-bbox="1309 1076 1735 1230">Website</td> <td data-bbox="1735 1076 2476 1230">In-person / Remote meetings</td> </tr> </table>			Email	Website	In-person / Remote meetings
Email	Website	In-person / Remote meetings				

Communications Objectives

Support the positive adoption and implementation of a new enterprise resources planning system at all University of Wisconsin campuses

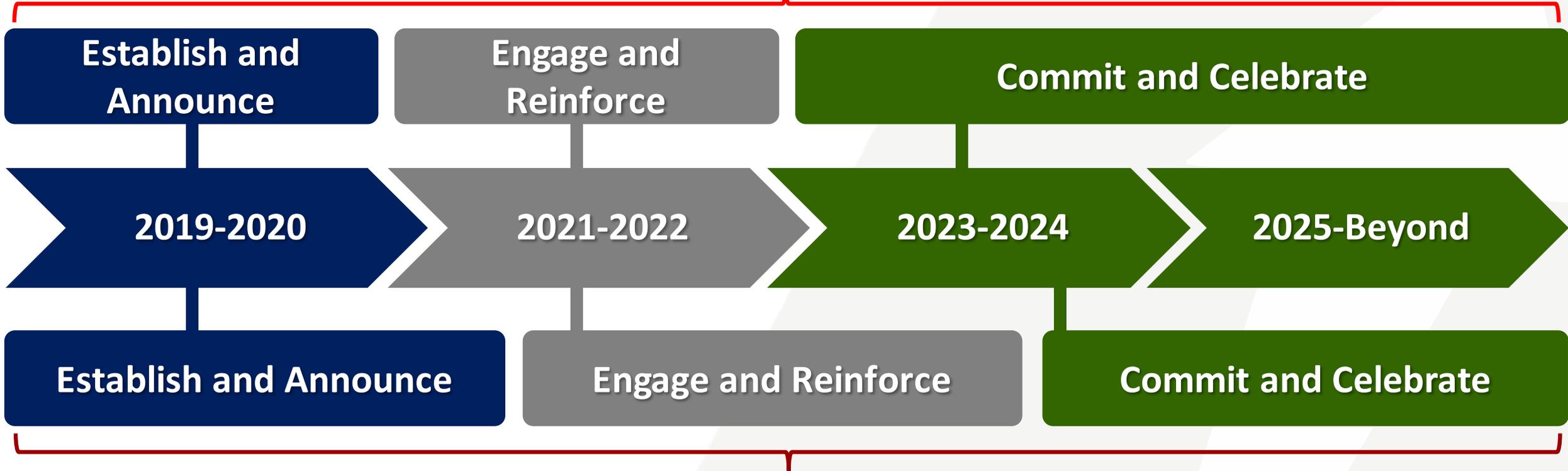
- **Establish and create awareness of ATP brand!**
- **Inspire excitement** about future state and the **benefits of our work**
- **Build engagement and trust**
- **Lay groundwork** for culture change
- **Establish expectations** about when we will deliver **meaningful change** and how we communicate updates

Communications Principles

- Think, act and speak UW System-wide
- Meet people where they are at
- Develop, deliver and promote high-touch, two-way communications
- Use a consistent voice to share consumable information
- Leverage existing communications channels
- Prioritize local, in-person or “live” communication exchanges
- Support grass roots level inputs and outputs

Timeline

Madison/UWSA



Comprehensives

EDUCATIONAL

Present information and support awareness



ACTIONABLE

Motivational information about what to do next



INSPIRATIONAL

Abstract ideas that promote a vision, direction or culture



Campaign approach

- Organized action plan aimed at achieving goals
- Recognizable ATP brand and theme

Dynamic and engaging website

- Targeted at users and leaders
- Single source of truth for latest information

In Person/Remote: Ambassador Change Champions; Manager/staff interaction

- Preferred method of receiving information
- Ideal for two-way communications AND conversations
- Provides opportunities for involvement and solution ownership
- Builds trust and engagement

**High
1:1**

- Conversations
- Focused, small group meetings

**Medium
*1:Some***

- Larger group meetings
- Presentations

**Low
*1:Many***

- Emails
- Newsletters
- Website
- Video

Who is ATP?



Voice: *Who we are*

Describes our personality.
Consistent and unchanging.

- **Approachable**
- **Future-focused**
- **Evocative**

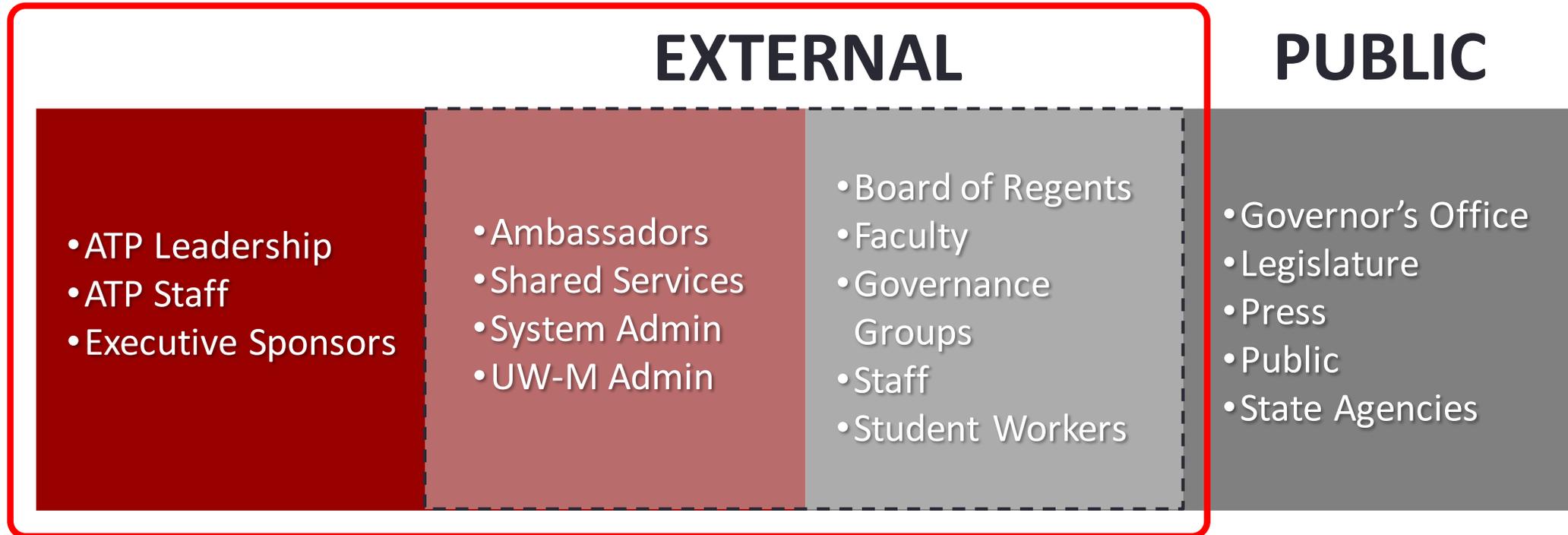


Tone: *How we speak*

Adjusted based on message.

- **Email/Newsletters:** Optimistic, gratitude
- **Web content:** Persuasive, inspirational
- **News posts:** Straightforward with quotes

Audiences



Audiences are statewide

Audience Groups

SENIOR LEVEL LEADERS

- Board of Regents
- Executive Sponsors
- Governance Groups

- ✓ Need to buy into AND commit to leading the change
- ✓ *Concerned with impacts to institutional goals and priorities*

MID-LEVEL LEADERS, CHANGE CHAMPIONS

- Ambassadors
- ATP Leaders/Staff
- Shared Services
- System Admin
- UW-M Admin

- ✓ Need to buy into the change because they will be involved in implementation
- ✓ *Concerned with how the change will affect their team's practices, performance, or morale*

END USERS

- Faculty
- Staff
- Student Workers

- ✓ Buy-in crucial to support smooth and swift change adoption through positive word-of-mouth
- ✓ *Concerned with how the change will affect them day-to-day*

Leverage existing communications channels

ATP Website

- Articles
 - Program updates
 - Success Stories
- Dedicated content
 - Ambassadors
 - End users
 - Leaders (Toolkit)
- Important dates
- Infographics
- Recruiting content
- Strategic area content
- Timelines
- Training content
- Videos: Recorded and whiteboard

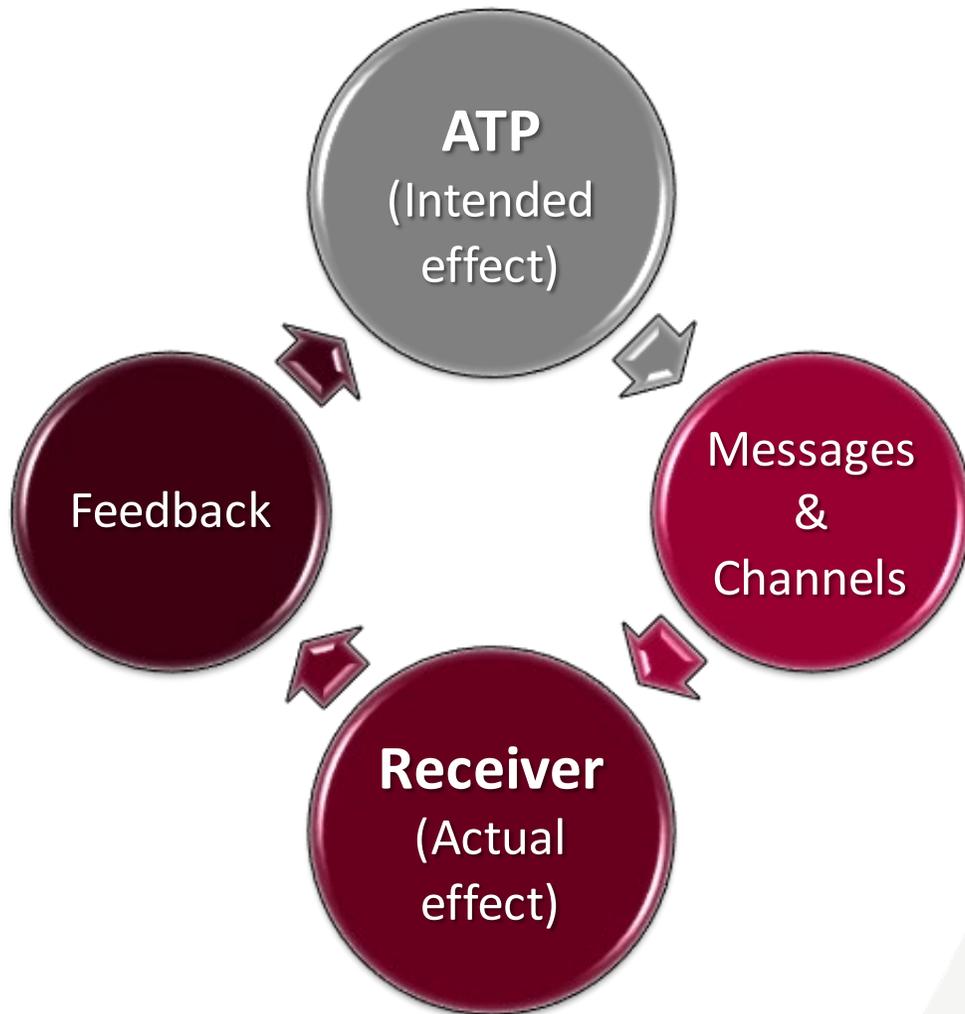
Email / Newsletters

- ATP-owned emails
 - Ambassadors newsletter
 - General ATP emails
- Existing email channels
 - Departmental and school newsletters
 - Updates sent from UW-M and System level leaders

Face-to-Face / Remote

- Ambassador meetings
- Board of Regents meetings
- Department, division, unit meetings
- Executive Sponsor meetings, updates
- Governance meetings
- Quarterly ATP update presentations
- Special events
- Training

- Manager led sessions reinforced with multimedia comms
- Help manage change resistance in real time
- Easy-to-use, relatable information that can be localized
- Standardized to ensure consistency
- Promote two-way communications AND conversations
- Steady pace that builds momentum, enthusiasm



- **Ambassador and leader feedback**
- **Conversations “How are we doing?”**
- **Flash polls in emails, articles and newsletters**
- **Meeting agenda-items, etc.**
- **Online feedback form**
- **Targeted surveys to audiences**
- **Website analytics**

Communications Plan

Establish and Announce

All Internal and External Audiences

- **Announce ATP, goals and future vision** to all audiences
- **Develop** communications assets (website, mission, vision, etc.)
- **Create consensus** around the campaign theme
- Develop messaging that will be **shared** with audiences

Ambassadors, Mid-Level and Senior Level Leaders

- **Build a common understanding** of ATP's goals, future vision, communications strategy, and the **desired culture change**
- **Create expectations and accountability** for team-based communications
- **Build** Ambassador program and **establish** leadership connections
- **Develop and share messaging and tools** with Ambassadors and leaders

Engage and Reinforce

All Internal and External Audiences

- **Share ATP's goals and future vision** with audiences
- **Drive audience engagement** through regular communications
- Provide ongoing **training availability** communications
- **Leverage ambassadors and leaders** to foster two-way communications
- **Provide support** to ambassadors and leaders as necessary
- **Training opportunities** for end users

Commit and Celebrate

All Internal and External Audiences

- **Implementation progress updates**
- **Training opportunities** for end users
- **Success stories:** Steady stream of updates on how we are making progress towards established goals

Public, Government

Develop **targeted communications** to educate public and governmental audiences

Audiences	Objectives	Messaging	Channels	Timing	Tactics
<ul style="list-style-type: none"> • Faculty • Staff • Student Workers 	<ul style="list-style-type: none"> • Announce ATP, goals and vision • Answer foundational questions 	<ul style="list-style-type: none"> • Who/what is ATP • What ATP is trying to do • How this affects you • ATP benefits! • This is the timeline 	<ul style="list-style-type: none"> • ATP website • Email: From Admin • Email: Existing school, dept. emails • Verbally by leaders 	<ul style="list-style-type: none"> • Start of Phase 1 - throughout duration • No more than quarterly 	<ul style="list-style-type: none"> • Web content • Quarterly Updates • Video
<ul style="list-style-type: none"> • Ambassadors • ATP Leaders/Staff • Shared Services • System Admin Leaders • UW-M Admin Leaders 	<ul style="list-style-type: none"> • Announce ATP, goals and vision • Build Ambassador program • Build understanding of comms strategy and desired culture change • Establish leadership connections 	<ul style="list-style-type: none"> • How this project will be executed • This is the timeline • These are the expectations for your participation • How your involvement will contribute • How this project helps support our mission • Tell us what you're hearing from our end users 	<ul style="list-style-type: none"> • ATP Website • In-person meetings • Webex meetings • Video 	Weekly, Bi-Weekly, Monthly, As needed	<ul style="list-style-type: none"> • Agenda items • Email • Presentations • Quarterly Updates • Toolkit <ul style="list-style-type: none"> • Graphics • Talking Points • Presentations • Videos • Web highlights
<ul style="list-style-type: none"> • Board of Regents • Executive Sponsors • Governance groups 	<ul style="list-style-type: none"> • Share the plan, goals, vision for culture/operational change • Gain approval for project • Status and issues 	<ul style="list-style-type: none"> • Why you should make this project one of our priorities • Why you should support it • Impacts on our system • These are the risks • These are expectations for your support 	<ul style="list-style-type: none"> • Email • In-person meetings • Webex meetings 	Weekly, Bi-Weekly, Monthly, As needed	<ul style="list-style-type: none"> • Agenda items • Email • Monthly status reports • Presentations • Quarterly Updates

Audiences	Objectives	Messaging	Channels	Timing	Tactics
<ul style="list-style-type: none"> • Faculty • Staff • Student Workers 	<ul style="list-style-type: none"> • Continue to share ATP's goals and future vision • Drive engagement through regular communications • Training opportunities 	<ul style="list-style-type: none"> • How this affects you • ATP benefits! • Updated timelines • Training is now/soon available 	<ul style="list-style-type: none"> • ATP website • Email: From Admin • Email: Existing school, dept. emails • Verbally by leaders 	<ul style="list-style-type: none"> • As needed • Quarterly unless announcing changes 	<ul style="list-style-type: none"> • Quarterly Updates • Web content • Video
<ul style="list-style-type: none"> • Ambassadors • ATP Leaders/Staff • Shared Services • System Admin Leaders • UW-M Admin Leaders 	<ul style="list-style-type: none"> • Continue to share ATP's goals and future vision • Drive engagement through regular communications • Training opportunities • Leverage ambassadors and leaders to foster two-way communications • Provide support to ambassadors and leaders as necessary 	<ul style="list-style-type: none"> • Enhanced goals and vision comms • Tell us what you're hearing from our end users • Here's some updated comms tools for you to use 	<ul style="list-style-type: none"> • ATP Website • In-person meetings • Webex meetings • Video 	<p>Weekly, Bi-Weekly, Monthly, as needed</p>	<ul style="list-style-type: none"> • Agenda items • Email • Presentations • Quarterly Updates • Toolkit <ul style="list-style-type: none"> • Graphics • Talking Points • Presentations • Videos • Web highlights
<ul style="list-style-type: none"> • Board of Regents • Executive Sponsors • Governance Councils 	<ul style="list-style-type: none"> • Progress updates • Issues and impacts • Costs, budget updates 	<ul style="list-style-type: none"> • Things are progressing smoothly... • Costs are under control • We are seeing positive impacts • Training is going well 	<ul style="list-style-type: none"> • Email • In-person meetings • Webex meetings 	<p>Weekly, Bi-Weekly, Monthly, as needed</p>	<ul style="list-style-type: none"> • Agenda items • Email • Monthly status reports • Presentations • Quarterly Updates

Audiences	Objectives	Messaging	Channels	Timing	Tactics
<ul style="list-style-type: none"> • Faculty • Staff • Student Workers 	<ul style="list-style-type: none"> • Progress updates • Countdown to implementation • Share success stories • Ongoing training opportunities 	<ul style="list-style-type: none"> • Implementation has begun • Good things are happening • Here's how you can learn the new system: training! 	<ul style="list-style-type: none"> • ATP website • Email: From Admin • Email: Existing school, dept. emails • Verbally by leaders 	<ul style="list-style-type: none"> • As needed • Monthly 	<ul style="list-style-type: none"> • Web stories • Video stories • Timelines
<ul style="list-style-type: none"> • Ambassadors • ATP Leaders/Staff • Shared Services • System Admin Leaders • UW-M Admin Leaders 	<ul style="list-style-type: none"> • Success stories • Training opportunities • Progress updates • Staff communications tools 	<ul style="list-style-type: none"> • Implementation has begun • Good things are happening • Here's how you can learn the new system • Tell us what you're hearing from our end users • Here's some new comms tools for you to use 	<ul style="list-style-type: none"> • ATP Website • In-person meetings • Webex meetings 	Weekly, Bi-Weekly, Monthly, as needed	<ul style="list-style-type: none"> • Agenda items • Email • Presentations • Toolkit <ul style="list-style-type: none"> • Graphics • Talking Points • Presentations • Videos • Web highlights
<ul style="list-style-type: none"> • Board of Regents • Executive Sponsors • Governance Councils 	<ul style="list-style-type: none"> • Success stories • Progress updates • Costs, budget updates • Delays or issues 	<ul style="list-style-type: none"> • Implementation has begun • Good things are happening • Potential challenges 	<ul style="list-style-type: none"> • Email • In-person meetings • Webex meetings 	Weekly, Bi-Weekly, Monthly, as needed	<ul style="list-style-type: none"> • Status reports • Agenda items • Email • Presentations

Deliverable	Audience	Due Date
Change Strategy Intake tool	Functional and Strategy Leads	June
Website: Enhanced presence <ul style="list-style-type: none"> • Accrual Accounting, Ancillary Systems, HR, L&D, P2P, RAMP content • Events calendar • Message/tone/voice updated • Page reorganization • Training content • Updated ATP-branded colors and font • Videos (Updates, whiteboard) 	ATP, Ambassadors, End users, Board of Regents, Public, Media	June and ongoing
Website: Leader's toolkit <ul style="list-style-type: none"> • ATP base PPT w/ speaker notes • ATP flier • Checklist and talking points • FAQs • Infographics • Timelines • Video links 	UW leaders, presenters	July and ongoing

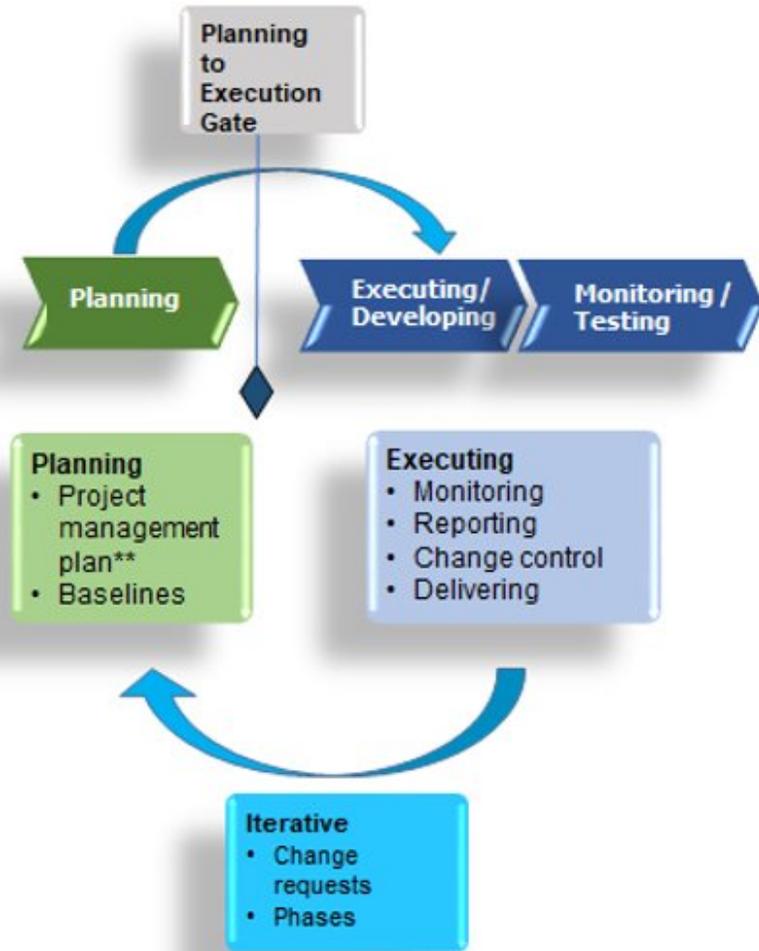
Infrastructure asset	Due Date
Shared editorial/events calendar	June
Identify communications channels (newsletters and governance meetings)	June
ATP Branding and Style Guide	July
Email list management process	July
ATP campaign theme and brand	August
System-wide communications advisory group	August
Stakeholder Engagement System	Sep
Email newsletter/marketing automation software	Oct
Website migration	Nov
Communications Writer	TBD

Change Control

August 31, 2020



Background



- Planning work is a negotiation, thus change control isn't utilized during the initial Planning phase.
- Formal change control is used when things that were previously agreed upon, "baselined," and executed are being changed.
- Change requests likely result in some form of planning and may result in a re-baseline.

ATP Change Control Roles and Responsibilities

- All project team members and stakeholders may recommend a need for a change request.
- Change control is used to adjust:
 - Scope (Quality)
 - Schedule/Timeline
 - Budget (Resources)
- Formal change requests should be owned by a project manager and one of the following:
 - Functional or strategy lead
 - Project or program manager
 - Program director
 - Program executive



ATP Change Control Roles and Responsibilities

- Once a formal change request is initiated, the owner of the request is responsible for:
 - Providing all applicable information and detail on change request forms;
 - Conduct preliminary risk, cost, schedule, scope analysis of the change prior to review by program leadership;
 - Addressing questions regarding any submitted change requests;
 - Providing feedback, as necessary, on the impact of the proposed change;
 - Ensuring the change request is properly submitted in MS Teams to initiate the process.
 - Log all change requests in the RAID+C log;
 - Seek clarification from relevant stakeholders on any open issues or concerns; and
 - Make documentation revisions/edits, as necessary, for all approved changes.

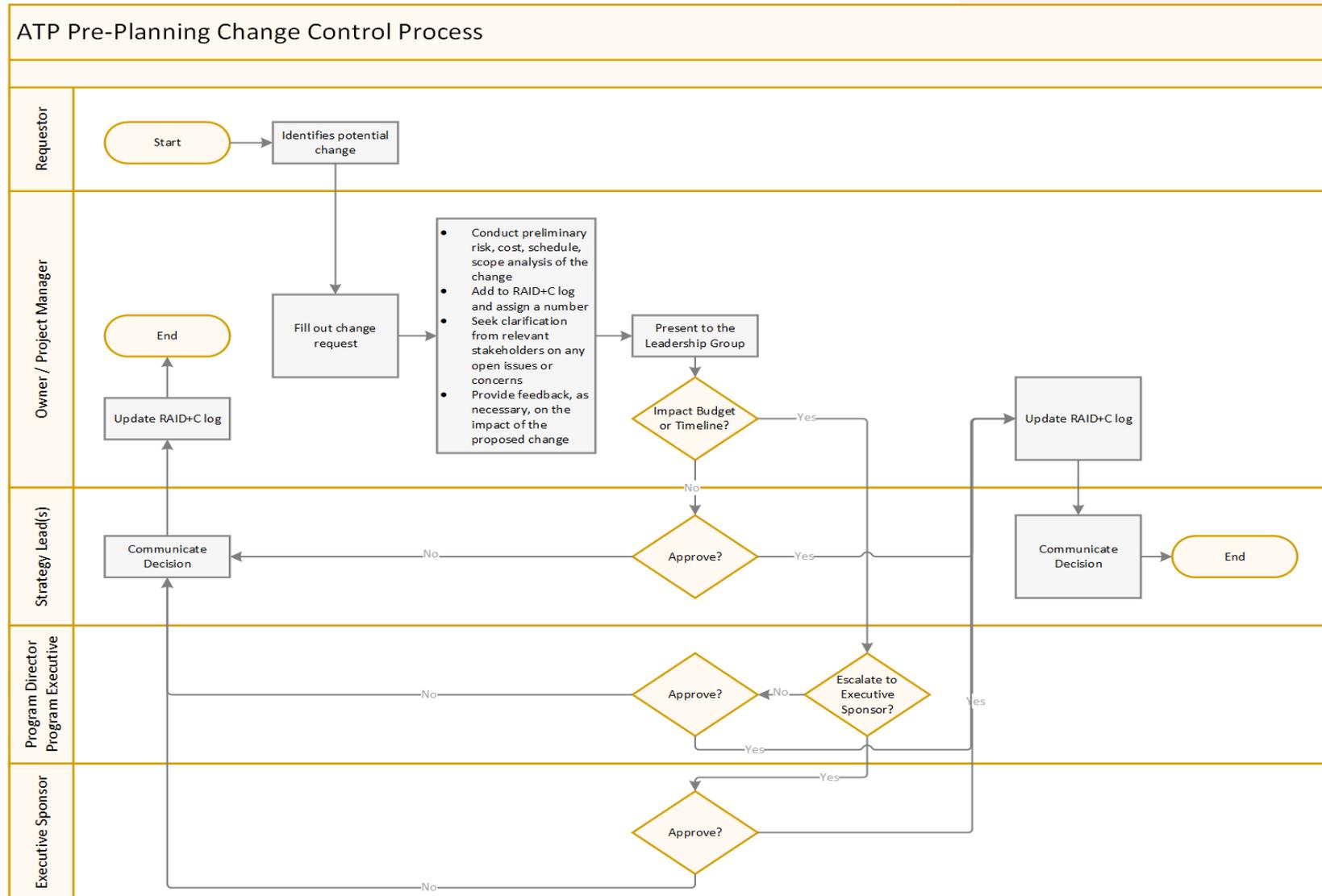
ATP Change Control Roles and Responsibilities

Tiered Decision Making (Pre-planning Only)

- All change requests in preplanning should be reviewed by the leadership team for feedback prior to final decision.
- Decision making:
 - Single workstream, no budget or timeline overage: Strategy Lead
 - Multiple workstreams, no budget or timeline impacts: Identified Strategy Leads in agreement
 - Program objective impact, timeline impact, budget impact: Director/Executive (with discretion to escalate to Executive Sponsors)



ATP Change Control Process Overview



ATP Change Control Process and Tools

- To initiate a change request, the owner should visit ATP PM > Change Control.
- They should then visit the Files area for the request form and complete the form by including:
 - Description of change
 - Reason for change
 - Effect on deliverables
 - Effect on schedule
 - Effect on costs
 - Effect on not approving change
- When finished, the form should be saved using the program's standard naming convention "ChangeRequestWorkstreamYYYYMMDD."

Project Portfolio Management
OFFICE OF STRATEGIC CONSULTING
UNIVERSITY OF WISCONSIN MADISON

PROJECT CHANGE REQUEST
<PROJECTNAME>

Project Manager: PM
Requestor Name: Your Name
Request Date: MM/DD/YYYY
Change Number (change log):
Change Name: Provide a short name for your change request

NOTE TO AUTHOR: Please complete Sections 1 - 6 of this change request form for any project changes. Be as concise as possible so that impacts to the overall project, specifically the triple constraint (scope, schedule, budget) may be fully assessed. Please delete all instructions, in teal, prior to utilizing this template.

1 DESCRIPTION OF CHANGE
Provide a description of the change you are requesting. Ensure this area is detailed and describes what change(s) is being requested.

2 REASON FOR CHANGE
Provide the business reason for requesting this change.
Do State or Federal laws require this change?
Provide the business case for the change here.

3 EFFECT ON DELIVERABLES
How will this change affect the deliverables of the project? Include a list of all affected deliverables. If there is no change to the deliverables, note no change and why it is expected there will be no change.

4 EFFECT ON SCHEDULE
Include estimated completion date for this change and other effects this change may have on the overall schedule. If there is no change on the schedule, note no change and why it is expected there will be no change.

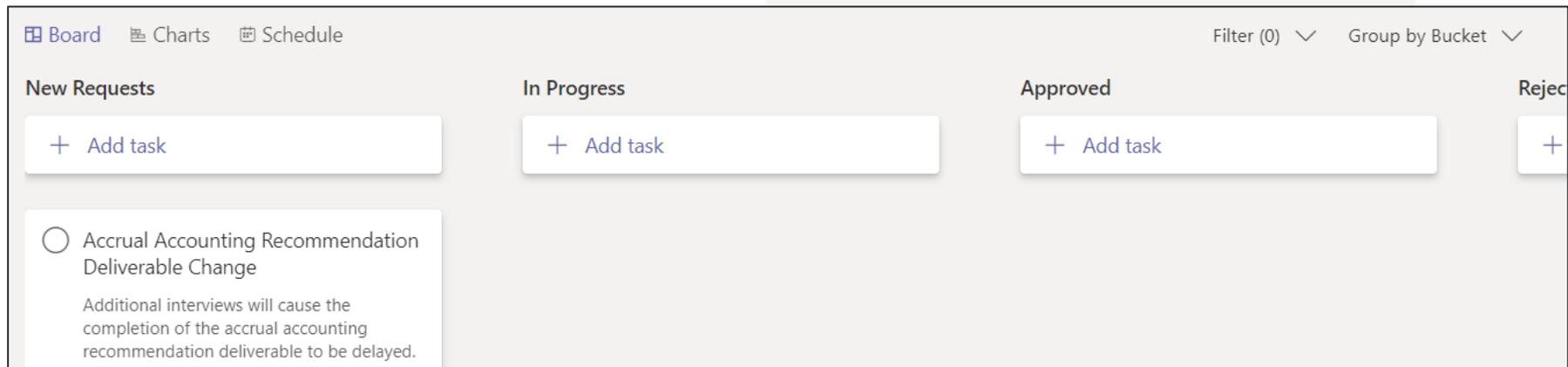
5 EFFECT ON COSTS
How will this change affect costs? Include reduction or increases to hours needed, and reduction or increases in dollars. If there is no change to the costs, note no change and why it is expected there will be no change.

Page 1 of 2

PROJECT PORTFOLIO MANAGEMENT OFFICE
Page 2 of 2

ATP Change Control Process and Tools

- After completing, naming, and saving the change request form, the owner should go to the Change Requests tab and create a task under New Requests.
- They should then attach the form and assign the task to the project manager.
- The owner should ask to be added to the upcoming leadership team agenda for review (and possible approval, if ready).



ATP Change Control Process and Tools

- If approved, owner will obtain formal sign-off and save the final file to the ATP PM > Change Control Files area. They will also move the open task to the Approved bucket, close the task, update the RAID + C log, implement the change (may include re-baselining), and follow-up with Enablement and/or Change Strategy on communications.
- If rejected, PMs will move the open task to the Rejected bucket, close the task, and update the RAID + C log.



Discovery

DRAFT Executive Summary

August 31, 2019



PREFACE: ATP OBJECTIVES AND THE PRE-PLANNING PHASE

The Administrative Transformation Program (ATP) is a University of Wisconsin System (“University” or “UW System”) initiative, intended to build a modernized and intuitive core administrative infrastructure that supports the System’s institutions and missions in an increasingly complex operating environment. ATP seeks to transform the University’s operating model, to align human resources (“HR”) and finance capabilities through a process that acknowledges the complex and often siloed nature of current operations and has sought to engage a significant number of stakeholders and leaders to document current challenges, describe benefits of addressing those challenges, and to build a shared vision for ATP.

ATP Vision Statement:

Advancing the University of Wisconsin’s mission by engaging staff and building an intuitive, intelligent, and innovative work environment.

Anticipated Outcomes

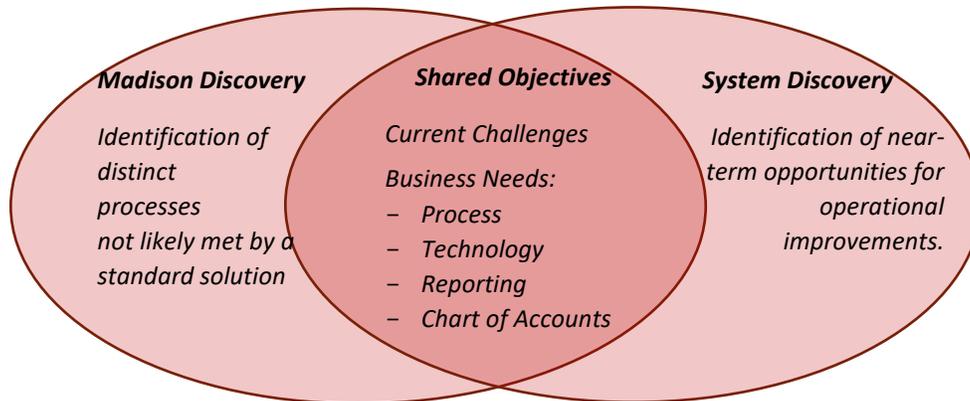
The multi-year ATP will culminate in a holistic redesign of finance and human resources support operations, centered around an upgrade to a new cloud-based enterprise resource planning (ERP) software system. The anticipated resulting operating environment will reflect the following characteristics in pursuit of the ATP vision:

- *Better Alignment of Resources to Business Needs:* Integrated, transparent, and automated workflow with minimized process variation
- *Adaptability and Responsiveness:* Change Control processes and governance that evaluate change impacts when updating systems, processes, and policies in response to the operating environment
- *Access to Quality Data:* Access to real-time data and detailed reports for improved decision-making
- *Functional Knowledge and Empowerment:* More opportunities to define career pathways and development opportunities for UW employees, and a functional knowledge base that empowers HR and finance staff to be successful in their roles and promote further growth of functional competencies

The first step in understanding an approach to the pursuit and formation of this transformation and resulting infrastructure commenced with a “pre-planning” phase. These early efforts are intended to define the scope, approach, and norms for a multi-year program (ATP), which represents a sizeable investment and positive disruption to tens of thousands of faculty and staff. One component of “pre-planning” – summarized herein – was a current state assessment to understand operational challenges and inform how ATP would address those challenges in pursuit of the overall program vision.

DISCOVERY EFFORT OBJECTIVES AND APPROACH

The ATP team partnered with Huron on a current-state fact-finding exercise called *Discovery*. The goal of *Discovery* was to ensure the broader ATP activities were appropriately informed by the shared and unique challenges faced across the University of Wisconsin System. Since the University is large and comprised of institutions of various sizes and complexities (e.g., single- and multi-campus, significant differences in the magnitude of extramurally funded research) the *Discovery* effort was organized into two parallel efforts – one at UW-Madison and UW System Administration (“Madison Discovery”) and one at UW-Milwaukee and the 11 comprehensive campuses (“System Discovery”) – with a set of common objectives, but also select differentiated objectives.



Both workstreams – *Madison Discovery* (volume “M”) and *System Discovery* (volume “S”) – sought to evaluate the business needs as they pertain to finance and human resources operations. We acknowledge that there are a set of baseline business needs that are common to public universities, academic medical centers, and research institutions. *Discovery* focused on highlighting needs specific to the University of Wisconsin System and its member institutions with consideration for the distinct operating environments both within and across institutions, and to provide a point of view on how the ATP team should approach taking these needs into account during subsequent planning, design, and other related activities. These distinct business needs were identified through data analysis and qualitative primary and secondary research in the following areas:

- Distinct operations to the campus or unit: operations, not common to the entire enterprise, that may necessitate tailored support
- Ancillary technology: the drivers that led the campus or unit to leverage a shadow or bolt-on system in addition to core ERP functionality
- Reporting: the data and data outputs sought to inform management decisions or meet reporting requirements beyond financial statements
- Chart of accounts: the structural elements or data needed in the chart of accounts for financial reporting or other policy- or statutory-driven reporting

This inventory, collectively, intends to inform the approach to ATP design efforts and to guide requirements for SaaS vendor selection.

Additionally, *Madison Discovery* and *System Discovery* each had secondary objectives, which diverged slightly from one another. *Madison Discovery* sought a deeper understanding of widespread variation symptomatic of a highly decentralized organization that has grown organically over time. The hypothesis is that a subset of these variable business processes exists to meet needs that will not be met by a standard process or technological functionality that will meet the proverbial 80%-90% of comparable needs. These findings are categorized as “exception processes”.

For *System Discovery*, secondary objectives focused on near-term priorities. The preliminary outline approach for ATP is “Madison First”; i.e. UW-Madison and UW System Administration will be the first entities to engage in robust planning, design, and implementation of a new cloud-based ERP and accompanying business process and organizational changes. This means that UW-Milwaukee and the comprehensive institutions have a potential three-year window (approximate) before they undertake the targeted transformation. Hence, there is a question of what interim solutions may be put in place (perhaps implemented in less than one-year) that will be live long enough to

generate a meaningful return on investment. Similarly, what additional information gathering, program infrastructure development, or early design efforts may be undertaken in this next approximate three-year window?

Finally, it is important to note that *Discovery* efforts inquired about “grants or research activities with unusual needs” (e.g. IceCube Neutrino Observatory) to surface distinct business needs but did not ask specific questions about pre-award and post-award research administration processes. This approach still yielded many needs and challenges focused on the research enterprise, such as:

- Ongoing challenges with effort reporting reconciling to payroll (section M.I),
- The management and treatment of WARF funds (section M.C.1),
- Federal guidance regarding the allocation of indirect cost recovery to the Primate Center at UW-Madison (section M.C.1), and
- the absence of common tools at the comprehensives (section S.B)

While research administration operations were not a specific focus of *Discovery* data collection, research will need to be a core focus of planning and design efforts. Process redesign for finance and human resources will inherently incorporate post-award processes. Furthermore, replacement of the core technology will also create a need for new pre-award systems, which currently are based in PeopleSoft.

Tactics and Inputs

The primary source of information gathering included interviews with unit or campus leadership and deeper follow-up interviews with operational-level staff. Collectively, *Discovery* efforts included over **275 interview sessions** with more than **600 staff participants** and covered 48 units at UW-Madison, plus 13 additional entities across the UW System. Interviews were preceded by a questionnaire intended to target interview conversations, and all interview findings with synthesized and provided to unit/campus leadership for comment and validation. (see validated *Discovery* summaries in sections M.J and S.F.3).

<i>Discovery</i> Element	UW Madison	UW System
Pre-Visit Surveys	✓	✓
In-Person Interviews	✓	✓
Findings Validation Review	✓	✓
Unit Deep Dive Visits	✓	
Exception Process Mapping	✓	

At UW-Madison, two additional measures were employed to account for the size of select units and the depth of information sought. First, five of the University’s largest units included a broader interview slate – “deep dive visits” – to account for both their breadth and diversity of operations (section M.I). Second, where “exception processes” were identified, Huron worked with unit-level staff to map those business processes and annotate them to highlight the distinct nature of the process that will require special consideration during future state design (section M.C.1-M.C.2).

OVERVIEW OF FINDINGS

Comments on Common or Related Findings

Huron breaks down an institution's operating model into four components: **roles and organizational structure, management processes, leadership and culture, and goals and metrics**. Technology is considered an enabler of each of these components. *Discovery* affirmed that the challenges and operational complexity resonating most commonly and most forcefully throughout the interview process were the result of material differences in operating models, both across and within institutions. In other words, despite sharing the same core technology platform each institution "works" differently, and this environment hinders the ability to leverage scale to address challenges and/or to modernize with the pace of innovation.

Roles and Organizational Structure

Organizational structures vary considerably across institutions within the UW System. Within UW -Madison alone, some schools / colleges are fairly centralized (e.g. College of Engineering) while others are fairly decentralized (e.g. College of Letters & Sciences). In the case of the College of Agricultural and Life Science ("CALS"), HR support is centralized but finance support is more decentralized. UW-Milwaukee, by comparison, is the process of further broadening the scope of their new shared services model to pull more consultative (i.e., non-back-office) transactions into the central organization. Comparable variability exists across the comprehensive institutions.

Second, the roles of staff populating these organizational structures vary considerably; individuals with similar/identical job titles may have very different sets of responsibilities. This variability creates challenges within the context of the overall UW operating model where it is:

- difficult to hold staff accountable for a set of competencies or standard of performance;
- challenging to effectively support professional development;
- challenging to deploy effective training;
- develop standard processes across, and within institutions; and
- difficult to deploy consistent data and security access.

This underlies some of the challenges related to inconstant data definitions, data management, and consistent use of chart of accounts segments and fields.

Management Processes

Variations in business processes range from the number of required approvals, to the ancillary systems employed to support the processes and related reporting functions. Specifically, while surfacing ancillary technology usage, *Madison Discovery* identified 290 secondary systems and *System Discovery* identified 225 secondary systems, including multiple instances of select systems, put in place to address process and/or reporting challenges.

Differing policies or interpretation of policies surfaced as a root driver of process variations across the University. Absent specific policy guidance, different units or institutions noted that their interpretation of UWSA and state policies played a material role in process development, notably approval requirements.

Leadership and Culture

The individual styles of key administrative leaders across the University and the related variation in institutional cultures across and within units and institutions was a consistent theme across discovery interviews. This creates unique challenges to the realization of some of the goals of the ATP. One example of the impact of variation of leadership styles and cultural norms was observed in significant differences in the levels of awareness of centrally available reports in WISDM that serve the needs of distributed staff. At some campuses, financial leadership acts as a filter for information from UW System Administration (“UWSA”) and on other campuses serves as a conduit. That difference in leadership style had a profound impact on the overall understanding of the staff on UWSA-created capabilities and why they may or may not exist.

Despite many shared challenges, however, this process revealed distinct differences between *Madison Discovery* and *System Discovery*. At UW-Madison, operational complexity has resulted in an increased investment in distributed (i.e. not central finance or central HR) business support staff and additional technology systems to meet needs in an effort to stay competitive in its market for faculty, research, and students. The FTE growth in this administrative support was estimated in Huron’s *Integrated Business Case* [for ATP] at 8% per year over the last four years and the current direct cost of shadow bolt-on systems is estimated to be at least \$11M per year. Often, additional staff are not functionally aligned (i.e. they are not hired into finance- or HR-specific roles), but rather they are generalist that support multiple functions. This leads to “on-the-job” learning, which varies by unit, and further propels inconsistent approaches to business support.

At UW-Milwaukee and the comprehensive institutions, a similar proliferation of “generalist” support was observed but was traced back to different root causes. Cuts in state appropriations compounded by declining revenues were addressed on campus through cuts to administrative staff, particularly central administrative staff, and have resulted in fewer individuals doing the same workload and individuals wearing multiple hats (i.e., serving as generalists); this, in turn, negatively impacts service delivery and internal controls. In aggregate, UW-Milwaukee and the comprehensive institutions have decreased the headcount of university staff (classification) by 19% over the past five years (section S.A.1)¹. This resulted in a further shift in responsibility for service and support to distributed staff, requiring a finite pool to effectively “do more with the same.”

Madison Discovery – Specific Findings

Huron identified **101 distinct business needs** (Exhibit 1, page 11) at UW-Madison beyond foundational operational assumptions and outlined corresponding planning and design considerations for ATP (section M.A.2). **Fifty (50) “exception processes”** (Exhibit 2, page 11) were identified that will likely require customized solutions in the future state. These “exceptions” are generally driven by particular statutory requirements regarding practice or reporting (ex: NCAA cohort-based reporting), considerations related to accelerated processing time requirements (ex: just-in-time student hiring), or integrations with specific technologies (ex: Wisconsin Veterinary Testing Lab). There exist a considerable number of needs and challenges driven by variability, but Discovery could not diagnose the root of the variability. In general root causes include:

- No campus solution existed, and each unit developed their own approach (ex: billing and accounts receivable; section M.C.1-M.C.2).

¹ University of Wisconsin Accountability Dashboard, Faculty and Staff. Accessed August 2, 2019. Available at <https://www.wisconsin.edu/accountability/faculty-and-staff/>

- The campus solution did not meet the business need and units developed their own work-around to meet needs.
- Inconsistent roles led to variable interpretations of process and applications of technology.

Finally, select needs are in response to challenges not driven by variability. In these cases, a campus solution exists but is perceived as unnecessarily challenging. Understanding how business needs fit into these categories will prescribe whether planning and design is tailored to a custom solution, a standard solution, or whether additional understanding of root cause is needed to inform the approach.

From a technology perspective, Huron inventoried over 500 shadow and bolt-on systems. For sub-functions where the use of bolt-ons were pervasive, preliminary guidance is included on the potential for rationalization based on understanding of the processes and reporting supported, understanding of likely capabilities in future cloud-based systems, and duplication of capabilities at the University.

System Discovery – Specific Findings

System Discovery uncovered **28 opportunities for operational and technological improvements** (section S.C) – some of which may be addressed in the near-term – and **27 implications for ERP selection and design** (section S.D). Again, recognizing that the timeframe for project progression differs between UW-Madison and the remainder of UW System, opportunities were categorized with consideration for the magnitude of their realizable benefit and degree of challenge perceived to be associated with their pursuit. Included in the degree of challenge is the time-to-implement, understanding that the challenge may not be worth interim improvements if the implementation is anticipated to run near to the beginning of ATP design efforts and the implementation of the new cloud-based ERP. Based on these considerations, the following opportunities are believed to be candidates for near-term pursuit:

- | | |
|---|---|
| ▪ Consolidated Process Ownership Opportunities Assessment | ▪ Budget Tools Optimization Review |
| ▪ Roles and Processes Documentation Exercise | ▪ Central Contract Repository Development |
| ▪ Data Management Strategy Development | ▪ Roll-out of Current SFS/HRS Modules Continuation |
| ▪ OBIEE Optimization | ▪ Workflow Strategy Development |
| ▪ Spend Analytics Enhancements | ▪ System-Wide Policy Review, Development and Implementation |

UWSA, in partnership with leadership from UW-Milwaukee and the comprehensive institutions, is recommended to engage in a validation and subsequent prioritization exercise of these opportunities to evaluate where it is best to invest finite capacity and related resources.

HOW DISCOVERY CONSIDERATIONS INFORMS ATP APPROACH

Areas of Focus

Discovery reinforced ATP’s approach focusing on holistic transformation, validating the concept that each of the following considerations are complementary and need to be pervasive priorities in order to successfully meet program objectives.

- *Process and operation standardization*: Significant current state variability will serve as a natural anchor during design efforts. ATP leadership will need to develop a process by which “show cause” is demonstrated if a standard solution is believed not to meet local needs.

- Consistent role and support model design: Absent consistent roles and consistent accountability structures for individuals support HR and finance operations, it will be challenging to maintain standardization where implemented as well as consistent definition, use, and application of data.
- Data management and reporting: Relatedly, development of off-the-shelf reports not part of the standard reporting package that will be inclusive in the impending ERP suite is necessary as campus community stakeholders have expressed negative views regarding data access and integrity and the inability to effectively conduct analysis required for foundational management support.
- Future state chart of accounts structure and overall data planning: Data that does not reside in the chart of accounts will need to be accessed via sub-ledgers or other reporting environments. This planning should take place early and be grounded in findings (and additional investigation) related to reporting needs.

A summary of specific considerations related to defined ATP goals is included in Exhibit 3 (p.12).

Campus Engagement

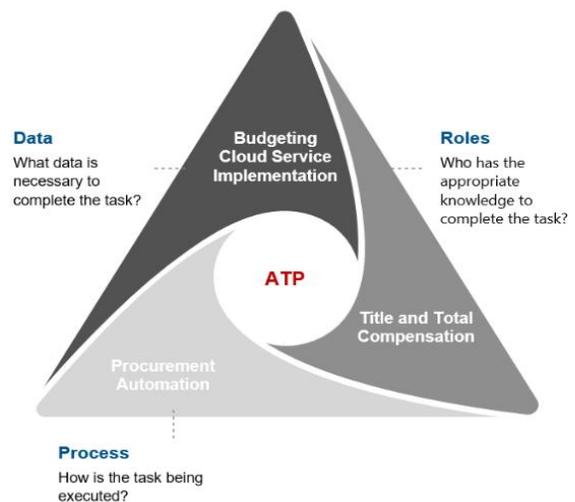
The degree and extent of ongoing campus engagement with ATP as the program evolves will be a factor in the successful execution of the above described goals. An outgrowth of *Discovery* efforts included unparalleled insight into campus sentiment and vested interest in the impact of the ATP in the day-to-day activities of HR, finance, and research administration staff on each campus. Findings provide guidance as leadership reflects on current and future campus engagement:

- A common sentiment across all UW campuses was the recognition that change is necessary and is, in many cases, desired.
- Despite a generally positive response to the concept of a System-wide administrative transformation, there may be a disconnect between *willingness* and *ability* to embrace this transformation.
- UW-Madison has reported high levels of “project fatigue” and concerns with capacity to participate in an effort of this magnitude. Some have expressed concerns with backfill approach due to time required to train staff.

Ongoing communication regarding the overall program plan, updates on the project’s progress, and additional engagement opportunities will attract interested stakeholders. Members of the campus community have expressed interest in receiving regular updates on the progress of the project and exploring opportunities for more intimate project engagement. Huron proposes that UW leadership deploy a communications strategy that provides opportunities for the various UW stakeholders to engage with the project using clearly defined entry and exit points at the various project stages.

Complementary Project Considerations

Additionally, members of the campus community continue to express interest in understanding the relationship between the ATP and various ongoing, campus-wide or System-wide projects (e.g., Title and Total Compensation, Procurement Automation, IT Interoperability, Oracle Planning and Budgeting Cloud Service Implementation). Campuses and individual units have expressed a need for integration and clarity regarding the purpose, interconnectivity, and impact of these distinct projects. Integration of core components of each project's workplan and deliverables will facilitate resource plan, sequencing, and the mitigation of potential re-work.



HOW DISCOVERY INFORMS WHAT'S NEXT

Both *Madison Discovery* and *System Discovery* inventory a wealth of current state information which will support the robust planning and design efforts anticipated as part of ATP. However, the *Discovery* information summarized in this report also informs near-term activities that should reside within the pre-planning phase:

Determine how to educate constituents on *Discovery* findings and their application and define the role of institutional leadership.

Interview participants were highly engaged in the *Discovery* effort and seemed to have a positive disposition toward ATP and its objectives. However, these efforts also required material time commitment from many staff. To preserve goodwill, it will be important to appropriately provide feedback to participants on the output of *Discovery* and when they will next be engaged. In consideration of significant variation in institutional cultures, it will be important to better understand and appropriately navigate the cultures across the UW and to establish clear expectations with institutional leadership (e.g., Chancellors, Provosts, and CBOs) regarding their support for ATP and the way in which ATP information reaches distributed administrative stakeholders. Ultimately, the ATP team's success will be impacted by, in part, their ability to partner with campus leadership, to understand and navigate cultures, reinforce, where appropriate, leadership norms, and to ensure that the same information is reaching the same levels of each institution and unit.

Develop a support model framework that will set the stage for defining consistent roles.

Consistent roles are best maintained through functionally aligned accountability structures (i.e. finance staff report to finance supervisors). In addition to the variability of support structures within UW-Madison and across the comprehensive institutions, the role of UW Shared Services and UW-Milwaukee's nascent service center will need to be considered. Once a framework is in place, roles may be mapped to future-state process "swim lanes" and security permissions in the future-state ERP.

Further consider planning and an approach to research administration.

Additional planning is required related to the identification, evaluation, and sourcing of software to support pre-award research administration operations. Program governance and design bodies will also need to determine how post-award administration subject matter expertise will be infused into the outlined approach. While UW-Madison and UW-Milwaukee own the most materially sized research portfolios, the absence of research administration infrastructure at the comprehensive institutions was a common theme (section S.A.2).

Determine the “owners” of near-term opportunity pursuits at the comprehensive institutions.

UWSA and the comprehensive institutions are capacity constrained. Pursuit of near-term operational improvements are both desired and feasible, but these efforts likely reside outside of the ATP structure (although collaboration and coordination will be important).

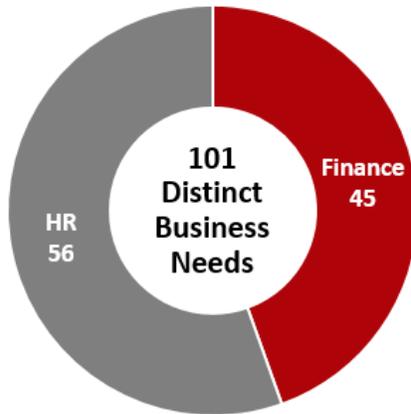
CONCLUSION

This *Executive Summary* is intended to be part of a compendium with the *Madison Discovery* report and *System Discovery* report. Analysis and insights have been tailored to meet the two institutional audiences with an eye toward program approach, tactics, and considerations, although many opportunities and findings cross all levels of the University.

The twin *Discovery* processes and their related findings have been key components of the pre-planning phase of ATP, and included inventorying, quantifying, and analyzing current state business operations across the University of Wisconsin System. The participants in *Discovery* have offered considerable detail regarding how the University of Wisconsin works, supplementing their commentary regarding challenges with their needs and aspirations for a future state system. The information collected, and the engagement with the University of Wisconsin community, should serve as part of a strong foundation for additional pre-planning efforts, as well as subsequent design and implementation efforts.

Exhibit 1: Madison Discovery – Business Needs Inventory Summary

Finance Needs	Count
Asset and Inventory Management	7
GL Financial Management	7
Research Administration	7
Budgeting	5
Procurement	4
Reporting Needs	4
Accounts Receivable and Billing	3
Cash Management	3
Travel and Expense	3
Accounts Payable	2
Total	45

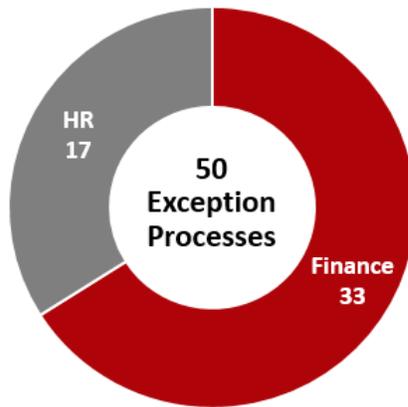


HR Needs	Count
Employment Management	23
Time and Labor	8
Payroll	6
Student Employment	6
Recruiting and Hiring	5
Compensation	4
Faculty Appointments	4
Total	56

Scope of Needs	Count
Single-Unit	44
Multi-Unit	57

Exhibit 2: UW-Madison Exception Process Details

Finance Processes	Count
Accounts Receivable and Billing	18
Procurement	7
Research Administration	3
GL Financial Management	2
Asset and Inventory Management	1
Travel and Expense	1
Cash Management	1
Total	33



HR Processes	Count
Payroll	9
Employment Management	3
Student Employment	3
Recruiting and Hiring	2
Total	17

Scope of Processes	Count
Single-Unit	28
Multi-Unit	22

Exhibit 3: Discovery Considerations in Relation to ATP Objectives

ATP Objectives	Madison Current State	System Current State	Discovery Considerations	ATP Anticipated Outcomes
Achieve Appropriate Complexity Levels	Exception Processes: because a distinct business operation may exist in only one or a few units; scale/volume of activity may lead to creation of a discrete process to accommodate volume; statutes, regulations, or policy applying to the given context may necessitate a different process	Policy and procedural complexities: non-standard processes have been developed to address complex policies and technological gaps	Informing the future state chart structure and overall data planning: data that does not reside in the chart of accounts will need to be accessed via sub-ledgers or other reporting environments	Better Alignment of Resources to Business Needs: Integrated, transparent, and automated workflow with minimized process variation
Simplify and Streamline Administrative Systems	Divisional/Departmental Structure Types: varied organizational structures (decentralized versus centralized) have led to varying definitions of staff roles and inefficient executive of administrative activities	Variability in approach to administrative tasks: differing approaches to satisfying business needs have created an abundance of non-standardized business processes across the University System	Process and Operation Standardization: UW Leadership should consider which operations and processes may be standardized, may require capabilities not met by core enterprise systems to standardize, and/or may require tailored solutions	Adaptability and Responsiveness: Change Control processes and governance that evaluate change impacts when updating systems, processes, and policies in response to the operating environment
Enable Access to Data	Ancillary technology proliferation: the most common drivers of ancillary technology use including meeting a common need perceived to be unmet by existing enterprise technologies or current on-campus enterprise systems do not provide any solution to common business needs	Limited data environment: suboptimal data management has reduced data integrity and limited meaningful querying and reporting capabilities	Data Management and Reporting: UW Leadership should consider prioritizing development of off-the-shelf reports not part of the standard reporting package that will be inclusive in the impending ERP suite; campus community stakeholders have expressed significant levels of consternation around limited data access, tenuous data integrity and inability to effectively conduct trend analysis and reporting	Access to Quality Data: Access to real-time data and detailed reports for improved decision-making
Design and Build for the Future	Disparate applicant tracking systems: there are currently two different applicant tracking systems for hiring faculty and staff and multiple campus-wide and unit owned systems to complete a hire	Insufficient tools: ERP solutions and other technological tools may not be meeting the business needs of the leadership and staff	Opportunity exists to “Zero-base” or redesign roles/processes: Design a new process, thinking about roles and technology, with understanding of future constraints	Functional and Knowledge and Empowerment: More opportunities to define career pathways and development opportunities for UW employees, and a functional knowledge base that empowers HR and finance staff to be successful in their roles and promote further growth of functional competencies

**UW-MADISON MASTER CLINICAL TRIAL AGREEMENT
WITH EXACT SCIENCES CORPORATION**

REQUESTED ACTION

Adoption of Resolution G., approving the contractual master clinical trial agreement between the Board of Regents and Exact Sciences Corporation.

Resolution G. That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual master clinical trial agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Exact Sciences Corporation for a period of three years.

SUMMARY

Exact Sciences Corporation desires to engage the services of UW-Madison. To facilitate this interaction, Exact Sciences Corporation wishes to enter into a master clinical trial agreement.

Exact Sciences Corporation is a Madison, WI-based company specializing in early cancer detection, and more recently, a new COVID-19 test.

The three-year agreement with the School of Medicine and Public Health (SMPH) and Carbone Cancer Center will facilitate sample collection studies that involve one or more blood draws, with the samples processed and sent to Exact Sciences for analysis. The studies may also request some follow-up data on the enrolled subjects. The studies will focus on oncology diagnoses but will vary study-to-study on the specific types.

This agreement presents an opportunity for UW-Madison to grow its partnership with Exact Sciences and expand its participation in the company's trials. It also aligns with the Carbone Cancer Center's and UW's mission to further knowledge and science by contributing samples and data to the company to further refine and develop their tests for cancer.

Since 2017, UW-Madison has contracted with Exact Sciences for sponsored projects totaling \$1,093,390. That comes in the form of 6 different projects with different groups in SMPH (Radiology, Carbone Cancer Center, Surgery, Pulmonary Medicine).

Presenter:

- Laurent Heller, Vice Chancellor for Finance and Administrative Affairs, UW-Madison

BACKGROUND

Regent Policy Document 13-1 requires any grant or contract with private, profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

Related Policies

- Regent Policy Document 13-1, "General Contract Signature Authority, Approval, and Reporting"

Business & Finance Committee

Item H

October 8, 2020

APPROVAL OF REGENT POLICY DOCUMENT 21-10, "INSTITUTIONAL RELATIONSHIPS WITH ASSOCIATED AFFILIATED ORGANIZATIONS"

REQUESTED ACTION

Adoption of Resolution H., approving Regent Policy Document 21-10.

Resolution H. That, upon the recommendation of the President of the UW System, the UW System Board of Regents approves Regent Policy Document 21-10, "Institutional Relationships with Associated Affiliated Organizations".

SUMMARY

In December 2017, the Board of Regents approved Regent Policy Document 21-9, "Institutional Relationships with Foundations". This policy sets standards for UW institutions in managing their relationships and transactions with primary fundraising foundations and real estate foundations. The proposed Regent Policy Document 21-10, "Institutional Relationships with Associated Affiliated Organizations," sets standards for other affiliated organizations, such as alumni organizations and athletic booster clubs.

Policy 21-10 would allow university employees to serve on the board of directors of an associated affiliated organization but prohibits them from constituting the majority of the board. It further requires that a written agreement be in place with an associated affiliated organization if that organization receives administrative support from a UW institution, and addresses situations when university employees may work for such an affiliated organization.

Presenter(s)

- Sean P. Nelson, Vice President for Finance

Related Policies

- Regent Policy Document 21-9, "Institutional Relationships with Foundations"

10/05/2020

ATTACHMENTS

- A) Regent Policy Document 21-10, "Institutional Relationships with Associated Affiliated Organizations"

10/05/2020

**Regent Policy Document 21-10
Institutional Relationships with Associated Affiliated Organizations**

Scope

This policy applies to all University of Wisconsin (UW) System institutions as they manage their relationship and transactions with affiliated organizations that are not their primary fundraising foundation or real estate foundation, referred to as associated affiliated organizations.

Associated affiliated organizations are legally distinct from the University but organized and operated for the benefit and in support of the University and/or conduct activities that advance the mission of the University. Unless otherwise expressly authorized by the Board of Regents, associated affiliated organizations must hold a valid tax-exempt organization and corporate status under federal and applicable state law. Associated affiliated organizations exclude the following:

- University-recognized student, faculty, or staff groups or organizations;
- Advisory councils established under the auspices and direction of an academic or administrative official for the benefit of the unit;
- Other state agencies or statutorily-created entities, such as the UW Hospitals and Clinics Authority;
- Research sponsors;
- Donors;
- Licensees that do not otherwise have affiliate status;
- University auxiliary enterprises;
- Commercial contractors and vendors;
- Consultants;
- Lessors and lessees;
- Labor unions;
- Individuals, such as University retirees and alumni;
- Institutions with which the University has programmatic affiliation agreements designed principally for student clinical program placements or scholar exchanges; and
- Subsidiaries of primary University foundations (covered under the 501(c)3 status of that primary foundation).

Purpose

The purpose of this policy is to ensure that UW institutions and their associated affiliated organizations operate effectively and responsibly, consistent with the reasonable expectations of both public and private interests, on behalf of UW System and its institutions.

10/05/2020

Policy Statement

The Board of Regents recognizes the tangible and intangible value, such as financial support and external relationships, that associated affiliated organizations bring to the UW System and UW institutions. They often promote the UW System and UW institutions to varied audiences including alumni, community members, prospective students, current students, faculty and staff, and sponsor activities that enhance the reputation and standing of the institutions.

If an associated affiliated organization has a board of directors, university employees may serve as voting members of the organization's board of directors but may not comprise the majority of the board.

If associated affiliated organizations receive administrative support, as defined in Regent Policy 21-11, *Cost Benefit Reporting for Foundations and Associated Affiliated Organizations*, the UW System or UW institution must have a written agreement with that entity. If applicable, components of the agreement must clearly address but are not limited to:

1. establishment of the working relationship between the University and the associated affiliated organization;
2. the organization's policies, resolutions, and/or controls that define the circumstances, if any, in which University employees can approve transactions and enter into obligations on its behalf;
3. the services and support to be provided by the associated affiliated organization and the services and support to be provided by the University;
4. guidelines and conditions under which the written agreement may be revised or terminated; and
5. terms for the associated affiliated organization's use of the University's name, branding, and other University intellectual property.

Resources provided from an associated affiliated organization may fund, in whole or in part, a University positions (e.g. administrative positions that support development and development related activities such as accounting). In these cases, the University is the employer and therefore has sole hiring, supervision, and evaluation responsibilities.

For accounting and tax reasons, payments to University employees for services, including any awards or honoraria, must be made through the University's payroll system. If the associated affiliated organization, in a separate transaction, has provided funds to the University to cover such payments, the affiliated organization should be acknowledged as the source of funds.

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University employee business expenses that are allowable under University rules and guidelines should be reimbursed through the University's business expense systems rather than through direct reimbursement from the associated affiliated organization. The affiliated organization, in a separate transaction, may provide funds to the University that cover such expenses.

Oversight, Roles, and Responsibilities

The UW System President is responsible for developing any policies or procedures necessary to implement this Regent Policy Document. UW chancellors are responsible for complying with the provisions of this Regent Policy Document and all subsequent policies and procedures developed by System Administration. Chancellors shall annually attest in writing to compliance with this policy.

Related Regent Policies and Applicable Laws

- Regent Policy Document 21-9, Institutional Relationships with Foundations

History

Res. XXXXX, adopted XX/XX/2020, created Regent Policy Document 21-10.

Business & Finance Committee

Item I

October 8, 2020

APPROVAL OF REGENT POLICY DOCUMENT 21-11, "COST-BENEFIT REPORTING FOR FOUNDATIONS AND ASSOCIATED AFFILIATED ORGANIZATIONS"

REQUESTED ACTION

Adoption of Resolution I., approving Regent Policy Document 21-11.

Resolution I. That, upon the recommendation of the President of the UW System, the UW System Board of Regents approves Regent Policy Document 21-11, "Cost-Benefit Reporting for Foundations and Associated Affiliated Organizations".

SUMMARY

In January 2019, UW System Administration issued UW System Administrative Policy 362, "University Administrative Support of Primary Fundraising Foundations and Other Affiliated Organizations". Under this policy, UW institutions are required to provide an accounting of administrative support provided to primary fundraising foundations and associated affiliated organizations if the support is valued at \$100,000 or greater. UW System Administration annually provides a summary of reported administrative support and benefits received to the Board of Regents.

In moving this policy to become a Regent Policy Document, the policy would now require an annual cost-benefit report for every primary fundraising foundation, regardless of the value of administrative support provided, and a cost-benefit report from associated affiliated organizations if the administrative support is valued at \$100,000 or greater. It would also require all associated affiliated organizations to provide a cost-benefit report at least once every five years, even if the administrative support does not exceed the \$100,000 threshold. A summary of the cost-benefit reports would continue to be provided to the Board of Regents on an annual basis.

Lastly, the proposed Regent Policy Document recognizes that a formulaic evaluation of the cost-benefit reports does not capture the full value of relationships between UW institutions and foundations or associated affiliated organizations. Policy 21-11 identifies

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factors that may be considered in determining the appropriateness of continuing relationships with foundations and associated affiliated organizations.

Presenter(s)

- Sean P. Nelson, Vice President for Finance

Related Policies

- Regent Policy Document 21-9, "Institutional Relationships with Foundations"

ATTACHMENTS

- A) Regent Policy Document 21-11, "Cost-Benefit Reporting for Foundations and Associated Affiliated Organizations"

10/05/2020

Regent Policy Document 21-11

Cost Benefit Reporting for Foundations and Associated Affiliated Organizations

Scope

This policy applies to all University of Wisconsin (UW) System institutions as they manage their relationship and transactions with primary fundraising foundations and associated affiliated organizations.

Primary fundraising foundations include any entity subject to [Regent Policy 21-9, "Institutional Relationships with Foundations"](#). Associated affiliated organizations are entities subject to Regent Policy 21-10, "Institutional Relationships with Associated Affiliated Organizations".

Purpose

The purpose of this policy is to ensure relationships between UW institutions and their primary foundations and associated affiliated organizations are productive, efficient and beneficial to the UW System and its institutions.

Policy Statement

The Board of Regents recognizes the tangible and intangible value, such as financial support and external relationships, that primary fundraising foundations and associated affiliated organizations bring to the UW System and UW institutions.

The University may make state resources, such as administrative support, available to a primary fundraising foundation or associated affiliated organization in exchange for specific related services or other forms of consideration that the foundation or organization might provide. Administrative support includes personnel, dedicated space within UW facilities, or other monetary or material resources. It does not include occasional, non-dedicated use of UW space.

On an annual basis, the UW System or institution shall provide an accounting of administrative support provided to a primary fundraising foundation. The UW System or institution shall also provide an accounting of administrative support provided to an associated affiliated organization, when the total administrative support provided is valued at \$100,000 or greater. If the total administrative support does not exceed \$100,000, an accounting must be provided for each associated affiliated organization at least once every five years.

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The accounting shall include a comparison of administrative support provided to and benefits received from the primary fundraising foundation or associated affiliated organization, in a format developed by and submitted to the Vice President for Finance by March 31st following the end of a fiscal year.

Acknowledging the intangible benefits that may be provided by a primary fundraising foundation or associated affiliated organization, the Board of Regents recognizes that a formulaic evaluation of the submitted cost-benefit reports does not capture the full value of these relationships. Therefore, upon submission of each cost-benefit report, UW institutions and UW System Administration must holistically evaluate the primary fundraising foundation or associated affiliated organization and determine the appropriateness of continuing its relationship with that entity. This evaluation should consider but is not limited to the length of time a foundation or associated affiliated organization has been in existence, the potential growth of an entity, the funds historically provided to the UW institution, and the intangible benefits provided.

UW System Administration will annually provide a summary of reported administrative support and benefits received to the Board of Regents.

Oversight, Roles, and Responsibilities

The UW System President is responsible for developing any policies or procedures necessary to implement this Regent Policy Document. UW chancellors are responsible for complying with the provisions of this Regent Policy Document and all subsequent policies and procedures developed by System Administration. Further, as part of each cost-benefit report, UW chancellors or designees must attest to in writing the decision to continue each relationship with a primary fundraising foundation or associated affiliated organization after any required evaluation.

Related Regent Policies and Applicable Laws

- Regent Policy Document 21-9, Institutional Relationships with Foundations
- Regent Policy Document 21-10, Institutional Relationships with Associated Affiliated Organizations

History

Res. XXXXX, adopted XX/XX/2020, created Regent Policy Document 21-11.

**UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS
QUARTERLY INVESTMENT REPORT AS OF JUNE 30, 2020**

REQUESTED ACTION

No action is required; this item is for information only.

SUMMARY

As of June 30, 2020, UW System Trust Funds assets totaled \$605.4 million, comprised of \$462.60 million in the Long Term (endowment) Fund and \$142.84 million in the Income Cash Fund (a component of the State Investment Fund). Cash flows into/out of the SWIB-managed portfolios for the period included a \$2,973,081 withdrawal from the Long Term Fund, which was sourced from the BlackRock funds. An additional \$23,707 was contributed to the SWIB managed funds for payment of fees.

The volatility in the US market materially stabilized from March's high and risk assets rebounded over the second quarter. Although some states in the US showed signs of a resurgence in new coronavirus cases, the positive narrative in the market was led by optimism around reopening and supportive fiscal and monetary policy. The Fund's public equity investments increased +18.48% during the quarter, while the bond investments returned +3.81% and the inflation sensitive investments gained +5.26%. The private markets portfolio returned +0.09%.

For the quarter ended June 30th, the well-diversified Long Term Fund increased in value +10.36% (before fees), while the UW Fund Custom Benchmark increased +10.22%. The Income Cash Fund gained +0.07% for the period.

Presenter:

- Charles Saunders, Executive Director, UW System Administration Office of Trust Funds

BACKGROUND

The attached UW System Trust Funds Quarterly Investment Review as of June 30, 2020, prepared by the State of Wisconsin Investment Board (SWIB), provides the following information: 1) an overview and summary of total Trust Funds assets, investment performance, and cash flows to/from the SWIB-managed portfolios for the period; 2) a market discussion and commentary section; 3) market overview indicators; 4) asset allocation information; 5) more detailed investment performance information at the overall Fund as well as individual asset class levels; and 6) in the appendix, detailed “fact sheets” for each of the BlackRock common trust index funds, which have been selected by SWIB to provide for Trust Funds’ investments in public markets.

ATTACHMENTS

- A) University of Wisconsin System Trust Funds Quarterly Investment Review
June 30, 2020



University of Wisconsin System Trust Funds



Quarterly Investment Review June 30, 2020

UW System Trust Funds: Overview and Investment Summary

Quarter Ended June 30, 2020

Investment Objective

To achieve, net of administrative and investment expenses, reasonable, attainable and sustainable returns over and above the rate of inflation. SWIB seeks to achieve this objective through the use of passive, externally-managed, public markets funds.

Market Values as of June 30, 2020

Total Public Market Assets ¹	\$393,062,260
Total Legacy Private Market Assets ¹	\$69,536,116
Other Cash and Accruals ²	\$1,665
Total UW System Long Term Fund³	\$462,600,040
Income Cash Fund (State Investment Fund 'SIF')⁴	\$142,839,000

¹ Market values are net of accrued external investment management fees, and internal UW fees.

² Other Cash and Accruals include custody & middle office fees, SWIB internal management fees, fund-level STIF cash, STIF interest and other pass through fees that either accrue until paid or are pre-paid. Balances vary intra-month and can cross into new quarters.

³ Market values are net of SWIB internal and external investment management fees, custody & middle office fees, other pass through fees accrued and paid, and internal UW fees.

⁴ Data is sourced from the Quarter End Pool Sheets provided by the DOA and represents the monies available in UW Funds 161 and 162 (STAR account(s) 51100 and 51200).

Performance for Quarter Ended June 30, 2020

	Apr-20	May-20	Jun-20	3 Months
UW System Long Term Fund (Gross of Fees)	5.62%	2.37%	2.08%	10.36%
UW System Long Term Fund (Net of All Fees) ⁵	5.61%	2.36%	2.06%	10.33%
UW Fund Custom Benchmark	5.61%	2.26%	2.05%	10.22%

⁵ Returns are net of SWIB internal and external investment management fees, custody & middle office fees, and other pass through fees accrued and paid. Returns are gross of internal UW fees.

Contributions/Withdrawals for Quarter Ended June 30, 2020

UW System Long Term Fund - Public Markets ⁶	(\$2,973,081)
UW System Long Term Fund - Private Markets ⁷	\$0
UW System Long Term Fund Contributions for Fees	\$23,707
UW System Long Term Fund Fees Expensed ⁸	(\$130,276)

⁶ Amount represents the net of new contributions and withdrawals by UWS, including endowment spending distributions, assessment of UWS internal fees, as well as reallocations among the public and private market portfolios.

⁷ Distributions from StepStone and other private market underlying funds are net of external investment management fees paid.

⁸ Fees expensed can include external and internal management fees, custody & middle office fees, and other pass through fees accrued and paid from both the public and private market accounts.

Performance and Market Discussion

For the quarter ended June 30th, the UW investment portfolio returned +10.36% compared to the Fund's benchmark return of +10.22%.

The volatility in the U.S. market materially stabilized from March's high and risk assets rebounded over the second quarter. Although some states in the U.S. showed signs of a resurgence in new coronavirus cases, the positive narrative in the market was led by optimism around reopening and supportive fiscal and monetary policy.

The employment outlook was mixed as non-farm payroll data in the first half of the quarter showed the U.S. economy lost an upward of 22 million jobs, effectively halting the 113 month long non-farm payroll growth streak, with the unemployment rate jumping threefold to 14.7%. Initial jobless claims data skyrocketed to a staggering total of over 43 million since the end of March, but levels began to abate in the second half of the quarter. The labor outlook improved in early June after May's payroll report unexpectedly rose 2.5 million against a projected -7.5 million decline. The unemployment rate fell to 13.3% versus an estimated 19%. New home sales in May surged 16.6%, the second-largest increase since 1992. Headline May U.S. retail sales also surpassed the consensus forecast, jumping 17.7% after slumping a record -16.4% in April.

In Europe, the severity of the outbreak waned, and countries within the bloc began to phase out restrictions gradually. Risk assets made a notable recovery over the quarter as the EU increasingly moved towards greater fiscal unity, with both the local governments and the European Central Bank (ECB) announcing record monetary and fiscal stimulus. Risk assets performed well after the EU announced a recovery fund to aid its hardest-hit countries. The EU unveiled a potential €750bn fiscal stimulus plan. Details entailed €500 billion of the program to be distributed in the form of grants to member states ranked by countries most in need and another €250 billion to be available in loans. This helped improve investors' confidence in hard-hit countries, such as Italy and Spain. The ECB also materially expanded its monetary toolkit in mid-June by increasing the asset purchase amount in its Pandemic Emergency Purchase Program (PEPP) by €600 billion, surpassing many market participants' forecasts.

Equity Performance

The UW System's combined equity portfolio returned +18.48% during the quarter versus the combined equity benchmark return of +18.98%.

Global equities as measured by the MSCI ACWI Index experienced an increase of 19.83% during the quarter. The U.S. broad-market Russell 3000 Index increased 22.03% in the second quarter of 2020.

U.S. stocks have outperformed other regions in 2020, with a sharper recovery from the troughs of late March. This has largely been supported by a historic policy response. The U.S. has so far delivered coordinated fiscal and monetary support sufficient to offset the estimated initial shock from the pandemic and spillovers to the full economy. Towards the end of the second quarter, government measures to contain the virus have been gradually lifted in many states, boosting activity and employment.

All sectors saw strong gains in the quarter while large dispersion still existed. The Russell 3000 Index sectors were led by Consumer Discretionary (+37.51%), Energy (+32.77%) and Information Technology (+31.63%). The lowest sector returns were from Utilities (+2.38%), followed by Consumer Staples (+8.89%) and Financials (+12.65%).

The MSCI World ex-U.S. Index returned +15.34% during the quarter.

The pandemic and containment measures brought consumer activity to a virtual standstill, delivering a historic shock to the world's economy, presenting unique challenges to many emerging market economies where healthcare and financial resources are limited. Global economies are restarting, but the pace of the recovery depends on how successful countries are in suppressing the virus.

UW System Trust Funds: Market Discussion & Commentary

Quarter Ended June 30, 2020

The European Central Bank (ECB) continued its quantitative easing with a novel and flexible Pandemic Emergency Purchase Program (PEPP) that allows the ECB to buy government debt out of proportion to euro area country shareholdings in the Bank. Meanwhile, the Targeted Long-Term Refinancing Operation (TLTRO) provided a record boost to the ECB balance.

Emerging markets, as represented by the MSCI EM Index, increased +18.08% for the quarter.

All sectors advanced in the quarter. Healthcare saw a +37.5% rally, leading the broad index higher, followed by materials (+24.3%) and energy (+23.5%). The lowest sector returns were in financials (+7.7%) and real estate (+6%).

In Asia, key economic data surprised on the upside, with China's services PMI hitting a decade high, even as many indicators suggest that economic activity still has a long way to go to make up for lost ground. China continued to show strong performance, adding 15.4% to the index. Outside China, Taiwan (+21.5%) and South Korea (+19.3%), where the coronavirus curve has been flattened, outperformed the broader EM index.

In emerging EMEA, Russia kept up with the rest of EM, adding +19% as crude oil prices recovered.

In Latin America, Brazil rallied +22.9% after plunging more than -50% in the previous quarter. Similarly, Argentina advanced +43.7% as the country recovered from the coronavirus outbreak. Elsewhere in South America, Colombia (+10.1%) and Peru (+10.3%) underperformed in the region.

Fixed Income Performance

UW System's Government/Credit index fund returned +3.81% for the quarter. The benchmark Bloomberg Barclays U.S. Government/Credit Bond Index posted a return of +3.71% during the quarter.

The Federal Open Market Committee (FOMC) kept rates unchanged and signaled to the market in mid-June its intention to keep interest rates near zero until 2022. Chairman Powell provided flexible guidance for continued purchases of treasuries, agency MBS, and agency CMBS at least at the current pace in order to keep borrowing costs at bay and fixed income markets fully functional. The Federal Reserve (Fed) announced on June 15th that it would start purchasing corporate bonds through its Secondary Market Corporate Credit Facility.

Risk assets in the U.S. strongly performed in June, trending higher on the back of a slew of data that fit well with the recovery narrative. Break-evens also exhibited positive momentum, with the 10-year part of the curve gaining ~20 bps and ended the month close to its level in early March. Front-end break-evens surged ~65 bps in June, partly supported by the recovery in energy prices after members of the OPEC committee reaffirmed their pledges to comply with record production curbs.

Inflation Sensitive Performance

The Bloomberg Barclays U.S. TIPS Index returned +4.24% for the quarter ended June 30th. The UW System's TIPS portfolio outperformed during the second quarter, returning +4.69%.

Realized inflation weakened as April's headline CPI fell -0.80%, and core CPI recorded its largest decline in history at -0.45%. However, the decline eased in May, with headline CPI decreasing at -0.05% while core CPI fell -0.06%.

The UW System's REIT portfolio returned +8.73% during the second quarter. As global economies restarted in 2Q20, coordinated, bold monetary and fiscal stimulus globally helped inject liquidity into the system and cushion the negative impact the Covid-19 outbreak had on the labor market. However, jobless claims remained elevated in many developed markets and concerns around the second wave of the virus cloud the path to recovery. As a result, REITs exposures saw a slower rebound compared to many other sectors in equity markets. However, on a longer time horizon, REITs have become a more attractive source of income in today's ultra-low yield environment, given they are required to distribute at least 90% of their taxable income to their shareholders annually.

UW System Trust Funds: Market Discussion & Commentary

Quarter Ended June 30, 2020

Legacy Private Markets Performance

The legacy private markets funds, consisting of Adams Street Partners, JP Morgan, and TRG funds returned +0.09%.

Asset Allocation

Public Markets allocations ended the quarter with 59.1% in equities, versus a target of 57%; 19.1% in fixed income, versus a target of 20%; and 21.8% in inflation sensitive assets, versus a target of 23%. The UW System withdrew \$2,973,081 from the investment funds during the quarter, which was sourced from the BlackRock funds.

UW System Trust Funds: Market Overview

Quarter Ended June 30, 2020

Economic Indicators	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
GDP Growth Rate (current dollars) ¹	-9.98%	-10.75%	-9.01%	-0.13%	1.14%	2.59%
CPI Growth Rate	-0.12%	0.32%	0.65%	1.72%	1.56%	1.69%

** All returns and growth rates greater than 1 year are annualized.*

1 The GDP growth rate is not adjusted for inflation.

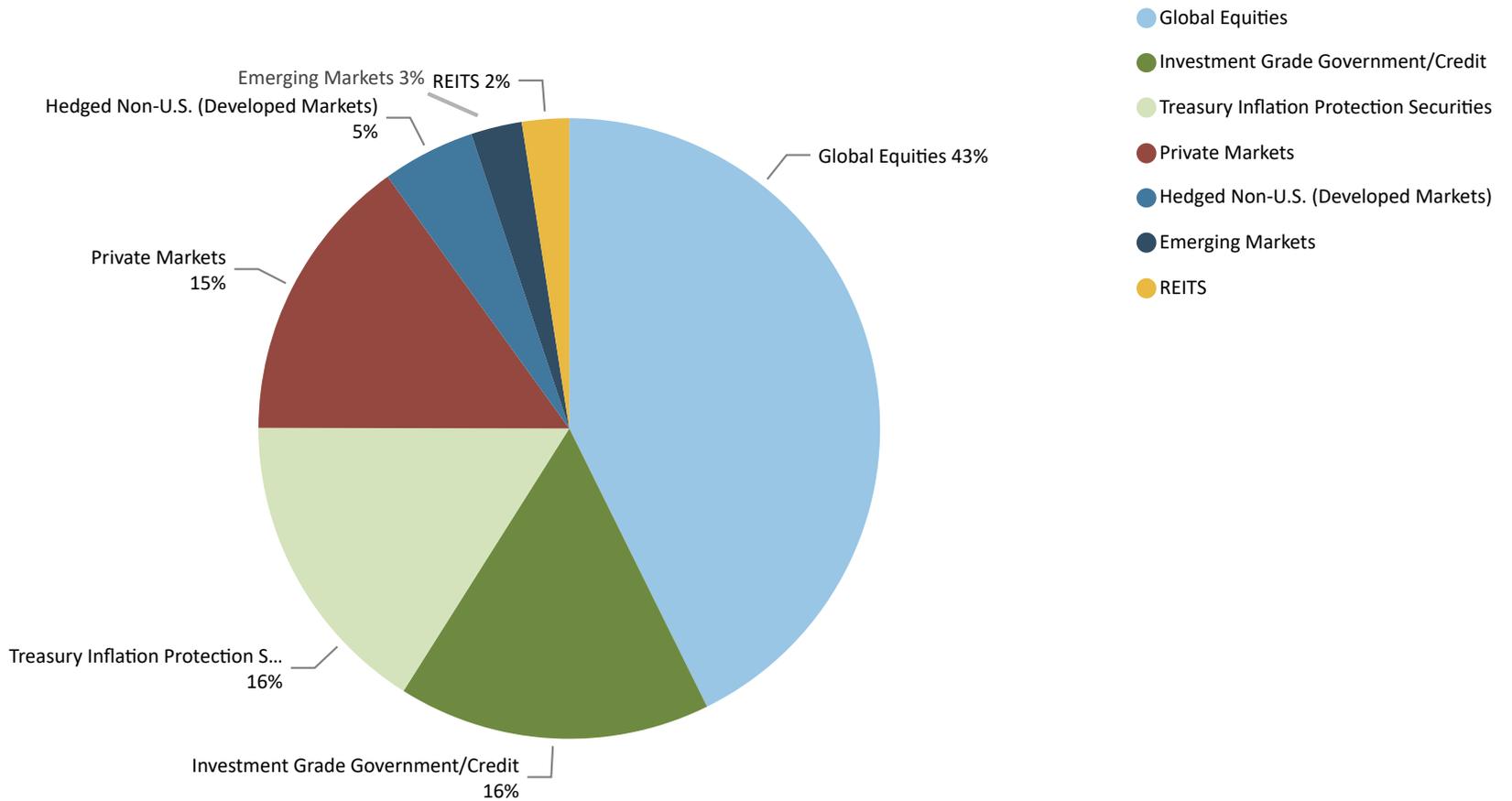
Market Indicators	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
U.S. Large Cap Stocks (S&P 500 Index)	20.54%	-3.08%	7.51%	10.73%	10.73%	13.99%
U.S. Small Cap Stocks (Russell 2000 Index)	25.42%	-12.98%	-6.63%	2.01%	4.29%	10.50%
U.S. Broad Market Stocks (Russell 3000 Index)	22.03%	-3.48%	6.53%	10.04%	10.03%	13.72%
International Stocks (MSCI World ex US Index)	15.34%	-11.49%	-5.42%	0.84%	2.01%	5.43%
International Stocks - Local Currency (MSCI World ex US Index)	12.81%	-10.34%	-4.24%	1.40%	2.69%	6.69%
Emerging Markets Stocks (MSCI EM Net Index)	18.08%	-9.78%	-3.39%	1.90%	2.86%	3.27%
Global Stocks (MSCI ACWI Net Index)	19.83%	-7.06%	1.17%	5.55%	6.11%	9.10%
Government/Credit (Bloomberg Barclays Capital Gov/Credit)	3.71%	7.21%	10.02%	5.87%	4.74%	4.13%
U.S. TIPS (Bloomberg Barclays U.S. TIPS Index)	4.24%	6.01%	8.28%	5.05%	3.75%	3.52%
Real Estate (FTSE EPRA/NAREIT Developed Net Index)	10.07%	-21.33%	-16.25%	-1.60%	1.27%	6.30%

** All returns and growth rates greater than 1 year are annualized.*

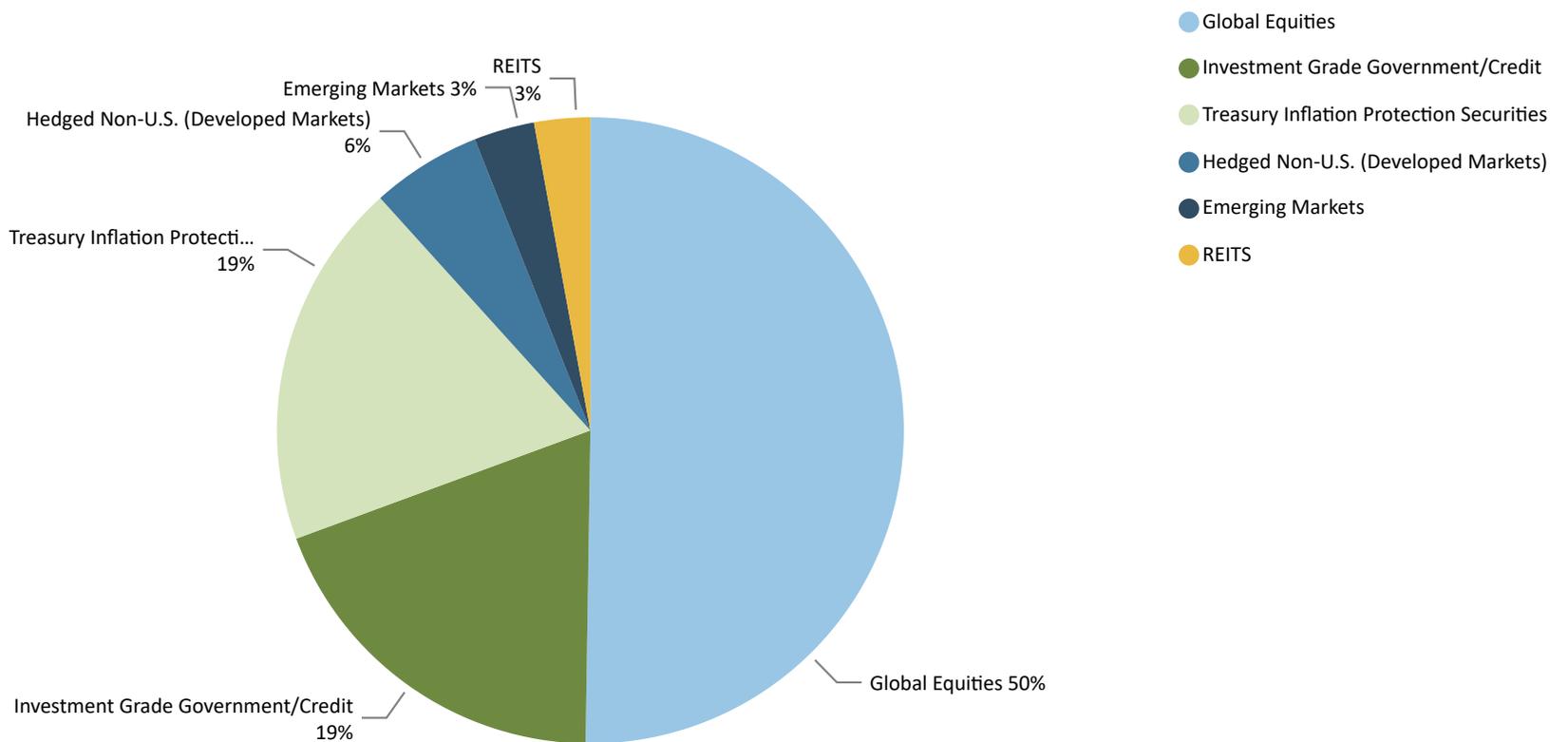
UW System Trust Funds: Asset Allocation

Quarter Ended June 30, 2020

UW System Long Term Fund



UW System Long Term Fund - Public Markets Only



* Asset Class Allocation percentages are derived using the Net of Fee market value. Sum of asset class market values may not equal total level Net of Fee market value due to the exclusion of fund level other cash and accruals. Excluded amount is immaterial.

UW System Trust Funds: Actual Versus Target Asset Allocation

Quarter Ended June 30, 2020

Asset Class/Strategy	Current Allocation (\$)	Current Allocation (%)	Target Allocation (%)	Min./Max. Guidelines
Total Public Markets	\$393,062,260	100.0%	100.0%	
Public Equities ¹	\$232,114,569	59.1%	57.0%	51-63%
Global Equities	\$197,486,168	50.2%	48.0%	44-52%
Hedged Non-U.S. Equities (Developed Markets)	\$22,343,045	5.7%	6.0%	5-7%
Emerging Markets Equities	\$12,285,357	3.1%	3.0%	2-4%
Fixed Income	\$75,234,273	19.1%	20.0%	18-22%
Investment Grade Government/Credit	\$75,234,273	19.1%	20.0%	18-22%
Inflation Sensitive	\$85,713,418	21.8%	23.0%	20-26%
TIPS (Treasury Inflation Protection Securities)	\$74,375,739	18.9%	20.0%	18-22%
REITS (Real Estate Investment Trusts)	\$11,337,678	2.9%	3.0%	2-4%
Private Markets ²	\$69,536,116			
Terrace Holdings II	\$69,536,116			
Other Cash and Accruals ³	\$1,665			
Long Term Fund Total Assets ⁴	\$462,600,040			

¹ There is a statutory limitation of 85% maximum exposure to public equities. (§36.29)

² Private Markets is not included in the target allocation. The Terrace Holdings II Fund comprises private equity funds of J.P. Morgan, Adams Street Partners, and a TRG Forestry Fund.

³ Other Cash and Accruals include custody & middle office fees, SWIB internal management fees, fund-level STIF cash, STIF interest and other pass through fees that either accrue until paid or are pre-paid. Balances vary intra-month and can cross into new quarters.

⁴ Market values are net of SWIB internal and external investment management fees, custody & middle office fees, other pass through fees accrued and paid, and internal UW fees.

Rebalancing Policy:

The asset allocation of fund investments shall be reviewed at the end of each quarter. Quarterly net capital flows to/from the UW System shall be utilized to rebalance toward the target allocations. If the allocation by asset class falls outside the rebalance range following quarterly cash flows, assets will be systematically rebalanced back to the target allocation as soon as practicable and in any event prior to the next quarterly net capital flows. Only the Public Markets allocations will be included in any rebalancing. The legacy Private Markets investments will receive additional inflows based only upon past commitments. No new commitments will be made to private markets. Eventually the legacy Private Markets investments will self-liquidate as distributions are made from existing funds without any new commitments.

Guidelines

Current SWIB Guidelines for UW can be found at <https://www.swib.state.wi.us/statutes-guidelines> under Board of Trustees State Investment Fund & Separately Managed Funds Investment Guidelines.

UW System Trust Funds: Investment Performance Analysis

Quarter Ended June 30, 2020

Performance results for the UW System Long Term Fund are shown below, both graphically and in table format.

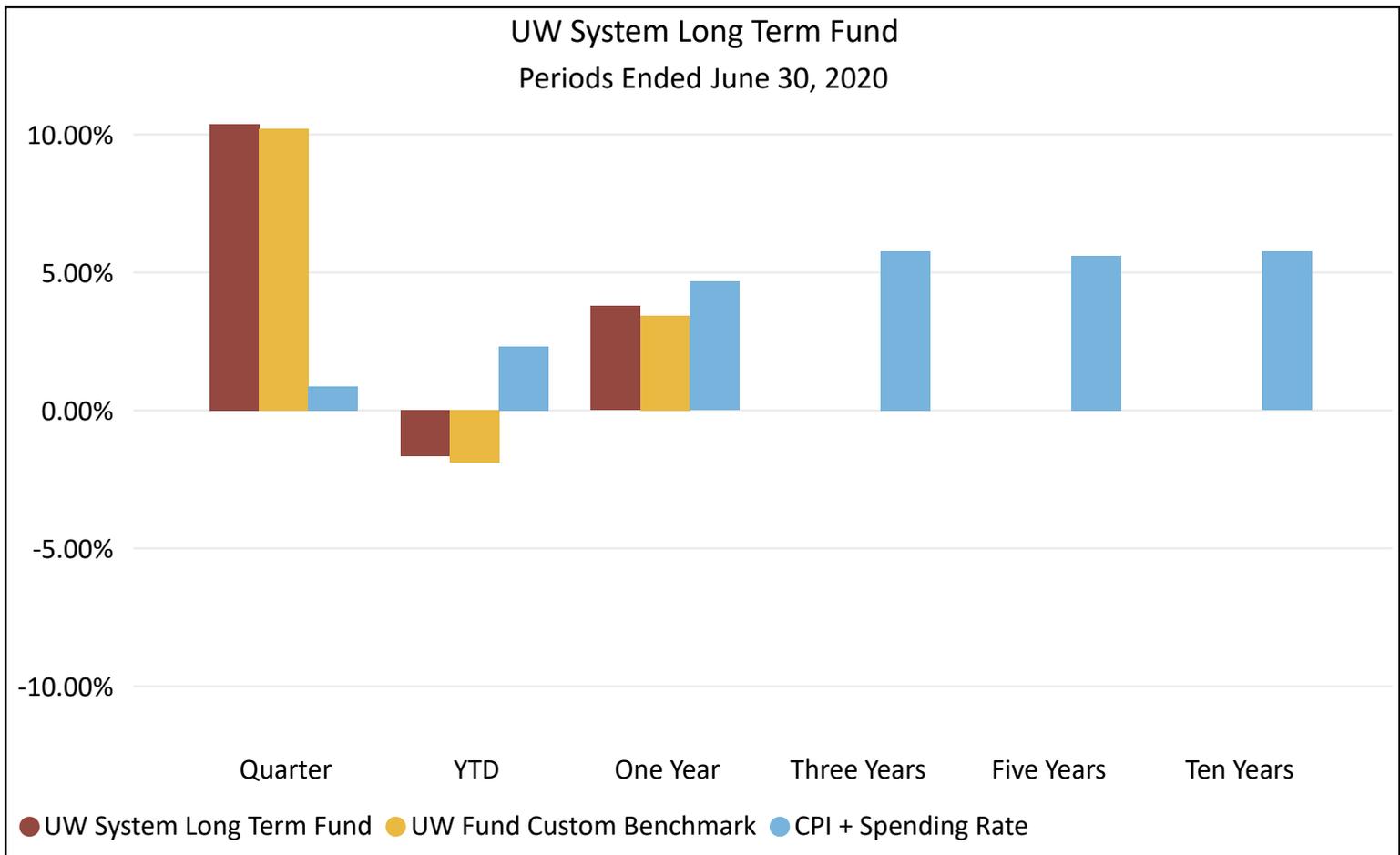
Fund and Benchmark Performance Data	Quarter Ending	Year to Date	One Year	Three Years	Five Years	Ten Years
UW System Long Term Fund	10.36%	-1.66%	3.78%			
UW Fund Custom Benchmark	10.22%	-1.89%	3.43%			
Consumer Price Index (CPI)	-0.12%	0.32%	0.65%	1.72%	1.56%	1.69%
CPI + Spending Rate ³	0.86%	2.31%	4.67%	5.78%	5.61%	5.75%
Income Cash Fund (SIF) ⁴	0.07%	0.43%	1.45%	1.71%	1.18%	0.66%

1 The UW System Long Term Fund's return is a gross of fees return.

2 The "UW Fund Custom Benchmark" is asset weighted using the UW Public Equity Benchmark, the Bloomberg U.S. Gov't/Credit Index, the Inflation Sensitive Benchmark, and the net Terrace Holdings II returns. The Bloomberg U.S. Gov't/Credit Index, and the Bloomberg Barclays U.S. TIPS Index are gross returns. All other benchmark components are net returns (net of fees or tax withholdings on dividends). The Private Markets Benchmark change has been approved by both the Investment and Benchmark Committees.

3 The annual spending rate is 4.0% and the change in CPI is used as the inflation indicator.

4 Relevant to the extent recipients have allocated a portion of their funds to the Income Cash Fund (SIF). The Income Cash Fund (SIF) is used for receiving spending distributions from the Long Term Fund. UW investment account holders may also allocate a portion of their expendable principal to this fund.



UW System Trust Funds: Fund and Benchmark Performance Data by Asset Class

Quarter Ended June 30, 2020

Asset Class/Strategy	Quarter	YTD	One Year	Since Inception
UW System Long Term Fund				
Gross of Fees	10.36%	-1.66%	3.78%	5.25%
Net of Fees	10.35%	-1.69%	3.73%	5.19%
Net of All Fees	10.33%	-1.72%	3.67%	5.13%
UW Fund Custom Benchmark ¹	10.22%	-1.89%	3.43%	4.91%
Public Equities				
Gross of Fees	18.48%	-7.77%	0.38%	2.63%
Net of Fees	18.48%	-7.78%	0.36%	2.60%
UW Public Equity Benchmark ²	18.98%	-7.45%	0.61%	2.52%
Blackrock MSCI ACWI Index Fund B				
Gross of Fees	19.24%	-7.40%	0.97%	3.05%
Net of Fees	19.23%	-7.41%	0.95%	3.03%
MSCI ACWI IM Net Index	19.83%	-7.06%	1.17%	2.86%
Blackrock EAFE Currency Hedged Equity Index Fund B				
Gross of Fees	12.92%	-9.70%	-2.31%	2.95%
Net of Fees	12.91%	-9.72%	-2.35%	2.91%
MSCI EAFE Net 100% USD Hedged Index	12.90%	-9.58%	-2.14%	2.89%
Blackrock Emerging Markets Free Fund B				
Gross of Fees	16.96%	-10.63%	-4.38%	-5.00%
Net of Fees	16.95%	-10.66%	-4.43%	-5.06%
MSCI Emerging Markets Net Dividend Index	18.08%	-9.78%	-3.39%	-4.58%
Fixed Income				
Blackrock Government/Credit Bond Index Fund B				
Gross of Fees	3.81%	7.34%	10.23%	8.22%
Net of Fees	3.80%	7.33%	10.21%	8.20%
Bloomberg Barclays U.S. Government/Credit Bond Index	3.71%	7.21%	10.02%	8.04%
Inflation Sensitive				
Gross of Fees	5.26%	2.87%	5.78%	5.68%
Net of Fees	5.25%	2.86%	5.76%	5.66%
Inflation Sensitive Benchmark ³	4.99%	2.36%	5.13%	5.23%
Blackrock U.S. Treasury Inflation Protected Securities Fund B				
Gross of Fees	4.69%	6.42%	8.77%	6.50%
Net of Fees	4.69%	6.41%	8.76%	6.49%
Bloomberg Barclays U.S. TIPS Index, Series L	4.24%	6.01%	8.28%	6.16%
Blackrock Developed Real Estate Index Fund B				
Gross of Fees	8.73%	-22.25%	-16.79%	-2.09%
Net of Fees	8.71%	-22.28%	-16.86%	-2.17%
FTSE EPRA/NAREIT Developed Net Index	10.07%	-21.33%	-16.25%	-2.35%
Private Markets				
Terrace Holdings II ⁴				
Gross of Fees	0.09%	0.06%	1.86%	8.22%
Net of Fees	0.03%	-0.04%	1.64%	7.98%
UW Private Equity Benchmark ⁵	0.03%	-0.04%	1.64%	7.98%

* Net of Fee Returns are net of accrued external manager fees (e.g. BlackRock fees.)

* Net of All Returns are net of SWIB internal and external investment management fees, custody & middle office fees, and other pass through fees accrued and paid. Returns are gross of internal UW fees.

* All Funds have an inception date of 04/01/2018.

1 The "UW Fund Custom Benchmark" is asset weighted using the UW Public Equity Benchmark, the Bloomberg U.S. Gov't/Credit Index, the Inflation Sensitive Benchmark, and the net Terrace Holdings II returns. The Bloomberg U.S. Gov't/Credit Index, and the Bloomberg Barclays U.S. TIPS Index are gross returns. All other benchmark components are net returns (net of fees or tax withholdings on dividends).

2 The "UW Public Equity Benchmark" is comprised of 84% MSCI ACW IM Net Index, 11% MSCI EAFE Net 100% USD Hedged Index, and 5% MSCI Emerging Markets Net Index.

3 The "Inflation Sensitive Benchmark" is comprised of 87% Bloomberg Barclays U.S. TIPS Index, Series L and 13% FTSE EPRA/NAREIT Developed Net Index.

4 Returns reflect 3/31/2020 values due to valuation timing lag. The net of fees and net of all returns are net of StepStone manager fees.

5 The "Private Equity Benchmark" is comprised of the net of fees return of Terrace Holdings II, a Private Equity fund of funds being administered by StepStone.

APPENDIX

MSCI ACWI IMI Index Fund B

A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The MSCI ACWI IMI Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in U.S. and non-U.S. equity securities with the objective of approximating as closely as practicable the capitalization weighted rates of return of the markets in certain countries for publicly traded equity securities. The primary criterion for selection of investments in the Fund shall be the Benchmark listed herein.

Performance

Total Return % as of 06/30/2020 (return percentages are annualized as of period end)

	Q2*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	19.90	-6.89	1.51	5.89	6.47	9.47	7.91
Benchmark return %	19.83	-7.06	1.17	5.55	6.11	9.10	7.54
Difference	0.07	0.17	0.34	0.34	0.36	0.37	0.37

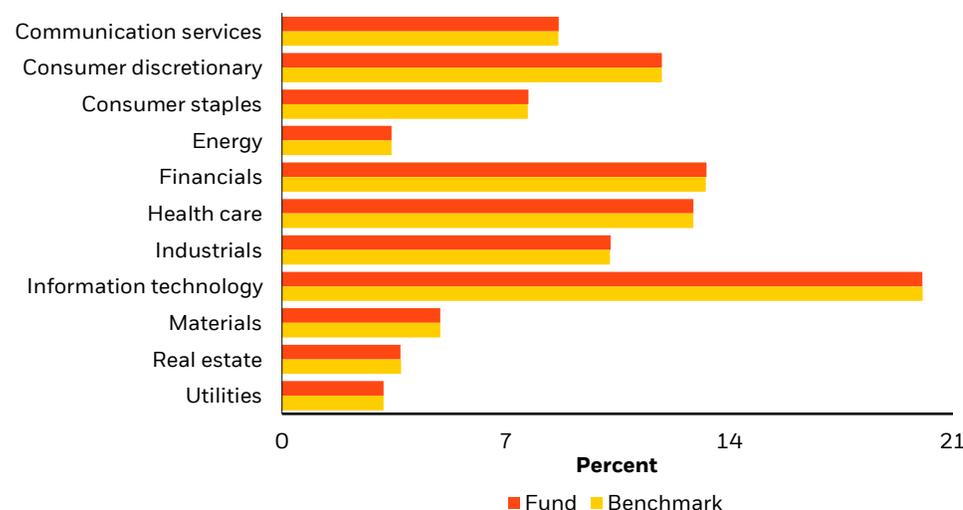
Performance disclosure:

The Fund's net asset value does not include an accrual for the investment management fee but does include an accrual for fund level administrative costs and, if applicable, certain third party acquired fund fees and expenses. If the Fund's net asset value did include an accrual for the investment management fee, the Fund's returns would be lower. **Past performance is not necessarily an indicator of future performance.**

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 06/30/2020



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 1.00% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 06/30/2020)

Benchmark	MSCI ACWI IMI Net Dividend Return Index
Total fund assets	\$3.32 billion
Fund inception date	03/23/2010

Characteristics (as of 06/30/2020)

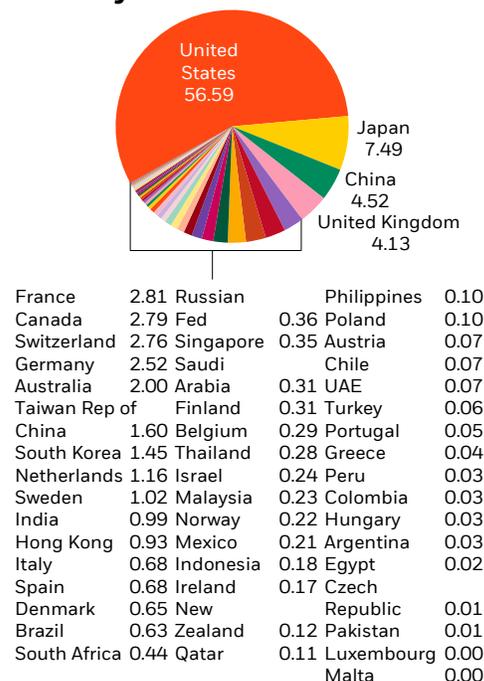
	Fund	Benchmark
Number of securities	8,844	8,783
Dividend yield	2.27	2.27

Top 10 holdings (as of 06/30/2020)

	Country	Fund (% assets)
Apple Inc	United States	2.96
Microsoft Corp	United States	2.73
Amazon Com Inc	United States	2.17
Facebook Class A Inc	United States	1.02
Alphabet Inc Class C	United States	0.81
Alphabet Inc Class A	United States	0.79
Alibaba Group Holding ADR Represen	China	0.75
Johnson & Johnson	United States	0.69
Tencent Holdings Ltd	China	0.68
Nestle SA	Switzerland	0.62

Portfolio holdings are subject to change and are not intended as a recommendation of individual securities.

Country allocation (% as of 06/30/2020)



Important Notes

The funds or securities referred to herein are not sponsored, endorsed, or promoted by MSCI, and MSCI bears no liability with respect to any such funds or securities or any index on which such funds or securities are based. The Prospectus contains a more detailed description of the limited relationship MSCI has with BlackRock and any related funds.

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The Fund is also subject to other key risks, as described in the Fund's Collective Investment Fund Profile. Some or all of those risks may adversely affect the value of units in the Fund, yield, total return and the Fund's ability to meet its investment objective. See the Collective Investment Fund Profile for additional information.

Past performance does not guarantee future results. Investment return and principal value of an investment will fluctuate so that an investor's units, when redeemed, may be worth more or less than the original cost. Any opinions expressed in this publication reflect our judgment at this date and are subject to change. No part of this publication may be reproduced in any manner without the prior written permission of BTC. The Fund's net asset value does not include an accrual for the investment management fee but does include an accrual for fund level administrative costs and, if applicable, certain third party acquired fund fees and expenses. If the Fund's net asset value did include an accrual for the investment management fee, the Fund's returns would be lower. Risk controls, asset allocation models and proprietary technology do not promise any level of performance or guarantee against loss of principal.

The Fund, a common trust fund maintained and managed by BTC for investment of fiduciary client assets held by BTC in its capacity as trustee, is available only to certain eligible investors and not offered or available to the general public. In the event of a conflict between this summary description of the Fund and the trust document under which the Fund was established, the trust document will govern. For more information related to the Fund, please see the Fund's trust document, Collective Investment Fund Profile and most recent audited financial statements. BTC, a national banking association operating as a limited purpose trust company, manages the collective investment products and services discussed in this publication and provides fiduciary and custody services to various institutional investors. A collective investment fund is privately offered. Accordingly, prospectuses are not required and prices are not available in local publications. To obtain pricing information, please contact your local service representative.

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BlackRock

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MSCI EAFE Currency Hedged Equity Index Fund B

A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The MSCI EAFE Currency Hedged Equity Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities whose total return will approximate as closely as practicable the cap weighted total return of the markets in certain countries for equity securities outside the US, while seeking to eliminate variations based solely on the value of the currencies in the Fund as compared to the US dollar. The primary criterion for selection of investments in the Fund is the Benchmark listed herein.

Performance

Total return % as of 06/30/2020 (return percentages are annualized as of period end)

	Q2*	YTD*	1 Year*	3 Year	Since Inception
Fund return %	12.91	-9.71	-2.33	3.43	7.28
Benchmark return %	12.90	-9.58	-2.14	3.45	7.28
Difference	0.01	-0.13	-0.19	-0.02	0.00

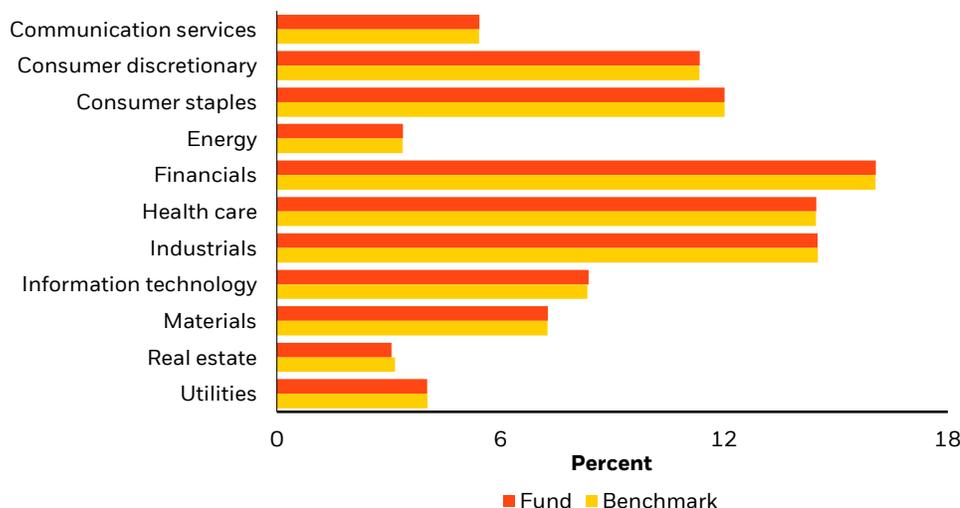
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* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 06/30/2020



Sources: BlackRock, MSCI Inc.

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Investment details (as of 06/30/2020)

Benchmark	MSCI EAFE 100% Hedged to USD Net Dividend Return Index
Total fund assets	\$0.32 billion
Fund inception date	04/29/2016

Characteristics (as of 06/30/2020)

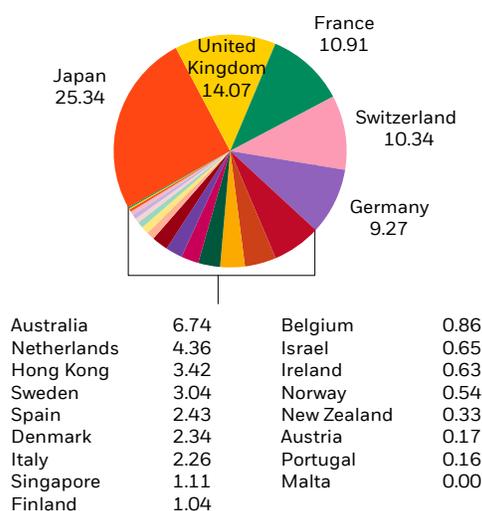
	Fund	Benchmark
Number of securities	908	904
Dividend yield	2.98	2.98

Top 10 holdings (as of 06/30/2020)

	Country	Fund (% assets)
Nestle SA	Switzerland	2.93
Roche Holding Par AG	Switzerland	2.17
Novartis AG	Switzerland	1.67
ASML Holding NV	Netherlands	1.40
SAP	Germany	1.30
AstraZeneca PLC	United Kingdom	1.21
Toyota Motor Corp	Japan	1.18
LVMH	France	1.09
Sanofi SA	France	1.02
Novo Nordisk Class B	Denmark	1.02

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Country allocation (% as of 06/30/2020)



Important Notes

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A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The MSCI Emerging Markets Free Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities of issuers in emerging markets, with the objective of providing returns which approximate as closely as practicable the capitalization weighted total rates of return of the markets in certain countries for equity securities traded outside of the United States. The primary criterion for selection of investments in the Fund shall be the Benchmark listed herein.

Performance

Total Return % as of 06/30/2020 (return percentages are annualized as of period end)

	Q2*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	18.05	-9.80	-3.50	1.80	2.77	3.19	6.94
Benchmark return %	18.08	-9.78	-3.39	1.90	2.86	3.27	7.03
Difference	-0.03	-0.02	-0.11	-0.10	-0.09	-0.08	-0.09

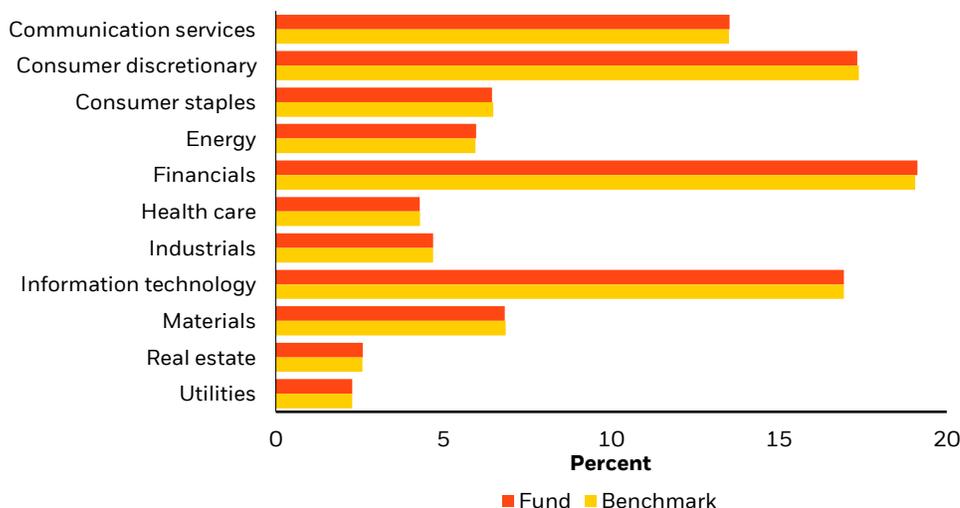
Performance disclosure:

The Fund's net asset value does not include an accrual for the investment management fee but does include an accrual for fund level administrative costs and, if applicable, certain third party acquired fund fees and expenses. If the Fund's net asset value did include an accrual for the investment management fee, the Fund's returns would be lower. **Past performance is not necessarily an indicator of future performance.**

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 06/30/2020



Sources: BlackRock, MSCI Inc.

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Investment details (as of 06/30/2020)

Benchmark	MSCI Emerging Markets Net Dividend Return Index
Total fund assets	\$7.66 billion
Fund inception date	07/31/2000

Characteristics (as of 06/30/2020)

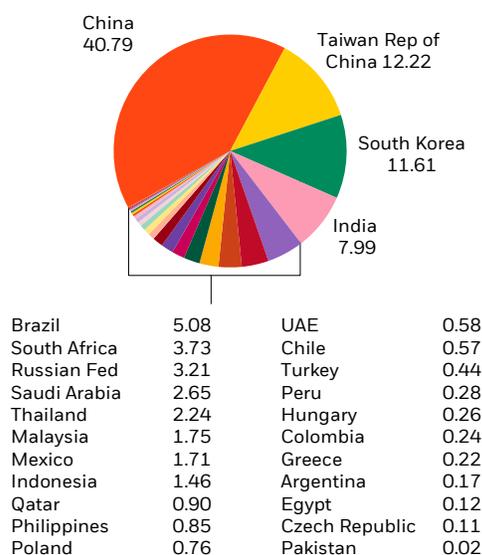
	Fund	Benchmark
Number of securities	1,399	1,385
Dividend yield	2.65	2.64

Top 10 holdings (as of 06/30/2020)

	Country	Fund (% assets)
Alibaba Group Holding ADR Represen	China	6.94
Tencent Holdings Ltd	China	6.32
Taiwan Semiconductor Manufacturing	Taiwan Rep of China	4.48
Samsung Electronics Ltd	South Korea	3.60
Naspers Limited N Ltd	South Africa	1.38
Meituan Dianping	China	1.35
China Construction Bank Corp H	China	1.33
Reliance Industries Ltd	India	1.10
Ping An Insurance (Group) Co of Ch	China	1.02
JD.com ADR Representing Inc	China	0.88

Portfolio holdings are subject to change and are not intended as a recommendation of individual securities.

Country allocation (% as of 06/30/2020)



Important Notes

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The Fund is also subject to other key risks, as described in the Fund's Collective Investment Fund Profile. Some or all of those risks may adversely affect the value of units in the Fund, yield, total return and the Fund's ability to meet its investment objective. See the Collective Investment Fund Profile for additional information.

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Government/Credit Bond Index Fund B

A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The Government/Credit Bond Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return of the Benchmark listed herein.

Performance

Total return % as of 06/30/2020 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q2*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	0.87	3.78	7.29	10.16	5.98	4.87	4.24	6.04
Benchmark return %	0.87	3.71	7.21	10.02	5.87	4.74	4.13	6.00
Difference	0.00	0.07	0.08	0.14	0.11	0.13	0.11	0.04

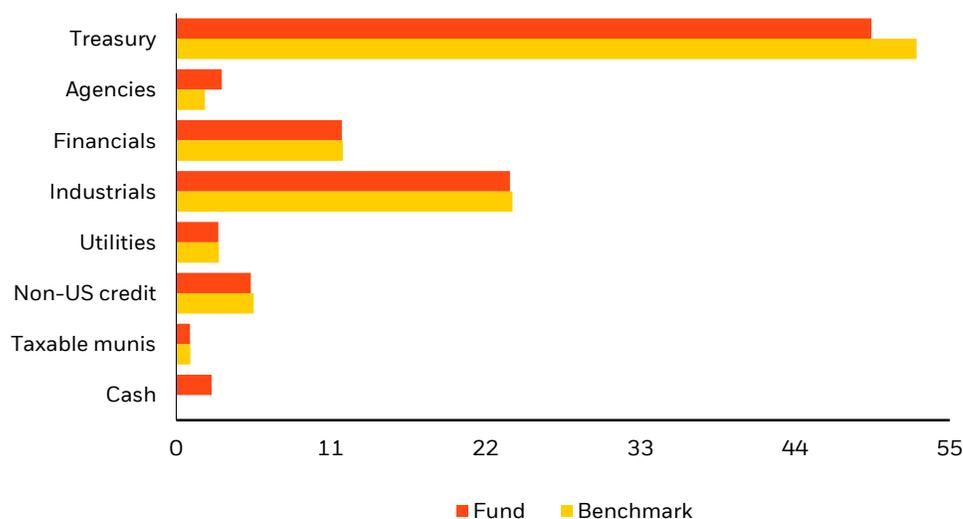
Performance disclosure:

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Sector allocation

% of Fund or Benchmark as of 06/30/2020



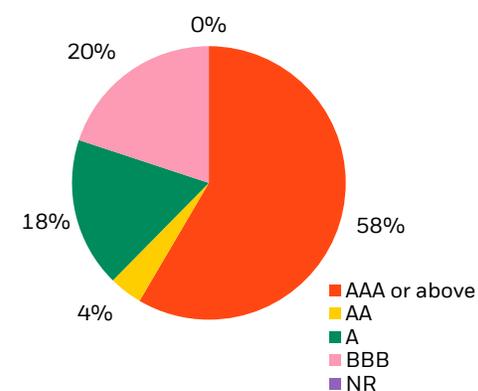
Investment details (as of 06/30/2020)

Benchmark	Bloomberg Barclays U.S. Government/Credit Bond Index
Total fund assets	\$0.28 billion
Fund inception date	03/31/1991

Characteristics (as of 06/30/2020)

	Fund	Benchmark
Number of securities	5,681	7,923
Market value (B)	\$0.28	\$16,949.75
Coupon (%)	3.15	2.87
Yield to maturity (YTM) (%)	1.21	1.22
Weighted avg life (yrs)	9.80	9.81
Effective duration (yrs)	7.30	7.34
Spread duration (yrs)	3.83	3.77
Option adjusted spread (bps)	64	64
Convexity (yrs)	1.12	1.12

Quality breakdown (as of 06/30/2020)



The credit quality of a particular security or group of securities may be based upon a rating from a nationally recognized statistical rating organization or, if unrated by a ratings organization, assigned an internal rating by BlackRock, neither of which ensures the stability or safety of an overall portfolio.

Sources: BlackRock, Bloomberg Finance L.P.

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The Fund is also subject to other key risks, as described in the Fund’s Collective Investment Fund Profile. Some or all of those risks may adversely affect the value of units in the Fund, yield, total return and the Fund’s ability to meet its investment objective. See the Collective Investment Fund Profile for additional information.

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U.S. Treasury Inflation Protected Securities Fund B

A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The U.S. Treasury Inflation Protected Securities Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return for all outstanding U.S. Treasury Inflation Protected Securities with a maturity of one year or greater, as defined by the Benchmark listed herein.

Performance

Total return % as of 06/30/2020 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q2*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	1.15	4.43	6.12	8.43	5.20	3.91	3.64	5.20
Benchmark return %	1.12	4.24	6.01	8.28	5.05	3.75	3.52	5.12
Difference	0.03	0.19	0.11	0.15	0.15	0.16	0.12	0.08

Performance disclosure:

The Fund's net asset value does not include an accrual for the investment management fee but does include an accrual for fund level administrative costs and, if applicable, certain third party acquired fund fees and expenses. If the Fund's net asset value did include an accrual for the investment management fee, the Fund's returns would be lower. **Past performance is not necessarily an indicator of future performance.**

* Period returns for less than one year are cumulative

Investment details (as of 06/30/2020)

Benchmark	Bloomberg Barclays U.S. Treasury Inflation Protected Securities (TIPS) Index (Series-L)
Total fund assets	\$4.64 billion
Fund inception date	03/05/2002

Characteristics (as of 06/30/2020)

	Fund	Benchmark
Number of securities	42	42
Market value (B)	\$4.64	\$1,222.54
Coupon (%)	0.75	0.70
Yield to maturity (YTM) (%)	0.48	0.47
Weighted avg life (yrs)	8.24	8.22
Effective duration (yrs)	7.68	7.68
Convexity (yrs)	1.13	1.13

Sources: BlackRock, Bloomberg Finance L.P.

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BlackRock

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Developed Real Estate Index Fund B

A common trust fund maintained by BlackRock Institutional Trust Company, N.A. ("BTC") for investment of fiduciary client assets held by BTC in its capacity as trustee

Investment objective and strategy

The Developed Real Estate Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests in US and non-US equity securities whose total return will approximate as closely as practicable the capitalization weighted total return net of dividend withholding taxes of the Benchmark listed herein. The investment universe consists of publicly traded real estate equity securities of issuers whose principal business is the ownership and operation of real estate as defined by the Benchmark listed herein.

Performance

Total return % as of 06/30/2020 (return percentages are annualized as of period end)

	Q2*	YTD*	1 Year*	3 Year	5 Year	Since Inception
Fund return %	10.06	-21.30	-15.88	-0.89	2.00	1.51
Benchmark return %	10.07	-21.33	-16.25	-1.60	1.27	0.79
Difference	-0.01	0.03	0.37	0.71	0.73	0.72

Performance disclosure:

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* Period returns for less than one year are cumulative

Investment details (as of 06/30/2020)

Benchmark	FTSE EPRA/NAREIT Developed Index
Total fund assets	\$0.32 billion
Fund inception date	11/18/2014

Characteristics (as of 06/30/2020)

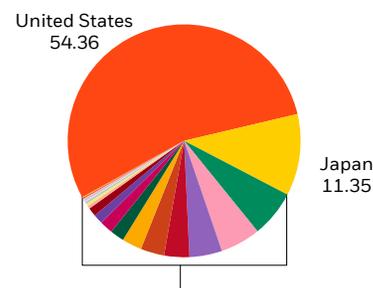
	Fund	Benchmark
Number of securities	317	338
Dividend yield	4.67	4.65

Top 10 holdings (as of 06/30/2020)

	Country	Fund (% assets)
Prologis REIT Inc	United States	5.09
Digital Realty Trust REIT Inc	United States	2.81
Vonovia SE	Germany	2.47
Public Storage REIT	United States	2.14
AvalonBay Communities REIT Inc	United States	1.62
Welltower Inc	United States	1.60
Equity Residential REIT	United States	1.60
Simon Property Group REIT Inc	United States	1.54
Realty Income REIT Corp	United States	1.51
Alexandria Real Estate Equities RE	United States	1.50

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Country allocation (% as of 06/30/2020)



Hong Kong	6.51	Finland	0.34
Germany	5.59	New Zealand	0.28
United Kingdom	4.53	Israel	0.18
Singapore	3.50	Austria	0.17
Australia	3.28	Netherlands	0.17
Canada	2.75	Norway	0.16
Sweden	1.94	Ireland	0.07
France	1.84	Italy	0.02
Switzerland	1.34	Jersey, Channel Islands	0.00
Belgium	1.20		
Spain	0.43		

Sources: BlackRock, FTSE International Ltd

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Important Notes

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Second Quarter Newsletter

Portfolio Update

The new RegentFund team received control of the portfolio in early May. The portfolio we received was positioned to be defensive with an overweight to Treasuries and cash, while underweighting investment grade and high yield corporates. This was due to the uncertainty surrounding the impact of the COVID-19. Upon gaining control, the new RegentFund team decided to shift the positioning to be better in line with the benchmark as we headed into the summer. We approved and bought the following names in May and June to increase our IG weighting as we sold out of longer-term Treasuries: MasterCard, Estee Lauder and WestRock.

Performance

April: The BOR Portfolio returned 3.72%, 10bps above the benchmark's¹ return of 3.63%. Our outperformance was mainly attributable to selection (47bps) and curve change (2bp), partially offset by our allocation (-39bps). In IG, our performance was helped by our long duration position and security selection.

May: During the month of May, the RegentFund team outperformed the benchmark by 34bps, returning 2.38% compared to benchmark which returned 2.04%. As in April, our outperformance was mainly attributable to selection (46bps), partially offset by allocation (-8bps). In IG, our performance was helped by our overweight and long duration position.

June: We ended our quarter with 4bps of outperformance for the month of June, returning 1.45% compared to the benchmark return of 1.41%. In June, our outperformance can be attributed to our selection (4bps) and allocation (1bps), with little effects from the curve carry and curve change. In IG, our performance was helped by our overweight and long duration position.

The returns and relative performance of each asset type are shown in Table 1. Performance attribution is shown in Table 2.

Table 1. Contribution to Return by Asset Class

Asset Class	April			May			June			Second Quarter		
	Portfolio	Benchmark	Difference	Portfolio	Benchmark	Difference	Portfolio	Benchmark	Difference	Portfolio	Benchmark	Difference
IG Bonds	3.75%	3.19%	0.56%	1.83%	1.58%	0.25%	1.38%	1.35%	0.04%	7.12%	6.23%	0.89%
Treasuries	0.08%	0.05%	0.02%	0.06%	0.05%	0.01%	0.02%	0.03%	(0.01%)	0.15%	0.13%	0.02%
HY	-0.11%	0.38%	(0.49%)	0.49%	0.41%	0.08%	0.05%	0.04%	0.01%	0.44%	0.83%	(0.40%)
Cash	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	(0.00%)	0.00%	0.00%	0.00%
Total	3.72%	3.63%	0.10%	2.38%	2.04%	0.34%	1.45%	1.41%	0.04%	7.74%	7.24%	0.51%

Source: BNY Mellon, Bloomberg

*Numbers may not sum due to rounding

Table 2. Performance Attribution

Active Return Attribution Summary	April	May	June	Second Quarter
Curve Carry	(0.00%)	0.00%	0.00%	0.01%
Curve Change	0.02%	(0.05%)	(0.01%)	(0.03%)
Total Curve Return	0.02%	(0.04%)	(0.01%)	(0.02%)
Allocation	(0.39%)	(0.08%)	0.01%	(0.46%)
Selection	0.47%	0.46%	0.04%	0.99%
Total Excess Return	0.10%	0.34%	0.04%	0.51%

Source: BNY Mellon, Bloomberg

*Numbers may not sum due to rounding

¹ The Board of Regents portfolio benchmark is comprised of 66.5% Intermediate Corporates (C3A0), 19% Intermediate Governments (G3O2), 9.5% BB/B High Yield (H5A4) and 5% 1-3month Treasury Bills (BIL).

**BUDGET-TO-ACTUALS REPORT
PERFORMANCE REPORT
FY2019-20 (Final)**

REQUESTED ACTION

No action is required; this item is for information only.

SUMMARY

Attached is the FY2019-20 Budget-to-Actuals Report which is based on final financial data for the fiscal year and presents the status of the UW System budget by major areas of activity in comparison to actuals for the period of July 1, 2019 through June 30, 2020.

Presenter:

- Sean Nelson, Vice President for Finance, UW System Administration

BACKGROUND

The Business and Finance Committee receives periodic reports regarding the status of the UW System budget. These reports are prepared twice each year based on financial information as of December 31st and June 30th reflecting budget data at the midpoint and close of the fiscal year respectively. The report provides budget-to-actual revenue and expense information along with variances of that activity from the initial Board of Regents' approved budget. The report is intended to provide a high-level summary to help aid the Committee in meeting its fiduciary responsibilities with respect to UW System budget management and oversight.

The budget-to-actuals report presented here details revenues for the following unrestricted and restricted funding source categories:

- Tuition & Fees and State General Purpose Revenue (GPR)
- Auxiliary Enterprises
- General Operations

- Gifts, and Nonfederal Grants, and Contracts
- Federal Grants and Contracts
- Other Restricted Program Revenue
- Other Unrestricted Program Revenue
- Federal Indirect Cost Reimbursement
- Other Operating Funds

On the expense side, the following categories are highlighted:

- Salaries and Fringe Benefits
- Supplies and Expenses
- Capital
- Financial Aid
- Other (Debt Service/Transfer Out to DOA)

For the FY2020 year-end summary report, an additional column has been added (“Budget Adjustments”) to reflect all budget adjustments occurring in both revenues and expense. Variance columns (“Board Approved to Actual Variance” and “Revised Budget to Actual Variance”) have also been added for additional visibility.

This cash basis report is not intended to replace the UW System’s Annual Financial Report and related accrual-based, audited Financial Statements. The UW System Annual Financial Report presents a comprehensive look at the University’s financial activities for a given fiscal year. The FY2020 Annual Financial Report is anticipated to be presented to both the Audit Committee and Business and Finance Committee at the December 2020 meeting.

Previous Action or Discussion

The last report was presented to the Business and Finance Committee in the October 2019 meeting.

Related Policies

- None

ATTACHMENT

- A) FY2019-20 Budget-to-Actuals Report

UW System
Fiscal Year 2020

	Board Approved Budget	Budget Adjustments	Revised Budget	Actual	Board Approved to Actual Variance	Revised Budget to Actual	
						Variance	% of Revised Budget
Revenue							
GPR/Tuition and Fees	\$ 2,507,806,063	\$ (38,196,500)	\$ 2,469,609,563	\$ 2,461,429,739	\$ (46,376,325)	\$ (8,179,824)	99.7%
Auxiliary Enterprises	803,793,472	(433,210)	803,360,262	660,869,896	(142,923,575)	(142,490,365)	82.3%
General Operations	325,469,497	(547,531)	324,921,966	399,179,655	73,710,157	74,257,688	122.9%
Other Unrestricted Program Revenue	279,233,775	-	279,233,775	236,250,329	(42,983,446)	(42,983,446)	84.6%
Federal Indirect Cost Reimbursement	93,994,552	1,903	93,996,455	176,010,031	82,015,479	82,013,576	187.3%
Total Unrestricted	4,010,297,360	(39,175,339)	3,971,122,022	3,933,739,650	(76,557,711)	(37,382,372)	99.1%
Gifts	464,523,265	476,880	465,000,145	521,148,262	56,624,996	56,148,116	112.1%
Nonfederal Grants and Contracts	136,226,853	(51,158)	136,175,695	142,416,707	6,189,854	6,241,013	104.6%
Gifts and Nonfederal Grants and Contracts	600,750,119	425,722	601,175,840	663,564,969	62,814,850	62,389,129	110.4%
Federal Grants and Contracts	560,192,005	(1,885,422)	558,306,583	666,297,641	106,105,636	107,991,058	119.3%
Other Restricted Program Revenue	872,587,683	33,000	872,620,683	790,509,440	(82,078,242)	(82,111,242)	90.6%
Total Restricted	2,033,529,806	(1,426,700)	2,032,103,106	2,120,372,051	86,842,244	88,268,945	104.3%
GPR - Debt Service	219,279,500	-	219,279,500	190,349,460	(28,930,040)	(28,930,040)	86.8%
GPR - Miscellaneous	23,070,881	(234,181)	22,836,700	22,535,047	(535,834)	(301,653)	98.7%
SEG - Trust Funds	28,036,661	-	28,036,661	43,614,988	15,578,327	15,578,327	155.6%
SEG - Miscellaneous	2,746,000	102,200	2,848,200	3,765,742	1,019,742	917,542	132.2%
Other	-	-	-	7,871,641	7,871,641	7,871,641	-
Total Other Operating Funds	273,133,042	(131,981)	273,001,061	268,136,879	(4,996,163)	(4,864,182)	98.2%
Total Revenue	\$ 6,316,960,208	\$ (40,734,020)	\$ 6,276,226,189	\$ 6,322,248,579	\$ 5,288,370	\$ 46,022,390	100.7%
Expenses							
Salaries and Fringe Benefits							
Salaries	\$ 2,510,804,324	\$ 3,135,412	\$ 2,513,939,736	\$ 2,560,753,095	\$ 49,948,771	\$ 46,813,359	101.9%
Fringe Benefits	848,177,749	2,759,269	850,937,018	886,859,155	38,681,406	35,922,137	104.2%
Total Salaries and Fringe Benefits	3,358,982,073	5,894,682	3,364,876,755	3,447,612,251	88,630,178	82,735,496	102.5%
Supplies and Expenses	1,422,909,373	(41,166,046)	1,381,743,327	1,217,622,131	(205,287,242)	(164,121,196)	88.1%
Capital	116,870,616	1,640,316	118,510,932	147,637,129	30,766,513	29,126,197	124.6%
Financial Aid	1,066,853,716	13,061,406	1,079,915,122	1,117,669,381	50,815,665	37,754,259	103.5%
Other (Debt Service/Transfer Out to DOA)	416,108,919	(42,046)	416,066,873	483,977,082	67,868,163	67,910,209	116.3%
Total Expenses	\$ 6,381,724,697	\$ (20,611,688)	\$ 6,361,113,009	\$ 6,414,517,974	\$ 32,793,277	\$ 53,404,965	100.8%
Revenue less Expense	\$ (64,764,489)	\$ (20,122,332)	\$ (84,886,820)	\$ (92,269,395)	\$ (27,504,907)	\$ (7,382,575)	

October 8, 2020

Cost-Benefit Analysis of Foundations and Associated Affiliated Organizations Report for FY20

REQUESTED ACTION

No action is required; this item is for information only.

SUMMARY

In accordance with current policy, UW System institutions must prepare a cost-benefit report for any primary fundraising foundation or associated affiliated organization that receives more than \$100,000 a year in administrative support, which includes staffing, dedicated space, and indirect costs, such as information technology assistance and utilities.

UW System institutions identified 82 foundations and associated affiliated organizations that support their missions. More than half of these entities (52.4%) are primary fundraising foundations and alumni associations. In FY 2018-19, UW System institutions received \$327.2 million from their primary foundations, while providing \$8.9 million in administrative support.

Presenter

- Sean Nelson, Vice President for Finance, UW System Administration

BACKGROUND

UW System Administrative Policy 362, *University Administrative Support of Primary Fundraising Foundations and Other Affiliated Organizations*, was created in January 2019. This policy currently requires UW System institutions to prepare a cost-benefit report for primary fundraising foundations and associated affiliated organizations that receive \$100,000 or more in a given year from the institution. SYS Policy 362 also requires this information to be presented to the Board of Regents in summary form.

Related Policies

- Regent Policy Document 21-9, *Institutional Relationships with Foundations*

- UW System Administrative Policy 362, *University Administrative Support of Primary Fundraising Foundations and Other Affiliated Organizations*

ATTACHMENT

- A) Summary of Cost-Benefit Reports for Foundations and Affiliated Organizations, FY 2018-19

**Summary of Cost-Benefit Reports for UW Foundations and Affiliated Organizations
Fiscal Year (FY) 2018-19**

Primary fundraising foundations and associated affiliated organizations provide tangible and intangible value to the UW System, serving a critical role in advancing the UW System institutions' missions and achieving their strategic goals. Highlights of the FY 2018-19 cost-benefit reports for these organizations include:

- 82 foundations and associated affiliated organizations were identified as supporting UW System institutions and advancing their missions.
- While UW-Madison has the most foundations and associated affiliated organizations at 38, UW-Milwaukee, all comprehensive institutions, and UW System Administration report between one and seven organizations.
- More than half (52.4%) of these entities are primary fundraising foundations and alumni associations.
- These primary fundraising foundations generated \$327.2 million for UW System institutions while receiving \$8.9 million in administrative support.

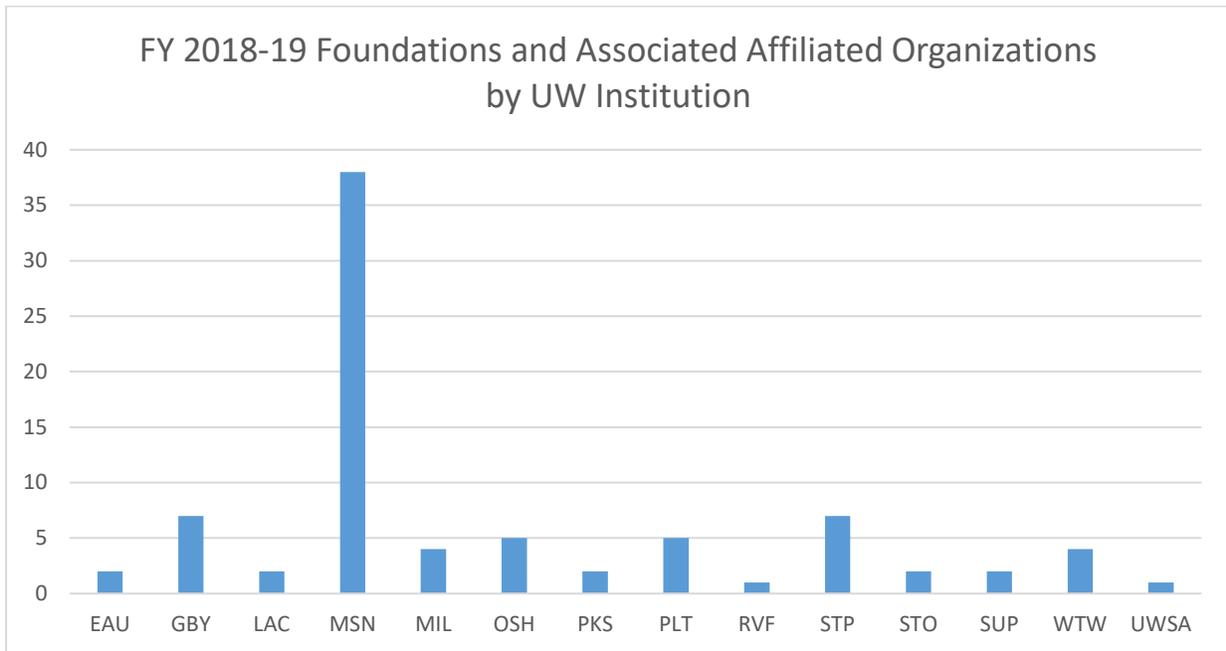
The Board of Regents, UW System Administration, and each UW System institution continue to be proactive in ensuring effective management and transparency of UW primary fundraising foundations and other affiliated organizations. In December 2017, the Board of Regents adopted Regent Policy Document (RPD) 21-9, *Institutional Relationships with Foundations*. While this policy addresses how each UW System institution manages its relationship and transactions with its primary fundraising foundation and any real estate foundation, it does not address other affiliated organizations and does not provide oversight of administrative support provided to all affiliated organizations. As a result, in January 2019, UW System Administrative Policy 362, *University Administrative Support of Primary Fundraising Foundations and Other Affiliated Organizations*, was approved.

Policy 362 requires UW System institutions to provide an annual report of administrative support when the total administrative support provided to a primary fundraising foundation, real estate foundation or other affiliated organization is valued at \$100,000 or greater. The reporting includes a comparison of the administrative support provided in the form of staffing, dedicated space and indirect resources, to the benefits received from the primary fundraising foundations and associated affiliated organizations. The FY 2018-19 report is the second report provided to the Board of Regents under this policy. Due to the demands of the COVID-19 pandemic, the institutions' reporting deadline was delayed from March 31, 2020 to May 31, 2020.

UW System institutions identified 82 foundations and associated affiliated organizations that existed in FY 2018-19 and considered whether these entities were required to complete the annual cost-benefit report. A complete list of entities is included as Appendix A.

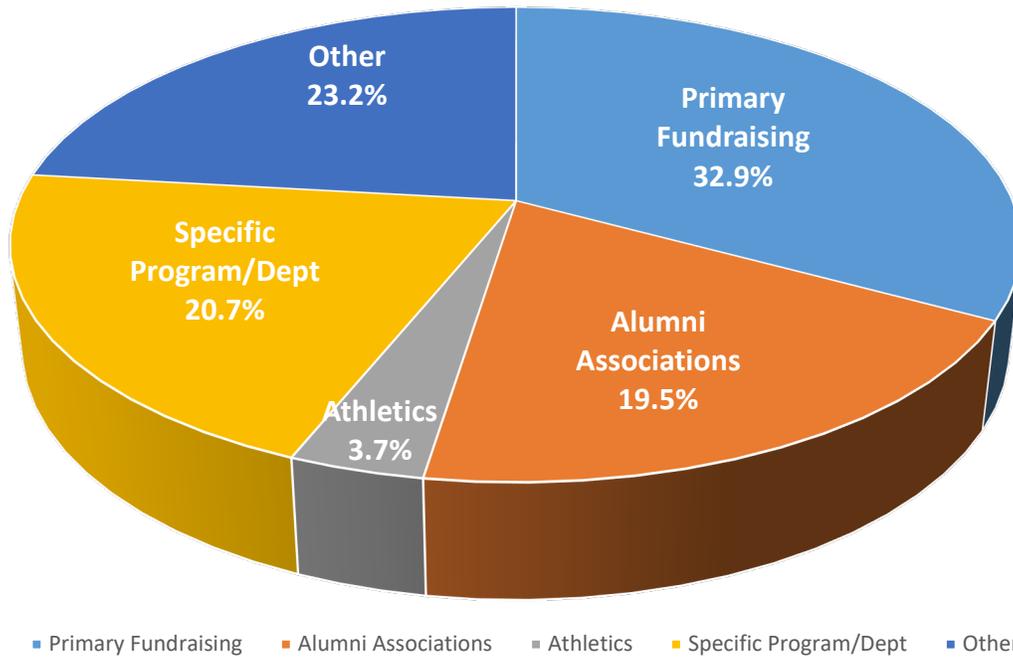
Of these organizations, as shown in the graph below, UW-Madison reported 38 foundations and associated affiliated organizations, or 46.3% of all organizations documented within the UW System in FY 2018-19. This is an increase of five organizations from FY 2017-18 due to some UW-Extension functions and affiliated organizations moving to UW-Madison as part of the UW System restructuring.

UW-Green Bay and UW-Stevens Point both reported seven primary fundraising foundations and associated affiliated organizations. Their reported entities increased as a result of foundations and affiliated organizations associated with former UW Colleges now being captured with their receiving institution. All remaining UW System institutions noted five entities or less.



These foundations and associated affiliated organizations can also be categorized based on their purpose. As depicted in the graph below, 27 entities (32.9%) are primary fundraising foundations for UW campuses; 16 entities (19.5%) are alumni foundations. Three entities (3.7%) are related to athletics, while 17 entities (20.7%) were established for the benefit of a specific institutional program, department, or center. The remaining are a variety of affiliated organizations such as the American Suzuki Foundation at UW-Stevens Point and UW-Madison’s Morgridge Institute for Research, University Research Park, Wisconsin 4-H Foundation, and Friends of the UW Odyssey project. All UW real estate foundations are considered subsidiaries of the primary foundations. As a result, real estate foundations are not reported or counted separately in this analysis.

FY 2018-19 Foundations and Affiliated Organizations by Purpose



In total, these foundations and associated affiliated organizations generate significantly more resources for the UW System institutions than the administrative support provided to them. When looking at only the primary fundraising foundations for the 13 four-year institutions, UW System institutions received \$327.2 million in FY 2018-19, while providing administrative support of nearly \$8.9 million.

A total of 16 foundations and other affiliated organizations received support of \$100,000 or more in FY 2018-19 and, therefore, were required to submit a cost-benefit report. These entities, which are denoted in Appendix A, include the primary fundraising foundations for all UW System institutions except UW-Oshkosh and UW-Superior, four alumni associations (UW-Madison Medical Alumni Association, UW-La Crosse Alumni Association, UW-Milwaukee, and UW-Platteville), and UW-Madison's Wisconsin Union Association.

For five of these foundations and associated affiliated organizations, the UW System institutions reported providing more administrative support than what they received back from these organizations. These entities include the UW-La Crosse Alumni Association, UW-Madison's Medical Alumni Association, UW-Madison's Wisconsin Union Association, UW-Milwaukee Alumni Association, and UW-Platteville Alumni Association. Some UW System institutions are currently considering revising their relationships with these entities or restructuring the affiliated organization to merge with the primary fundraising foundation.

Appendix A

Institution	Entity	Received More Than \$100,000
Eau Claire	UW - Eau Claire Foundation, Inc.	X
Eau Claire	University of Wisconsin - Barron County Foundation Inc (Dissolved 6/30/19)	
Green Bay	UW-Green Bay Foundation, Inc.	X
Green Bay	University Village Housing, Inc. c/o U.W.G.B., Business & Finance	
Green Bay	Alumni Association of the University of WI - Green Bay	
Green Bay	Weidner Center Presents, Inc	
Green Bay	University of Wisconsin - Marinette County Foundation, Inc.	
Green Bay	University of Wisconsin - Sheboygan County Foundation, Inc.	
Green Bay	UW - Manitowoc Foundation, Inc.	
La Crosse	UW - La Crosse Foundation, Inc.	X
La Crosse	UW - La Crosse - Alumni Association	X
Madison	University of Wisconsin Foundation, Inc.	X
Madison	William F. Vilas Trust Estate	
Madison	University Research Park, Inc.	
Madison	Morgridge Institute for Research	
Madison	Kelab, Inc.	
Madison	UW - Medical Alumni Association, Inc.	X
Madison	Center for Advanced Studies in Business, Inc. (CASB)	
Madison	WiCell Research Institute	
Madison	Madison Family Residency Corp., Inc.	
Madison	Wisconsin Technology Innovation Initiative Inc (Wi2)	
Madison	Wisconsin Center for Education Products & Services (WCEPS)	
Madison	Babcock House	
Madison	Friends of the Arboretum, Inc.	
Madison	Friends of the Waisman Center, Inc.	
Madison	Badger Basketball Boosters, Inc.	
Madison	Friends of the Geology Museum UW-Madison, Inc.	
Madison	The UW-Madison Retirement Association, Inc.	
Madison	University of Wisconsin School of Pharmacy Alumni Association, Inc.	
Madison	Friends of Madison Student Radio, Inc.	
Madison	Friends of UW Veterinary Medicine Teaching Program, Inc.	
Madison	Friends of the School of Human Ecology at UW-Madison, Inc.	
Madison	Healthy Minds Innovations, Inc.	
Madison	University of Wisconsin-Madison Nurses Alumni Organization, Inc.	
Madison	UW-Madison Ophthalmology Alumni Association, Inc.	
Madison	Wisconsin Real Estate Alumni Association	
Madison	UW-Madison School of Music Alumni Association, Inc.	
Madison	Wisconsin Youth Symphony Orchestra, Inc	
Madison	UW Naval Reserve Officers Training Corps (NROTC) Alumni Association	
Madison	Friends of the UW Odyssey Project Inc	
Madison	The Wisconsin Union Association, Inc	X
Madison	Friends of PBS	
Madison	Wisconsin Public Radio Association	
Madison	Wisconsin 4-H Foundation, Inc.	
Madison	Leadership Wisconsin, Inc.	
Madison	Wisconsin Agricultural & Life Sciences Alumni Association, Inc. (WALSAA)	
Madison	Friends of Allen Centennial Garden	
Madison	Friends of Max Kade Institute for German-American Studies, Inc.	
Madison	Wisconsin Crop Improvement Association, Inc. (WCIA)	

Milwaukee	The UWM Foundation Inc	X
Milwaukee	UW - Milwaukee Alumni Association, Inc.	X
Milwaukee	Washington County Campus Foundation	
Milwaukee	University of Wisconsin -Waukesha Foundation, Inc.	
Oshkosh	UW-Oshkosh Foundation	
Oshkosh	Titan Alumni Foundation	
Oshkosh	UW-Oshkosh Alumni Association, Inc.	
Oshkosh	The University of Wisconsin - Fox Valley Foundation, Inc.	
Oshkosh	University of Wisconsin - Fond du Lac Foundation, Inc.	
Parkside	University of Wisconsin-Parkside Benevolent Foundation Inc	X
Parkside	The University of Wisconsin-Parkside Alumni Association	
Platteville	UW - Platteville Foundation, Inc.	X
Platteville	University of Wisconsin Platteville Alumni Association	X
Platteville	UW-Platteville Pioneer Education and Development Foundation Inc	
Platteville	Richland County Campus Foundation Ltd	
Platteville	Friends of the Campus, Inc. (Baraboo)	
River Falls	UW - River Falls Foundation, Inc.	X
Stevens Point	UW - Stevens Point Foundation, Inc.	X
Stevens Point	UW - Stevens Point Paper Science Foundation	
Stevens Point	American Suzuki Foundation of Stevens Point WI, Inc.	
Stevens Point	Friends of Schmeckle Reserve, Inc.	
Stevens Point	Becoming an Outdoors-Woman, Inc	
Stevens Point	University Foundation: UW - Marshfield/Wood County inc	
Stevens Point	University of Wisconsin - Marathon County Foundation, Inc.	
Stout	Stout University Foundation Inc	X
Stout	UW-Stout Alumni Association (Dissolved 5/10/19)	
Superior	UW - Superior Foundation, Inc.	
Superior	UW - Superior Alumni Association	
Whitewater	University of Wisconsin-Whitewater Foundation Inc	X
Whitewater	Tip Off Club	
Whitewater	QB Club Booster Club	
Whitewater	UW - Rock County Foundation, Inc.	
UW System Admin	Wisconsin Humanities Council	

Removed from Prior Year Report

Madison UW Band Alumni Association, Inc. (determined to be a subsidiary to the Univ. of Wis. Foundation)

Madison Friends of the Wisconsin Singers, Inc. (determined to be a subsidiary to the Univ. of Wis. Foundation)